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ACTIVITY PLAN

On implementation of the Program of Competitive Growth of Kazan Federal University among World Class Academic Centers and Universities 2013–2020

Kazan, 2013

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PART 1. TARGET PERFORMANCE INDICATORS AND THEIR ACHIEVEMENT

Mission:

University mission:

- development of a strong research and academic hub with the support of innovative regional and country development by providing world class academic programs, research and technological development;
- development of competitive human resources in the Volga Region, the most dynamically developing region in Russia in the fields of petrochemistry, biotechnology, IT and machine building.
- promotion of Kazan as a creative city and world class academic centre, preservation and development of its unique cultural and educational heritage in the ethnically and religiously diverse transitional region between Europe and Asia.

1.1. STRATEGIC OBJECTIVE AND LAYOUT OF TARGET INDICATORS

The strategic objective is to increase the University's competitiveness in world class research and development and to achieve recognized international parity in academic programs that allows the University to occupy a respectable position among the global top 100 universities.

Implementation of the strategic objective by 2020 is expected through the following layout of target indicators (Table 1.1.1.). Considering factors affecting the target indicators, additional layout of target indicators according to the activity outline (Section 2.2) is provided in Annex 5. Together with KPI (Section 1.2.11, Annex 7), target indicators and indicators of activity performance (production indicators) compose a complete system of characteristics for identifying University status and implementation of the Activity Plan.

Table 1.1.1 List of Target Indicators

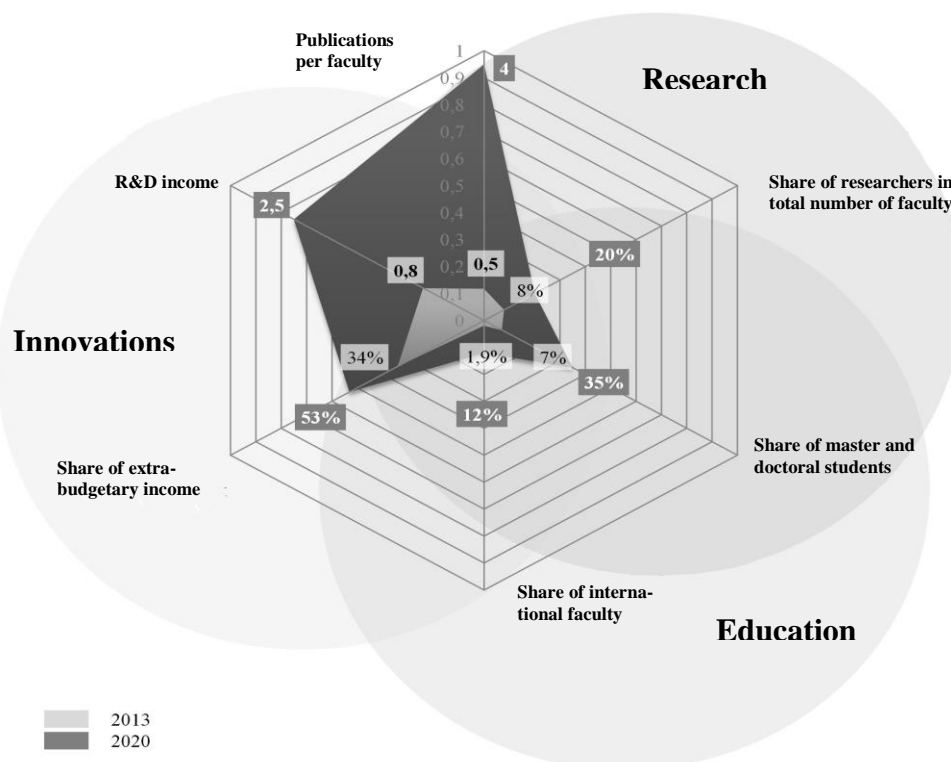
№	Indicator ¹	Unit	Predicted Indicator Values							
			2013	2014	2015	2016	2017	2018	2019	2020
	Target (main) indicators		2013	2014	2015	2016	2017	2018	2019	2020
1	Position (accurate up to 50 positions) in leading global university rankings (for universities and educational programs) ²	position	601+	530	475	440	390	310	180	99
2	Number of articles in Web of Science and Scopus databases per faculty member (excluding repetitions)	quantity	0,5	0,65	0,85	1,1	1,4	1,8	2,34	4
3	Average citation index in Web of Science and Scopus databases per faculty member (excluding repetitions)	quantity	5,7	8,2	11,8	16,9	24,3	34,9	40,1	50
4	Share of foreign professors, lecturers and researchers in the total number of faculty members including Russian citizens, holding PhD degrees from foreign universities	%	1,9	2,5	3,3	4,3	5,7	7,5	9,8	12
5	Share of international students studying in main educational programs, including students from CIS countries	%	2,8	3,4	4,3	5,8	7,7	9,8	12	15
6	Average USE scores of students admitted for full-time bachelor's and specialist studies programs financed by the federal government	score	71,4	71,9	72,2	73,0	74,0	75,3	76,0	77,0
7	Share of revenues from non-budgetary sources as percent of total revenues	%	34	30	38	41	45	48	51	53
Supplementary Indicators										
8	Share of full-time graduate and postgraduate students in the total number of full-time students	%	7,1	8,5	10,5	14	20	25	32	35
9	Share of academic staff with job and long term training experience in world-class universities and academic centers	%	10	15	20	25	30	35	37	40
10	Amount of R&D revenues from the total amount of university revenues	billion of rubles .	0,8	0,9	1,0	1,2	1,4	1,6	2,0	2,5

¹Method for calculating indicators are given in Annex 1

²Breakdown of target indicator is given in Annex 6

1.2. TARGET MODEL

Strategic development policy implies gradual transformation from an educational institution to a research university.



The leading research role is to be achieved by the following measures: encouraging the increase of publication activity, encouraging the increase of academic mobility, supplementary measures to motivate faculty research, development of competencies in international commercialization or research outcomes and strengthening focus on innovation by concentrating resources on development priorities.

As a result, **the complex university target model** is based on ten essential components: *Research focus in priority areas, Positioning in international academic domains, Promotion of interaction between and partnerships with employers, Modernization of IT, Development of HR potential including faculty and managerial staff, Student body balance, Elaboration of technology transfer, Prospective facilities for research and academic purposes, Economics and Finances, Management and structural transformations.*

Table 1.2.1 Changes of target indicators

Indicator	2013	2020
Number of students	22200	17000
<i>Including foreign</i>	615	2550
Number of faculty members	2861	3000
<i>Including foreign</i>	54	360
Total number of articles ³	1300	12000
Total amount of university revenues, mln. rub	6700	16010
<i>Including R&D revenues, mln.rub</i>	800	2500

1.2.1. RESEARCH FOCUSED ON PRIORITY AREAS

Considering global development trends, regional markets and strong University schools, the following priority interdisciplinary areas have been identified:

- Biomedicine and Pharmaceutics;
- Prospective Materials;
- Oil Production, Refining and Petrochemistry;
- IT and Communications Technologies.

Development of these priority areas will be implemented through:

- Establish Centres of Excellence and unique world-class laboratories;
- Invitation the leading world scholars;
- Cooperation with leading companies etc.

Biomedicine and Pharmaceutics. Increased emphasis on biology and interdisciplinary research are the global trends in contemporary medicine. It is most naturally implemented within classical universities where biomedicine plays the dominant role in the development of a wide range of subjects. Therefore, the founding of the Institute of Fundamental Medicine and Biology to replace the existing Faculty of Biology and the newly introduced training of medical specialists has become milestone for KFU development.

³Number of articles in Web of Science and Scopus databases ³ per faculty member (excluding repetitions)

The University clinic is equipped with state-of-the-art clinical and laboratory diagnostic complexes, centers of genomic and proteomic analysis, a laboratory for cellular and tissue engineering technologies, a cryobank, a high-resolution microscopy Center, a laboratory for bio-nanotechnology and research and an educational center "Pharmaceutics" (under the *Pharma-2020* program). A mega-grant (under Government regulation #220) allowed the set-up of the International Laboratory of Neurobiology, together with the Mediterranean Institute of Neurobiology (France).

We regard **Biomedicine and Pharmaceutics** as one of the main fields for development of the University over the next decade.

In 2013 the simulation center, vivarium, pilot production of medicines and biopharmaceutical industrial park *Innosfera* will be completed. All of this allows for the organization of the OpenLab systems for visiting researchers.

The *Centre of Translation Medicine* combines segments undergoing rapid advance globally and at KFU: Neurobiology, Regenerative Medicine, including cellular technologies and tissue engineering; Bio-nanotechnologies and personalized medicine, omics technology and structural biology, problems of extreme conditions and gerontology, pharmaceutics, including generic substitution of recombinant drugs, gene and cell medicine, address delivery systems, diagnostic test systems, nuclear medicine, including studies of biophysical phenomena occurring in cells and organs when exposed to resonant electromagnetic fields and radiation.

Key partners include more than a dozen universities and research centers, including: London School of Hygiene and Tropical Medicine, INSERM (France), RIKEN Omics Center, University of Aix-Marseille (France), , the Institute of Human Stem Cells, the Institute of Physical and Chemical medicine, Research Institute of Children's Hematology under the Ministry of Healthcare of the Russian Federation.

Prospective materials. New materials can push the boundaries of our capabilities. Goal of our university is to conduct fundamental research and develop technologies for creating multifunctional and "smart" materials. The unconventional and competitive advantage of the approach lies in the integration of computer design of materials with given consumer properties, syntheses and their studies with follow-up feedback for calculations

corrections and methods of synthesis; functionality study in areas such as quantum memory, photonics, plasmonics, polaritonics, spintronics, magnonics, excitonics, phononics, photovoltaic systems, as well as mechanical engineering and biomedical sciences - dental implants, means of delivering drugs, and machine building.

The expectation is to create device-specific prototypes based on innovative materials (superconducting memory cells, optical triggers and optical nano-antennas). In cooperation with leading centers in the field of quantum technology research has been initiated on a number of ambitious projects: synthesis of superconducting transition in room temperatures and higher, creating quantum qubit based on planar Josephson junctions, and the creation of single-electron transistors in a system of electrons on the surface of quantum liquids.

Real sector demands from the economy will be answered by applied research in order to develop a new generation of nanocomposite materials for the aeronautic, automotive and other industries. This will also include catalysts for hydrogenation, dehydrogenation and isomerisation of hydrocarbons in order to produce monomers for the production of a new generation of synthetic rubbers and functional plastics with improved physical and mechanical properties for the replacement of metals.

A *unique infrastructure* has been established to tackle these challenges:

- A laboratory for the computer design of new materials (the only in Russia);
- A Joint Research Laboratory at KFU-RIKEN (laboratory for the synthesis and analysis of thin-film systems, the physics of strongly correlated electron systems femto-second spectroscopy);
- The Federal Center for shared use *Physical and chemical substances and materials*;
- The International Centre for Excellence in the field of magnetic resonance;
- The Center for quantum technologies.

Key partners: more than twenty universities and research centers, including: RIKEN, Okinawa Institute of Science and Technology, University of Innsbruck (Austria), Imperial College London, Universities of Arizona and Maryland (United States), Russian Quantum Center (Scolkovo), Solid Physics Institute (Chernogolovka), NT-MDT

(Zelenograd), Joint Stock Company “Kazan Aviation Production Association named after Gorbunov”, KAMAZ, Sollers, Gerboplast, etc.

Oil production, refining and petrochemicals. The Russian Federation is one of the leading oil-producing countries. Here, as everywhere else, we are facing the depletion of hydrocarbon reserves, an increase in the intensity of production and the growing demand for research. Tatarstan is a unique region which has produced over 3 billion tons of crude oil and has been actively involved in the development of "non-conventional" varieties of oil such as high-viscosity oil, natural bitumen. Work on shale gas and oil has already begun. Kazan University has made a decisive contribution to this process in the singular experience of developing the Romashkinskoe giant field and its satellites.

KFU's immediate goal is not only to continue the transformation of this experience into technologies for the whole world, but *to create a completely new technological process* for development of the ‘non-conventional’ hydrocarbons on the basis of existing forms:

- technology for partial processing and extraction of "non-conventional" hydrocarbons in situ (reservoir fracturing and catalytic thermochemical effects) for the development of more than 20 billion tons in the Volga-Ural region and more than 100 trillion tons of the Bazhenov Formation in Western Siberia; the long term objective is to develop offshore gas-hydrates;

- monitoring and managing technologies for development of "non-conventional" stocks using borehole, ground and aerospace hardware and information systems;

- advancement of new highly efficient catalysts for petrochemical industry (catalysts for hydrogenation, dehydrogenation and isomerisation of hydrocarbons).

Technologies will be developed on the basis of:

- The Center for Excellence in the field on modeling of the scale of from 1-2 μm (x-ray imaging) to 10-100 m (4D seismic monitoring, borehole graphics) based on the 3D GEO Center, established by the KFU Development Program (2010-2014) and Government regulation #218 (2010-2015) jointly with TNG-group and Tatneft);

-International Research Laboratory in-situ combustion, in conjunction with Stanford University, University of Alberta, Middle East Technical University, Ankara, supported by Tatneft, Lukoil (Ritek), Weatherford, Schlumberger.

-International Laboratory on complex “non-conventional” reservoirs and hydrocarbon resources together with Tatneft, RITEK, Gazprom and CoreLab (Argosy) United States.

-Joint center for research in the field of catalysis and petrochemistry, created jointly with Nizhnekamskneftekhim.

Key partners: Imperial College London, ETH Zurich, University of Texas at Austin, Stanford University, University of Calgary, University of Alberta, RWTH Aachen University, the Colorado School of Mines, China University of Petroleum, Middle East Technical University, Ankara, Texas A&M University, Gubkin Russian State University of Oil and Gas, Institute of Catalysis named after Boreskov, as well as companies - Schlumberger, Weatherford, GE Phoenix X-ray, Agilent Technologies, Wille Geotechnic, Nizhnekamskneftekhim, Tatneft, RITEK, LUKOIL and 26 independent oil companies.

Info-communication and Space Technologies. Our advantage is the ability to conduct research at the intersection of information and communications technologies and the traditionally strong fields of a classical university. In turn, the use of advanced IT and Space technologies is essential for any achievement in all breakthrough areas. At KFU we regard the development of IT and Space Technologies in conjunction with studies of the natural environment, bio-, geo- and chemo-informatics, quantum cryptography and security.

At 2020 the major development areas will be: visualization and automation of intellectual activities, high-load systems, Big Data, computer modeling of oil deposits, e-services and e-government, supercomputing, data security, data mining and knowledge management, data mining in hemo- and bio-informatics, meteor cryptography.

Infrastructure for the development of IT and space technologies:

- technological centers of competence in the field of radio physics, microelectronics, microchip design, optoelectronics and instrumentation using new physical principles,

based on the educational and research centers and laboratories with leading foreign companies "KFU-Agilent", "KFU-Microsoft", "KFU-Samsung, KFU-Cisco, "KFU-National Instruments", "KFU-TRIMBLE, HP, Fujitsu (GDC), Yandex, Mail.Ru Group, Google, JetBrains, Bars-group, ICL.

- The Center for Excellence in the field of space research and technologies is equipped to explore near and outer space with unique tools: (Rtt150 telescope with a diameter of 1.5 meters in the mountains of Turkey, participation in international projects INTEGRAL and PLANK, from 2014 - identification of extragalactic sources and clusters of galaxies), a unique tool for monitoring fast processes in space (mega-TORTORA-designed at KFU); Radio physics, Geodesy and Geophysics polygons.

- The Center for study of Gravitation, Astrophysics, and Cosmology with strong traditions of astronomy and gravity schools and combination of theoretical and experimental research of space.

- The Research Center for information technology in interdisciplinary research: automation of intellectual activity; robototechnics; natural language processing and knowledge extraction, semantic web; space weather prediction technology; adaptive information transfer systems; precision of global satellite positioning systems; virtual and absolute security of information transfer systems.

- The Engineering Centre "Rustech-KFU", a joint project of Roscosmos and Russian technologies.

The development of IT and Space Technologies in the University contributes to the construction of the satellite town Innopolis - "the future IT-capital of Russia" (1200 Hectares, 150,000 people working in the IT business).

Key partners: EPFL (Lausanne), Max Planck Institute of Astrophysics (Garching, Germany), Turkish National Astronomical Observatory (Antalya, Turkey), University of Tübingen (Germany), Stanford University, MIT, Carnegie Mellon, University of Strasbourg, University of Cologne, University of Bonn, University of Leipzig, Rotterdam University of applied sciences, University of Latvia, Institute of space researches RAS, Institute of astronomy, Moscow State University, Institute of applied astronomy, Russian

Academy of Sciences, Special Astrophysical Observatory, IZMIRAN, Research Radio-physics Institute in Nizny Novgorod.

The Social and Humanities pillar is, on the one hand, a considerably important component in the development of a harmonious, actively integrated modern society of successful people. On the other hand, it represents a full partner in complex interdisciplinary research and is one of the leaders in the implementation and development of IT and Space Technologies. The uniqueness of social and humanitarian research has a substantial regional framework representing of Orthodox Christianity, Islam and Judaism, different ethnic groups, with a historical legacy of blending Western and Eastern civilizations that have been peacefully and efficiently living here for more than 400 years, which brings a growing interest of many of the world's leading research centers in conducting joint interdisciplinary research.

Research and educational centers of excellences are actively developing:

- The Centre for European Studies VOICES (with the support of the European Commission),
- The Post-socialism cultural research center (with the support of European University in St Petersburg).

Research priorities and core projects:

1. Study of nationalism, regional and national identity, ethnic and religious diversity, terrorism and extremism, migration;
2. Islamic studies in Russia, the Middle East and South-East Asia in the context of globalization;
3. Study of the European Union and BRICS countries in the Eurasian space.

Partners: University of Birmingham and Portsmouth (United Kingdom), University of Oxford, University of Giessen (Germany), International Institute of Education (United States), International Institute of pedagogic studies and research (Germany), National Institute of education (Singapore), University of Helsinki (Finland), Hokkaido University (Japan), free University of Berlin (Germany), University of Freiburg (Germany), Russian Academy of Sciences, Moscow State University, St. Petersburg State University, Higher School of Economics.

1.2.2. Positioning in the international educational area

The share of international students is supposed to increase to 15% by 2020 through implementation of a complex of academic, information, administrative and organizational activities. The main efforts are put into regionally focused activities for recruiting applicants from South East Asia, Middle East, Africa, Latin America countries.

Proposed *academic activities are targeted at* increasing the availability and quality of educational services for foreign citizens, and the internationalization of curricula and the academic environment by means of:

- Implementation of joint academic programs with leading world universities from the TOP 300 (45 programs by 2020);
- Implementation of Master programs in English (40 programs by 2020);
- Franchising of academic programs of leading world universities from the TOP 200 (not less than 100 programs);
- Launching 16 new specialized programs of pre-university training.

Information activities are being developed for active positioning of KFU in international academia and the media, including:

- Posting KFU's resume on leading international and national educational web-portals in China, Vietnam, Indonesia, Colombia, Mexico, etc.;
- Regular participation in the international educational exhibitions, fairs, and seminars of leading recruiting agencies (WEBA, ICEF, China Education Expo, QS),
- Promotion in international media (agreements with PR agencies, such as Study Portal, China Global Education, etc).

Administrative activities are implemented in direct contact with federal and regional state institutions, first of all, within the Agreement between The Rossotrudnichestvo Federal Agency and the University.

Within the target model-2020 with the support of the Chairman of the University Board of Trustees, the President of Tatarstan R. N. Minnikhanov, will act:

- Network of representative foreign university offices on the basis of the active representation of the Republic of Tatarstan in 14 countries: CIS countries (Uz-

bekistan, Kazakhstan, Azerbaijan, Turkmenistan, Ukraine, Belarus), Western Europe (the Czech Republic, Finland, France, Switzerland), America (the USA, Cuba) and Asia (Turkey, Vietnam);

- Tatarstan regional initiative to recruit international students through:
- Tatarstan regional support program for the education and training of Tatar compatriots from abroad (with the support of the Tatar World Congress);
- The Tatarstan Government regional program of academic grants "Algarysh";
- Developed a system of intra-university grants aimed at recruiting international graduate and post-graduate students (no less than 170 grants planned for 2013 - 2015).

University recruiting activity relies on effective cooperation with 20 partner recruiting companies with long-term experience in the global academic market and a high reputation among leading Russian universities. To name just a few: the Chinese recruiting agency on advisory service for international training "Jin Jile", The Russian-Chinese fund for cultural and academic development (China), The Russian-Latin American Association for higher education (ALAR) (Latin America), Star Education (Africa). At the moment KFU is working on signing partner agreements with Racus, one of the largest international companies with having representations in 58 countries, The Education Voyage (Uzbekistan) and The Education Consultants Group (Kazakhstan).

An important instrument for recruiting international students is interaction with foreign organizations such as:

- Ministries of Education of foreign countries (Kazakhstan and Central Asia, Vietnam);
- authorized operators of national programs for education and training abroad (Kazakhstan, Tajikistan, Azerbaijan, Armenia, Iran, Iraq);
- international and national academic foundations and institutions (The German service of academic exchange DAAD, American Councils, etc.);
- foreign partner universities (more than 130 institutions from 35 countries).

In recruiting activity with new international applicants, an active part is taken by KFU student and public organizations, such as:

- KFU Association of foreign students;
- the KFU Union of the Arab students;
- the KFU International Students' hostel council;
- National associations of China, Vietnam, etc.

These organizations initiated the launch of such programs as "Tell about the University in the Internet ", "You study – bring a friend to study", "On vacation – spread a word about the university".

On the base of the Tatarstan regional program "Complex activity with international students in the Republic of Tatarstan till 2015" a system of social and academic accommodations will develop up at the University, which include:

- orientation services advising for residence and training;
- medical and insurance services;
- round-clock arrival and placements services;
- psychological support services.

In the University hostels multicultural and multilingual environments are provided.

Table 1.2.2.1. Prospective freshmen headcount trends, %

Region	2012	2013	2014	2015	2016	2017	2018	2019	2020
Russian Federation	98,3	98	97	95	92	89	86	83	80
Foreign countries	1,7	2	3	5	8	11	14	17	20
<i>CIS countries</i>	<i>0,50</i>	<i>0,6</i>	<i>0,9</i>	<i>1,5</i>	<i>2,4</i>	<i>3,3</i>	<i>4,2</i>	<i>5,1</i>	<i>6</i>
<i>non-CIS countries</i>	<i>1,20</i>	<i>1,4</i>	<i>2,1</i>	<i>3,5</i>	<i>5,6</i>	<i>7,7</i>	<i>9,8</i>	<i>11,9</i>	<i>14</i>
Total	100	100	100	100	100	100	100	100	100

1.2.3. Development of relations and partnership with employers

Within framework of Target model the University will focus on the preparation of competitive specialists in priority fields. For each field a special development program will focus on collaboration with TOP-100 leading world companies⁴, such as BP, Schlumberger, Shell, Novartis, Pfizer, Samsung, Microsoft, HP, BMW, Daimler and other ones.

⁴ List of main employers – KFU partners is given in Annex 8.

In this direction, **long-term collaboration is planned with** leading international accounting and consulting companies such as **PwC** on the basis of its vast experience in Russia and KFU participation in PwC' partner networking projects. Basic directions for the collaboration are:

- participation of PwC's global networking experts in KFU educational projects (as in Yale University (USA), Hong Kong University, Swinburne University of Technology, La Trobe University (Australia), University of Bath (UK), Skolkovo Innovative Center (Russia));
- joint international and Russian education market research;
- setting up a PwC department at the University.

Steps towards improvement of graduates' research skills:

- determination of effective cooperation methods with leading universities towards development of necessary educational resources for new academic programs of world level;
- recruitment of leading world scholars to participate in the University's master's degree and doctoral degree programs, in preparation and presentation of doctoral theses (dissertations), in other research and teaching activity;
- more active faculty and student participation in international academic exchange programs;
- upgrade of faculty foreign language proficiency.

Steps towards the improvement of graduates' practice-oriented competencies:

- involvement of Russian and international company representatives in the development of necessary educational resources for new academic programs of world level;
- setting up of a continuous development education system for KFU faculty fellows providing internship training in leading Russian and international companies;
- signing of cooperation agreements with the leading world companies, setting up of international research centers;
- participation in large international R&D projects;

- co-operation with leading Russian and international companies in R&D projects.

To develop and advance state employees' professional competence, KFU will continue further development of the School of State and Municipal Management created in 2012.

Research into graduates' and potential employers' opinions about the quality of university academic programs and continuous monitoring of graduates' employment and career development will be conducted towards the aforementioned purposes of competitive university graduates' training.

1.2.4 IT- modernization Main activities:

- **computerization of educational processes**, including
 - o development of LMS, MOODLE, edX, Coursera, Khan Academy, Udemy, Futurelearn;
 - o development of open educational resources (MOOC), including "The Electronic University" networking project of federal universities (G9);
 - o development of open databases of the best on-line e-courses, e-catalogs and media libraries of federal universities;
 - o development of virtual academic mobility of teachers and students via virtual departments (with participation of leading scholars from Russia and abroad) for teaching, olympiads, conferences and projects activities;
- **computerization of research activity**, including:
 - o access to Elsevier, Scopus, WoS and SciVal Spotlight resources, etc.;
 - o creation of a KFU e-library of intellectual resources;
 - o creation of virtual collective resource centers with laboratory equipment and common interdisciplinary research outcomes;
- **computerization and automation of management:**
 - o setting up of united corporate information system;

- new and existing services integration into service catalogues of Microsoft Active Directory;
- information technologies skills development for KFU personnel (including e-service facilities usage like “Electronic Tatarstan”, <https://uslugi.tatar.ru/>).

The new corporate university portal (www.kpfu.ru) will become a unifying platform for these services. There will be set up a communication ground for university applicants, broad faculty community, business and government bodies for discussions of problems in science, education, and culture and active promotion of the University brand in the global information space.

By 2014 there will be provided a simplified access to the internal and external full-text sources including foreign publishers and universities. By 2015:

- there will be provided 100% broadband internet access from all the University rooms;
- the information support of the faculty workplaces will correspond to the world level;
- data transmission speed on the University intranet will be no less Gb/s,
- the disk space of central server knot will be no less than 100 Tb.

Further development of the electronic information and education platform (<http://e.kpfu.ru>) seems as follows: e-learning joint programs of higher and continuous education for citizens of Tatarstan (from kindergarten to "the third age") will be developed with partner universities from Russia and abroad.

E-courses will allow to realize virtual academic mobility – by the development of open distant courses and electronic educational resources together with foreign universities. Within the current KFU Development Program it was developed 102 electronic educational resources as results of academic mobility to 29 countries.

Table 1.2.4.1 Basic indicators of informatization

	2013	2014	2015	2016	2017	2018	2019	2020
Total number of faculty, registered at the MOODLE e-learning platform	1300	1500	2000	2200	2300	2400	2600	3000
Total number of students using the MOODLE e-	18 000	23 000	28 000	30000	32000	34000	36000	38000

learning platform								
Total number of e-courses developed ⁵	824	850	900	1000	1200	1400	1600	2000
Total number of open courses	20	100	200	500	600	800	1000	1500
Total number of e-courses in foreign languages	10	30	60	150	200	400	500	700
Total number of e-courses developed with foreign university partners	5	10	20	50	100	150	200	300

1.2.5. Development of human resources including managers and faculty

Key features of perspective HR of human resources policy are:

- increase the share of researchers among faculty members through fostering of research activity;
- increase the share of young teachers through recruitment of young scholars with experience in international collaboration;
- increase the share of international scholars invited for teaching, supervision of doctoral theses and doctoral programs, expertise of study plans and programs⁶;
- invite leading scholars from world-class universities and research centres, business professionals to participation in theses defenses as members of Dissertation Councils and opponents;
- recruit post-doctoral students from Russian and international universities and research institutes, including Russian citizens – foreign PhD degree holders;
- reallocation of human resources in accordance with changes in student body and research plan structures.

Top management is to be reinforced through recruitment of managers with appropriate qualifications earned from the leading Russian and international educational centers, including the best graduates from top MBA-schools. Share of international level administrators in KFU top management will reach 15% by 2020.

Activities on analysis of needs and recruitment of managing personnel, including directors of operating units, with working experience in leading Russian and foreign

⁵ Including continuing education

⁶ List of foreign scholars is given in Annex 9

HEIs will be carried out according to the approved Road map. Recruiting procedures will be implemented with involvement of leading international agencies. At the present moment works connected with recruitment of the appropriate personnel are conducted together with “Odgers Berndtson”, the world leader in search, evaluation and development of top managers (the company is among top-6 international companies in this sphere, No 1 in UK and Canada, No 2 in Europe).

Table 1.2.5.1 The University’s human resources potential,%

Indicators	2013	2015	2020
Faculty, total, %	100	100	100
Share of faculty holding doctoral degrees, %	20	25	50
Share of faculty working in priority areas, % To include:	30	38	50
Candidates of Science	18	24	30
Doctors of Science	7	10	13
Share of researchers among faculty (w/o post-doctoral fellows)	8	12	20
Share of post-doctoral fellows	0,1	0,9	5,0
Share of researchers from leading universities and research centers involved in working at KFU	0,3	1,4	4,5

Structural changes, cutting the number of institutes as well as optimization of personnel will allow increase in the total number of the faculty from 2861 currently to 3000 in 2020 and increase in the share of the faculty contributing to research in priority areas from 30% to 50%. This will allow focus on breakthrough areas and noticeably increase the indicators of research activity.

1.2.6. Balancing the student body

Within the implementation of the present Program the student body will too undergo certain changes in terms of structure.

Share of Bachelor and Specialist students will decrease from 92,0% (2012) to 65% (2020), in training in priority areas from 88% (2012) to 53,6% (2020).

The University is planned to be resized in terms of student numbers (decreasing from XL to L) and student faculty ratio (6 to 7 students per faculty member). Meanwhile

the University will introduce post-doctoral positions for young researchers. The share of researchers in the total number of faculty members will increase from 8% to 20%.

The faculty body will be subject to significant differentiation depending on the extent of their participation in education and research (*lecturer* and *researcher*).

Extended recruitment of graduate and doctoral students will be ensured by:

- significant modernization of study programs with participation of leading international universities, franchising of the best programs of TOP 200 universities, international accreditation of programs,

- signing agreements on implementation of dual degree programs, increasing student mobility with leading universities,

- grant support for doctoral students, Master's degree students, talented young researchers,

- invitation of leading international and Russian scholars for establishing joint research laboratories, study and research centers and departments,

- systematic organization of international student conferences, schools, olympiads, forums on priority areas of research

- systematic promotion of the KFU brand in world media.

The share of international students will see a dramatic rise.

Table 1.2.6.1 Student body structure (incl. priority areas)

	2012		2015		2020	
	Total number	Incl. priority areas	Total number	Incl. priority areas	Total number	Incl. priority areas
Bachelors	50,0	13,0	79,5	20,0	60,0	30,0
Specialists	42,0	9,0	10,0	7,0	5,0	5,0
Masters	4,0	1,5	5,5	6,5	20,0	12,0
Doctoral students	4	1,7	5,0	5,5	15,0	8,0
Total	100,0	25,2	100,0	39,0	100,0	55,0

As a result of these structural changes, the total number of students will be reduced from 22 200 currently to 17 000 in 2020. Meanwhile the share of students studying academic programs within priority areas will rise from 25,2% to 55%. Similarly the share of Master's and doctoral students will increase – from 7,9% to 35%, in priority areas – the

advanced growth will reach 136% . These changes will significantly affect the extent of student and doctoral candidate involvement in research activities, including those in priority areas.

1.2.7. Advancement of technology transfer center, offices for applied research and developments

The basis for this component will be **actively operating a technology transfer center**, headed by a visiting specialist with experience in R&D project implementation and research development commercialization.

Key tasks of the center:

- Building connections between R&D projects and KFU priority research areas;
- Development of projects that allow establishment of new international and cross-disciplinary research connections;
- students engagement in practical activities that supplements and actualizes KFU academic programs through contests and competitions on innovations, including organization of 30 contests and 10 innovation Olympiads annually;
- Development of University partnerships with major international companies like BP, Schlumberger, Novartis, Cisco, Samsung and others;
- Enhancing intellectual property licensing of University and its affiliated companies focusing on collaboration with leading international companies, 20 patents per year;
- Startup finance facilitation through attracting one or two leading venture funds and state co-financing;
- Training and development of employees from small innovative enterprises in the framework of business incubator;
- Creation of up to 120 vacancies in collaborative laboratories in the framework of business-incubator activities;
- Regular reassessment on the basis of international benchmarks of small innovative enterprise portfolios from business incubator and Centre projects, timely and regular termination of ineffective and unpromising projects support.

By 2020 150 small innovative enterprises will be operating with the support of the Centre. These enterprises will correspond to adopted Directorate effectiveness criteria and will work on topics supported by international scientific council.

A Web-site aimed at promoting university R&D activities in Russia and in the world will be developed, to present business incubator projects, search for partners, make an attractive image in social networks and work to support the technologies transfer center.

1.2.8. Promising research and academic facilities

Currently university facilities basically correspond to international standards and requirements, allowing attraction of a large number of students and highly skilled employees. The real estate complex has been forming throughout the 200-year period of university development. Today this complex includes 683 pieces of real estate with a total area of 823,000 sq.m. that supplies the need for effective academic and research activity. Various significant events have happened during the last 5 years and the most prominent which was the reorganization in the form of merger with a number of universities as a result of which the university facility base doubled.

An additional impulse to development of university facilities was the Summer Universiade 2013. The University was granted 20 highly comfortable dormitories for 7450 places with a total area of 212,000 sq.m., together with 17 operating dormitories, which together supply needs according to the highest international requirements. The same facilitation was given to sport infrastructure. Three new sports centres where international competitions were held were handed over in addition to the nine centres.

KFU facilities upgrade has outrun the pace of the **Development Program framework**: over the last three years modernization in priority research and technology areas has led to creation of 273 laboratories (including 103 research and 170 training), the purchase of equipment in the amount of 2,8 bln rubles. A substantial part of this equipment is unique and has no analogue, this provides the potential of fundamental science development and innovations⁷.

⁷ List of unique laboratories is given in Annex 10. List of equipment is given in Annex 11

Buildings for the Institute of Physics, Institute of Management and Territorial Development, Alexander Butlerov Institute of Chemistry, Centre of Technologies, Nikolai Lobachevskiy Scientific Library, Institute of Oriental Studies and International Relations were modernized. On June 23, 2013 the Planetarium based the Enhelhardt Astronomic Observatory opened– a unique facility integrated with the Observatory complex and the Centre for Cosmic Research and Technologies for Near and Outer Space Studies.

Achievement of the targeted University model by 2020 requires further improvement of infrastructure and Campus, as well as of other units supporting research and studies, including:

- building of modern research Centres (laboratories) for visiting scholars operating jointly with leading companies and research organizations: 15 labs by 2015 with further annual increase of 1-3 labs resulting in creation of 100 labs by 2020;

- modernization and construction of training and laboratory buildings, for example, construction of new buildings for the Institute of Chemistry and Laboratory building for the Institute of Geology and Petroleum Technologies.

Table 1.2.8.1 Main parameters of the real estate complex development program (sq.m.)

Indices	2013	2015	2020
Total building area:	823493	1197000	1321000
Education and laboratory building area	327920	405000	455000
per student	12	20	26
Indoor sports facilities area	31628	33500	37000
Target research areas	20481	23500	31000
dormitories	301917	305000	307000
Other buildings	173175	463500	528000

1.2.9. Economic and financial model

To achieve the world level of research and educational activity and increase position in the University rankings KFU need to transform the economic and financial model by:

- improvement of quality and level of research activity through concentration of financial resources in priority areas;

- optimization and diversification of expenses, increase of extrabudgetary resources, development of endowment – funds, development of alternative sources of income;
- implementation of management systems according to results-oriented budgeting outcomes, balanced systems of indicators and effective contracts consisting of the following elements: Institute (faculty), department, research and academic staff.

The model of functioning is based on the financial and economic independence and flexibility in formation and an expenditure of means by drawing up the public reporting. The KFU will be guided by growing the non-budgetary revenues and their diversification (development of endowment fund, cooperation with business sector, development the alternative funding sources).

The main model provisions: investment growth in development of prospective research areas by establishing and fitting laboratories with equipment, attraction of international scholars, teachers and students. Moreover, substantial expense increases are planned towards University exposure in international media, the development of publication activity and participation in international scientific events.

Table 1.2.9.1 Extended financial plan

Indices	2013	2014	2015	2016	2017	2018	2019	2020
Income, mln rubles	6700	7600	7730	8450	9660	10880	13490	16010
Education	4200	4280	4600	5100	5600	6100	7300	8300
R&D	800	900	1000	1200	1400	1600	2000	2500
Endowment and other external budget	50	100	150	200	250	300	400	500
Development Program	1000	1000						
Program for Competitive Growth	600	1300	2000	2000	2500	3000	4000	5000
Expenses, mln rubles	6700	7600	7730	8450	9660	10880	13490	16010
Operating expenses	5150	5750	5880	6450	7500	8380	9400	10560
Capital expenditures	1550	1850	1850	2000	2160	2500	4090	5450

Details concerning incomes and expenses from the financial plan of the roadmap are given in Part 2.2 and Annexes 12.

1.2.10 Management and structural reorganizations

Optimization of management systems, university and institutional structures, numbers of faculty and student structures to achieve a target model.

Institutional group	Definition	Number of institutions		Development strategy
		2013	2020	
Prospective	With high scientific potential, centers of responsibility, coordinate the work of prospective sectors	5	5	Concentrate resources and efforts directed on sectors : Establish a basis for global scientific leadership, focusing on cross-disciplinarity
Developing	Active involvement in prospective sectors, high scientific potential in prospective sectors	5	2	Reducing bachelors share and raising Master's degree quality Involving world-class researchers Generating innovations with high added value
Highly remunerative	Bring substantial revenue from educational activities (humanities)	3	2	Maintain profitability and its further development: Reduce proportion of bachelors' and increase quality of Master's degree; Promote competitiveness at the international level Maintain and stabilize level of profitability
Infrastructure	Ensure functioning of other institutions and faculties	2	1	Improve efficiency and reorganization: Reducing of inefficient research topics and educational programs
Traditional	Provide broad educational profile	4	2	Reduce proportion of bachelors' and increase quality of Master's degree

Structural reorganizations through unification of other institutional groups with prospective and developing groups. This allows resources focus on prospective sectors in order to achieve a high position in international rankings.

Main principles of management systems transformation:

1. ***Optimality and compliance with the best international practices*** will be achieved through the following changes:

- Number of divisions will be unified focusing on the development of 4 priority sectors of research and education;
- Organizational management systems will be simplified and brought in line with structural reorganizations, with transition to a mixed matrix-divisional system;
- Establishment of the International Scientific Council⁸ with broad powers to prepare and approve proposals for key initiative implementation;
- Involvement of management personnel with international experience according to functional strategies and updated requirements for management personnel.

2. ***Usage of prospective project management principles:***

- Description of basic business processes principles for further optimization;
- Shorten priority procedure terms, minimize bureaucratic barriers on the basis of project implementation according to ‘one-stop’ principle;
- Separate a unit for Road Map maintenance, science development forecasting, technologies and education marketing from the existing services.

3. ***Motivation system modernization:***

- Implement employees performance evaluation system on the basis of KPI and binding it to pecuniary motivation system;
- Implement ‘Efficient contracts’ system allowing bringing into line salary and activities performance.

4. ***Transparency and flexibility:***

- Implement reporting system according to international standards;
- Decentralize finance and administration, transition of major powers to structural subdivisions, in priority sectors especially.

⁸ List of International Scientific Council members is given in Annex 13. List of members of Governing Board is given in Annex 14. List of members of Project group is given in Annex 15. List of members of Program Directorate is given in Annex 16. Allocation of authorities among KFU managerial bodies is given in Annex 17.

1.2.11 Correlations between target model elements and key characteristics indicators (KPI model)

For effective management and monitoring of target model indicators the following KPI system was developed:

Direction	Aim	KPI
1. Research: focus on priority areas	Global parity in priority research	1. Number of scholars with high citation indices (CI WoS >1000)
2. Potential students (applicants)	Internationalization. Quality	2. Number of international students
3. Partnerships with graduates' employers	Liaisons with world corporations	3. Position in QS World University Rankings on «Employer Reputation» indicator
4. IT- modernization	Global renown and demand for information (acquaintance)	4. Position in Webometrics
5. Human resources	Quality. Internationalization	5. Share of academic staff with PhD and Full Doctor's degrees
6. Balance of student body	Internationalization. Quality.	6. Share of master and doctoral students, %
7. Technology transfer	Center for innovative solutions generation	7. Number of foreign patents
8. Perspective facilities	Global standards for workplaces and working conditions	8. Number of world-class research and educational laboratories
9. Economic model	Diversification and stable growth of revenue	9. Total amount of university revenues
10. Management and structural reorganizations	Optimization of operating structure and management system	10. Share of top management with international experience

Proposals for KPI

KPI		2013	2014	2015	2016	2017	2018	2019	2020
1. Number of scholars with high citation indices (CI WoS >1000)	people	16	18	20	30	50	70	90	100
2. Number of international students	people	220	330	550	720	1200	1500	1800	2100
3. Position in QS World University Rankings on «Employer Reputation» indicator	position	401+	301	250	200	150	120	100	90
4. Position in Webometrics	position	3236	1500	1000	500	300	200	150	100
5. Share of academic staff with PhD and Full Doctor's degrees	%	20	22	25	28	32	37	43	50

6. Share of master and doctoral students, %	%	7,9	8,5	10,5	14	20	25	30	35
7. Number of foreign patents	quantity	0	2	5	10	12	14	17	20
8. Number of world-class research and educational laboratories	quantity	10	15	25	40	60	80	90	100
9. Total amount of university revenues	billion of rubles	6.7	7.6	7.7	8.5	9.7	10.9	13.5	16.0
10. Share of top management with international experience	%	2	4	10	10	13	13	15	15

Matrix of elements influence/ KPI of target model relative to the mandatory (and optional) targets can be found in Annex 18.

1.3. ANALYSIS OF MAJOR GAPS

Next step in elaborating the target University model is analysis of gaps between current and targeted University parameters which provides matching operational capacity of the University with its strategic objectives. The reference group of the world leading universities, taken as a benchmark (Table 1.3.1).

Table 1.3.1 Target model parameter validation

Name of University	QS Ranking	Competitive advantages (KFU benchmarks)	Number of publications (2012), Scopus	Number of citations for past 3 years in WoS	Student number, thousand people.\Faculty number, thousand people.
Seoul National University (SNU)	37	Research in motor-car construction, IT, biotechnologies, semiconductors. Academic programs in social science and humanities, business administration, engineering, natural sciences, agriculture, law, art, medicine etc.	22728	104686	28\4
Beijing University (Beida)	44	World leading Center for high technologies. Academic programs in physics, chemistry, biology, math, IT, geology, oriental languages	21481	97341	30\5

Lund University	71	Research in nanotechnologies, climate change, stem cell biology, diabetes, neurodegenerative disorders, musical education. Academic programs in engineering; medicine; jurisprudence; social sciences, humanities, natural sciences; economics, art, theology, aviation.	12777	86951	33\5
University of Helsinki	78	Research on Russia and East-European countries, IT, physics, ecology, biotechnologies, neurobiology, math, statistics, computer science and technologies. Academic programs in law, medicine, biosciences, pharmacology (best in Europe)	14059	103156	40\5
Freie Universität Berlin	87	Research on humanities: Byzantine studies, Jewish studies, Egyptology, Arabic studies, Sinology, and many others. In natural and exact sciences specializes in a wide range of life sciences and earth sciences, physics, math and informatics.	8169	50725	33\3
Radboud University Nijmegen	136	Research in the fields of chemistry, physics, jurisprudence, social, economic and political sciences, linguistics and communication, parents-children relations, intellect and consciousness. Academic programs in arts, jurisprudence, medical sciences, philosophy, theology, religious studies, social sciences, management.	11637	85266	18\3
Cardiff University	143	Academic programs and research in the fields of arts, social sciences and humanities, biomedicine, physics, and engineering.	8924	61866	28\2
Reference values for KFU			12000	90000	17\3

Key qualitative and quantitative characteristics of activity currently carried out by the University significantly yield to analogous averaged indices with the leading foreign universities. The table below presents the following main gaps, reasons for gaps, and gap elimination initiatives, determined on the basis of analysis of target index values and current performance of the University.

Table 1.3.2 Main Gaps, Reasons and Elimination Initiatives

Indicators	KFU 2013	Reference Universities 2013	Reasons for Gaps	Lines of strategic initiatives (detailed below)	Q S	T H E
Main Gaps						

Indicators	KFU 2013	Reference Universities 2013	Reasons for Gaps	Lines of strategic initiatives (detailed below)	Q S	T H E
Position (accurate up to 50 positions) in leading global university rankings (for universities and educational programs) ⁹	601+	37-100	Lack of top scientists. Lack of competitive pressure of visiting scholars. Nonsufficient research infrastructure in some areas. Insufficient international collaboration. Inadequate skills in academic writing, language problems, poor counseling and academic writing support. Low share of doctoral students and post-docs compared to reference Universities	Formation of University portfolio of programs and innovative products providing for the KFU global competitiveness. Recruitment of external experts and key personnel, rising quality of research and academic staff. Concentration of resources in KFU priority areas and cessation of non-effective activities. Improvement of University infrastructure and services	-	✓
Number of articles in WoS and Scopus databases per faculty member /Average citation index in Web of Science and Scopus databases per faculty member (excluding repetitions)	0,5 / 5,7	4 / 50	Low number of journals referred by international databases Insufficient motivation of academic staff. Weak academic writing support infrastructure.	Formation of University portfolio of programs and innovative products providing for the KFU global competitiveness. Concentration of resources in KFU priority areas and cessation of non-effective activities. Improvement of University infrastructure and services.	-	✓

⁹ Decomposition of target indicator (QS Rating Position by subjects) is given in Annex 6

Indicators	KFU 2013	Reference Universities 2013	Reasons for Gaps	Lines of strategic initiatives (detailed below)	Q S	T H E
Share of foreign professors, lecturers and researchers in the total number of faculty members including Russian citizens, holding PhD degrees from foreign universities	1,9%	5-25%	Lack of top scientists. Poorly developed international-level infrastructure and services. Insufficiently strong international ties Insufficient KFU positioning in the global information space.	Recruitment of external experts and key personnel, rising quality of research and academic staff. Improvement of University infrastructure and services. Visibility in international information environment.	✓	✓
Share of international students studying in main educational programs, including students from CIS countries	2,8%	5-8%	Low variability in individual education pathways formation. Lack of academic programs bearing international accreditation, lack of joint and dual degree programs and programs taught in English. Insufficient attractiveness of academic products developed by KFU for foreigners. Lack of large-scale work on foreign student attraction.	Formation of University portfolio of programs and innovative products providing for the KFU global competitiveness. Recruitment of talented students and young researchers. Improvement of University infrastructure and services. Visibility in international information environment	✓	✓
Share of revenues from non-budgetary sources as percent of total revenues	~30%	>50%	Low demand for scientific research work results and scientific-research and experimental development work results. Insufficiently high supply / low attractiveness of paid basic /supplementary education. Insufficient endowment and sponsorship practices	Formation of University portfolio of programs and innovative products providing for the KFU global competitiveness. Concentration of resources in KFU priority areas and cessation of non-effective activities. University management system improvement. Positioning in the information space.	-	✓
Supplementary indicators						

Indicators	KFU 2013	Reference Universities 2013	Reasons for Gaps	Lines of strategic initiatives (detailed below)	Q S	T H E
Share of full-time graduate and post-post-graduate students in the total number of full-time students	~8%	20-45%	Low variability in individual education pathways formation. Lack of academic programs bearing international accreditation, lack of joint and dual degree programs and programs taught in English. Lack of budget-funded positions for master and doctoral students in some areas	Recruitment of talented students and young researchers. Improvement of University infrastructure and services. Visibility in international information environment.	-	-
Share of academic staff with job and long term training experience in world-class universities and academic centers	10%	25%	Non-efficient cooperation with other research Institutions and industry. Poor awareness of staff of the cutting-edge research in related sciences, narrow research areas and reluctance to interdisciplinary collaboration	Recruitment of external experts and key personnel, rising quality of research and academic staff. Concentration of resources in KFU priority areas and cessation of non-effective activities. Improvement of University infrastructure and services. Visibility in international information environment	-	-
Amount of R&D revenues from total amount of university revenues	0,8 bln rub	1,5-2,5 bln rub	Non-efficient cooperation with other research Institutions and industry. Lack of entrepreneurial and technology transfer competences of the students involved in entrepreneurship	Recruitment of external experts and key personnel, rising quality of research and academic staff. Attraction of talented students and young researchers. Improvement of University infrastructure and services. Visibility in international information environment	-	✓
Share of managers with long-term	2%	15-45%	Lack of budget funding Insufficiently strong international ties Insufficient KFU po-	Concentration of resources in KFU priority areas and cessation of non-effective activities. Activisation of HR policy Development of international		

Indicators	KFU 2013	Reference Universities 2013	Reasons for Gaps	Lines of strategic initiatives (detailed below)	Q	T
					S	H
						E
successful experience in world-class universities and academic centers			sitioning in the global information space	affairs and partnerships Visibility in international information environment		

Gap analysis by target model characteristics is given in Annex 19, correspondence between gaps and activities designed to phase them out is given in Annex 20.

1.4. STRATEGIC INITIATIVES

For achievement of KFU strategic targets KΦY and closing the gaps between the current and target values of indicators and characteristics within the limits of directions of development the University will implement 7 strategic initiatives (SI).

1.4.1 SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university

The strategic initiative is aimed at bringing the contents and quality of academic programs to the level of the best international standards with the subsequent international accreditation.

New academic programs are created on the basis of the project team conducting successful researches in perspective interdisciplinary directions: medicine (medical instrument making, biophysics, biocomputer science and medical cybernetics, nanobiotechnologies, pharmacology), material science, computer science, astronomy, geophysics, cultural linguistics, practical economy, urbanistics with participation of foreign professors and experts.

Besides working out both of **own and joint educational programs with leading universities**, the academic programs of universities from TOP-200 will be **franchised and adapted**.

For promotion of doctoral programs the following measures will be implemented: **grant programs for support of doctoral students** focused on KFU priority areas of research; participation of leading scientists from world universities and the research centers in these defenses.

By results of external examination and **audit doctoral and Master's programs will be modernized**.

In the segment of research products the world-class level of competitiveness should be reached in the following research areas: **biomedicine and pharmaceuticals, ICT, oil and gas field development, oil refining, petrochemistry, perspective materials**.

The specified priorities of scientific and educational activity will define identity of the university in scientific and education space and become the basis of its brand.

1.4.2 SI 2 Invitation of external experts and development of key staff of the university and improving the qualifications of research and teaching faculty

Programs of scholarly exchange with leading universities and the research centers, in particular in directions Magnetic Resonance, Perspective Materials and Quantum Technologies will be implemented.

Within implementation of the grant program for attracting talented researchers from Russia and abroad KFU will organize **high-profile international schools, conferences and symposiums**, mainly in the areas of biomedicine and molecular biology, pharmaceuticals, chemistry and physics.

KFU will establish the **modern system of Continuing Professional Education of the faculty**, with organization of trainings in the leading research and education centers.

KFU faculty will take active part in the **programs of academic mobility**: in international academic exchange programs, delivering reports at the international conferences

and other scientific events. Besides, attraction of external experts will facilitate carrying out significant international conferences at KFU.

Increase of international publication activity of KFU faculty, and accordingly, KFU promotion in QS ranking “Publications per faculty” indicator will occur owing to inclusion of KFU scientific journals in Web of Science and Scopus databases and implementation of procedures for encouraging and supporting publication activity of KFU academic faculty in foreign languages.

1.4.3 SI 3 Attracting talented students, doctoral candidates and young researchers

For recruiting talented students, doctoral students, interns and young researchers KFU will implement the **program of material stimulation** into which will be included the grant programs for support of Russian and international talented young researchers and students, development of the system of competition by majors for undergraduate and doctoral students, interns and young researchers.

To increase the attractiveness of KFU curricula and educational environment they will be internationalized. This will include development **of English-language Master’s degree and doctorate programs** together with international specialists from world-class universities and enhancing language skills of KFU faculty, students and administrative staff.

For **attracting prospective international and promising Russian applicants** the following measures are planned: development of the system of student exchanges with world leading universities, cooperation with international recruiting agencies and consortia for recruiting international students, KFU representation in social networks and organization Social Media Marketing actions.

Activities and material and technical resources of the university lyceums: Lobachevsky Lyceum and IT-lyceum, will be significantly modernized. Lyceums’ curricula will be linked to programs in priority areas.

1.4.4. SI 4 Development of key emerging areas coupled with phasing out of inefficient activities.

For attraction of leading foreign experts to the management of interdisciplinary research laboratories the **program of “Named research centers”** will be implemented, **joint scientific laboratories and research and education centers will be launched.**

The complex of procedures will be developed to ensure **stable generation of research results and developments of the world level** in cooperation with the leading international research centers and companies. International research centers founded in collaboration with leading foreign and Russian universities, companies and RAS Institutes, as well as research centers (laboratories) for eminent world-class scholars on the basis of KFU leading institutes will become the points of KFU growth.

For evaluation of the areas worthy of launching R&D projects, conducting research and implementation of academic programs, KFU will develop **criteria and procedures of assessment of their efficiency with participation of International academic council** with invitation of representatives of the academic community, professional university managers, business professionals and experts.

1.4.5. SI 5 Enhancement of the University management system

One of competitive advantages of the university which is planned to be used in managing the implementation of the present Program is **successful experience of implementation of the Program of development of Kazan Federal University** for 2010-2019. The Directorate for the Program development was established and is currently successfully functioning. It is planned to develop essentially its competence through attraction of the best experts, including those from abroad.

At the same time, general **modernization of the university management system** is necessary for ensuring controllability and decreasing risks of KFU transformation process.

The following measures will be applied for ensuring control system transformation **according to the best practices:**

- Approval of the statute on International Academic Council

- Introduction of the new effective contract-based motivation system,
- Update and standardization of the regulations of KFU processes on the basis of studying the best practices.

The personnel pool of the university managers will be formed for providing KFU with experienced executives with necessary skills for transformation and transition to target model-2020. Experts from this pool with working experience at the leading both Russian and international universities and research organizations will be hired to the managing positions.

Further development of **KFU sociological service** carrying out regular polls of satisfaction of KFU students, faculty, researchers and administrations, as well as employers, and also the analysis and updating of KFU strategy by results of the poll will be further developed. Besides, service duties will include monitoring of the graduates employment and career paths.

For formation of the system of strategic planning of its activity KFU will: develop and implement the **process and the regulations of strategic planning, KPI system**; establish the **division for forecasting the development of science, technologies and educational services market**.

The **set of functional strategies** based on the general strategy of KFU development will be developed for the focused development of functions and University balanced development.

To increase financial attractiveness of the university and to diversify the sources of financing it was agreed to establish an **endowment-fund, club of sponsors** of the university and association ‘Alumni Association’, conducting annual events, involving KFU alumni and sponsors, to raise funds for the endowment fund.

Besides, within this strategic initiative presentation and annual audited financial statements in accordance with IFRS will be organized.

It will be considered to establish **shared services’ centers (SSC)** within the university and selecting some functions for outsourcing. Presence of a significant number of branches leads to the establishment of such centers in the university. That has potential to

eliminate duplicate functions, reduce operating costs, optimize staffing, and unify and standardize business processes.

Scale of the university allows saving on costs by **moving service functions to outsourcing**. These functions may include – operation of power supply systems; planning, coordination and conducting routine repairs; management of feed points on campus.

Changes management system of the university is a collection of temporary and permanent organizational structures.

In the model of strategic changes management there are following levels:

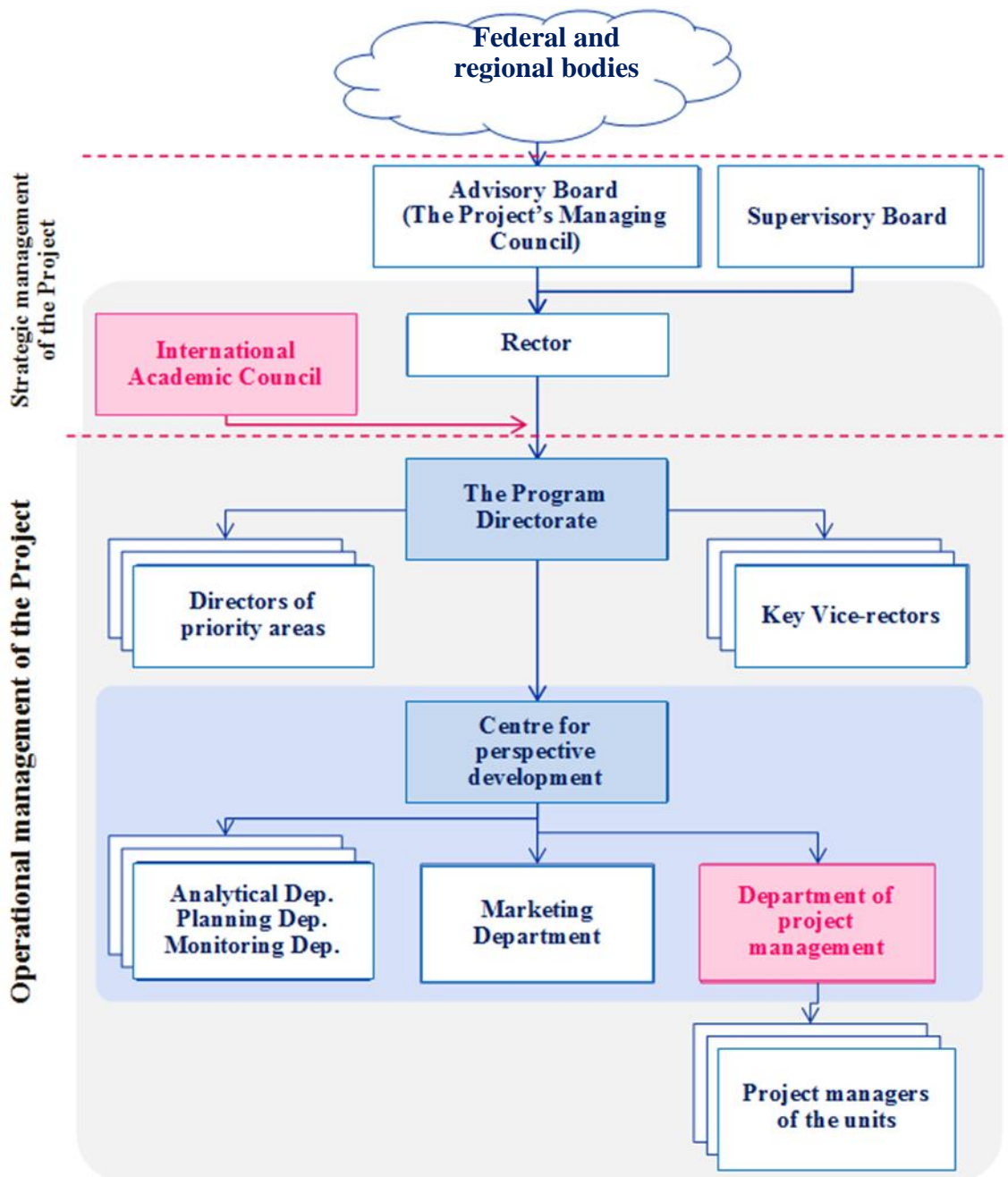
1. *Federal authorities*. The Ministry of Education and Science of the Russian Federation; the Ministry of Finance of the Russian Federation; the Ministry of Economic Development of the Russian Federation
2. *Regional authorities*. Ministry of Education and Science of the Republic of Tatarstan, Ministry of Economics of the Republic of Tatarstan, Administration of Kazan
3. *Kazan Federal University*: the Operating Council, the International Scientific Council, the Rector.

Personal leadership of the project is Rector's responsibility – he is responsible for achieving targets, as well as defining the forms and methods of changes management. The Rector, as a sole executive body, is accountable to the collective management bodies.

Operational management coordination is implemented by the Program's Directorate (Project Manager) and by the Center for the Prospective Development (Project Administrator).

Project managers will be appointed in the institutes on the subsidiary basis. Their task is to coordinate work of the institutes' structural units for the implementation of strategic initiatives.

Picture 2. Project management structure



- Divisions of operational management
- Newly created operating divisions

Table 1.4.5.1 Distribution of functions on Road map execution

Role in management of the project	Element of KFU organizational structure	Key functions
Strategic management of the project		

Role in management of the project	Element of KFU organizational structure	Key functions
Operating Council of the project	KFU Supervisory board	<ul style="list-style-type: none"> • Acceptance of strategic decisions and control of their execution. • Coordination of basic project decisions • Coordination of results • Updating of the purposes, if necessary
International Academic Council	Specially created body	<ul style="list-style-type: none"> • Substantial examination of large-scale projects and support of project decisions • Preparation of offers on optimization of Road map performance
Individual central executive office of management of the project	Rector	<ul style="list-style-type: none"> • Coordination of basic project decisions • Organization of project decisions' implementation
Operational management of the project		
The manager of the project	The head of the Management of the program	<ul style="list-style-type: none"> • Preparation of project decisions, coordination of actions of all participants • Operational management of the program – consolidation of projects, monitoring of statuses, escalation of dilemmas • Control of achievement of the purposes of the Road map
Heads of functional directions	Directors of priority directions, Key Vice-rectors	<ul style="list-style-type: none"> • Responsibility for successful implementation of projects within the limits of their functions
Project Administrator	The head of the Center for perspective development	<ul style="list-style-type: none"> • Coordination of operational activity of the project • Information exchange
Project office	Center for perspective development	<ul style="list-style-type: none"> • Organization of the activities on execution of the developed project decisions
Experts, advisers	External contractors	<ul style="list-style-type: none"> • Expertise and arrangement of new decisions • Preparation of offers on optimization of Road map performance

The series of activities to minimize the appearance and impact of risks include the following: implementation of active personnel policy, involvement of staff in the reformation, organization of transparent system of motivation, regular monitoring and forecasting of the impacts of proposed changes, timely corrected of educational and research trajectories by the results of ongoing internal and external audits and usage of modern information and management technologies, implementation of decision supporting systems in changes management field.

By the end of the reformation in KFU it is planned to form a stable corporate culture that supports core values of the university in accordance with the Development Program.

1.4.6 SI 6 University infrastructure and services development.

To form an attractive academic environment in KFU following programs will be implemented: **purchase of new equipment and creation of jobs for researchers and post-docks in the labs** at international level, **deep modernization of the telecommunication infrastructure**, establishing **service for publication activity support** (translations, technical correspondence with publishers, maintaining publications knowledge database), and organization of the **e-library for IP** of KFU.

Required **housing** to accommodate foreign professors and talented researchers and KFU students **has been partially formed already** when the Universiade Village was given to KFU in 2013. For its expansion by the results of evaluation and formalizing demands together it is planned to renovate an old housing stock by 2020, as well as implementation of additional beds due to the construction of the new building in the Universiade Village.

1.4.7 SI 7 Promoting University in the global information space

It is needed to transform KFU portal into the popular Internet-source and to promote KFU brand in the global information space to ensure popularization of KFU scientific and educational achievements and their operation and to attract international staff. This will be implemented by the development of marketing strategies and establishment of the marketing center, acting on international arena in every field of KFU. Goals of the center will be creation of the communication plans on the basis of relevant policies, their annual updating on regular basis, preparation of the summaries according to the results, hosting the resonance international events in KFU with prominent personalities of science, culture, art, and mass media.

Establishing **Television high school** with an extensive network for the content production in English and Chinese languages as well and for its dissemination through the social networks.

Within the **Marketing center** it is planned to establish specialized units forming the desired image of the university, single KFU publisher, as well as social media unit.

Active **cooperation with international experts and ranking organizations** will be established as a part of this strategic initiative.

1.5. DECOMPOSITION OF STRATEGIC INITIATIVES

Decomposition of strategic initiatives in the context of tasks and activities with performance indicators and funding is provided in section 2.2. of the ‘Road Map 2013-2020’ of present document and in Application 5.

1.6. LISTS OF “QUICK WINS”

Lists of “quick wins” for the periods of 12/31/2013, 6/30/2014 and 12/31/2014 are presented in sections 2.3, 2.4, 2.5 of “Quick wins” of the present document.

1.7. CALCULATION AND SUBSTANTIATION OF AMOUNT OF FINANCING

Calculation and substantiation of amount of financing are indicated in section 1.2.9. «Economic and financial model» of the present document, and also in the Annex 2.3.12. of the present document.

PART 2. KFU ROAD MAP

2.1. OBLIGATORY ACTIONS¹⁰ 2013

Activity	Deadline	Outcome
<p>Activity 1. Change of the educational institution type from “state budgetary” to “state autonomous”, including the formation of the Supervisory board (for universities with the “state budgetary educational institution” status)</p>		
<p>Task 1. Change of educational institution type from “state budgetary” to “state autonomous”</p>		<p>According to the Russian President Decree of 21.10.2009 No. 1172 Kazan University was given the federal status and therefore it is considered the state autonomous institution</p>
<p>Task 2. Formation of the Supervisory board</p>		<p>Supervisory board of Kazan Federal University was formed by the Order of the Russian Ministry of Education and Science of 7 July 2010 No.750</p>
	15.09.2013	<p>Updated structure of KFU Supervisory board</p>
<p>Task 3. Appointment of the head of institution (rector) by the Founder</p>		<p>KFU Rector was appointed by the Order of the Russian Government of April 9, 2010 No. 513-p</p>
<p>Activity 2. Integrating the regulations on agreement of the candidacies of Supervisory board members and the head of the institution with the Ministry into the Charter and/or into internal procedural documents (for the institutions not subordinated to the Ministry).</p> <p>Establishment of the procedure for appointment of the head of institution (rector) by the Founder on the base of preliminary open international competition where the selection committee structure is defined by the Ministry (in case it is the Founder of the institution) or the committee includes representatives from the Ministry and the competition regulations are agreed with the Ministry (for institutions the Ministry is not the Founder).</p> <p>Modification of the Charter and/or internal procedural documents of the institution and labor contracts with the head of institution (rector) and his deputies (vice rectors) providing achievement of the indicators of the approved development program as well as efficiency assessment procedures for the head of institution and its deputies (by the Founder or with the Ministry participation for institutions the Ministry isn't the Founder)</p>		
<p>Task 1. Modification of KFU Charter, internal procedural documents, and labor contracts with Rector and his deputies providing achievement of the indicators of the approved development and efficiency assessment procedures for the head of University and its deputies by the Founder</p>	30.09.2013	<p>1. KFU Charter modification 2. Approved internal procedural documents on the Competitive Growth Program implementation 3. Signed agreements in addition to the labor contracts with Rector and vice rectors providing achievement of the indicators of the approved development,</p>

¹⁰ Detailed plan of the roadmap to 2013-2014 is given in Annex 21

		and also efficiency assessment procedures for Rector and vice rectors.
Activity 3. Project development activities: setting up the team of consultants, working groups; project plan development, etc.		
Task 1. Setting up the team of consultants	01.09.2013	Signed contracts with the independent consultants. Created team for the development of the Road Map for the Competitive Growth Program implementation, according to the instructions by the Russian Ministry of Education and Science
Task 2. Creation of the working group	25.07.2013	Working group is appointed by the Rector's Decree of 07.08.2013 г. No. 01-06/636
Task 3. Development and approval of the Road Map	15.10.2013	Approval of the Road Map
Activity 4. Establishment of the system of collegial bodies for examination of the university academic activities with participation of the Russian and international experts (International Academic Council)		
Task 1. Establishment of the system of collegial bodies for examination of the university academic activities with participation of the Russian and international experts	15.10.2013	1. Approved structure, provisions and regulations for the Project Management Board, according to KFU established order 2. Approved structure, provisions and regulations for the International Academic Council of the Project, according to KFU established order
Activity 5. Development and implementation of academic activity effectiveness criteria and the system of indicators of research quality		
Task 1. Introduction of the system of fixed-term contracts with KFU faculty on the basis of academic activity effectiveness criteria, considering these criteria at contract prolongation and development of variable part of faculty payments	by 2015	1. Approved operating procedure on the basis of academic effectiveness criteria 2. Signed additional agreements with KFU faculty on the basis of the new system of fixed-term contracts 3. Modification of KFU Regulations of faculty incentive payments

2.2. KFU ROADMAP 2013-2020

Strategic initiative/task/activity	Performance indicator	Evaluation of cost (mln.rub) / product unit								
		2013	2014 1-е п/г	2014 2-е п/г	2015	2016	2017	2018	2019	2020
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	mln.rub	149	222	222	663	670	755	836	1 119	1 254
Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	mln.rub	119	163	163	530	518	590	658	934	1 069
Activity 1.1.1. Development and implementation of joint academic programs with foreign partner universities ranking in the TOP 300	mln.rub	30	50	50	150	75	90	105	120	135
	Number of joint academic programs with foreign partners	6	10	10	50	25	30	35	40	45
Activity 1.1.2. Franchising and adaptation of educational programs offered by the universities ranking TOP 200	mln.rub	0	5	5	25	25	25	25	25	25
	Number of academic programs, franchising and adaptation	0	2	2	10	10	10	10	10	10
Activity 1.1.3. International accreditation	mln.rub	2	3	3	9	12	12	15	18	18

tion of KFU academic programs	Number of internationally accredited programs	1	2	2	6	8	8	10	12	12
Activity 1.1.4. Signing agreements on implementing dual degree programs with leading universities	mln.rub	0	1	1	3	3	3	3	3	3
	Number of dual degree program graduates, people	0	3	3	10	10	10	10	10	10
Activity 1.1.5. Implementation of the program «International Professors»	mln.rub	50	65	65	250	300	350	400	625	750
	Number (FTE) of international faculty staff	10	13	13	50	60	70	80	125	150
Activity 1.1.6. Invitation of the leading international and Russian researchers and specialists to lecture at KFU	mln.rub	0	4	4	12	20	24	28	32	36
	Number of lecture courses	2	20	20	60	100	120	140	160	180
Activity 1.1.7. Development and realization of e-learning programs including MOOC	mln.rub	5	10	10	30	30	30	30	30	30
	Number of developed e-learning programs.	5	10	10	30	30	30	30	30	30
Activity 1.1.8. Introduction modern technologies of education	mln.rub	8	8	8	10	15	20	25	30	35
	Share of project-oriented academic programs , %	5	5	5	20	30	40	50	60	70
Activity 1.1.9. Launching new innovative, competitive high quality academic programs	mln.rub	20	12	12	28	30	30	20	44	30
	Number of new academic programs	10	6	6	14	15	15	10	22	15
Activity 1.1.10. Modernization the programs of continuing professional development at KFU in cooperation with business sector	mln.rub	0	3	3	10	5	5	5	5	5
	Number of programs of continuing professional development at KFU in cooperation with business sector	0	3	3	10	5	5	5	5	5
Activity 1.1.11. Organization of joint	mln.rub	5	3	3	3	3	1	2	2	2

programs for supplementary training and retraining for third-party organizations	Number of programs for supplementary training and retraining for third-party organizations	3	2	2	6	6	2	4	4	4
Task 1.2. Development of doctoral programs	mln.rub	27	55	55	123	142	155	168	175	175
Activity 1.2.1. Involvement of leading scientists and scholars to doctoral theses defense	mln.rub	1	3	3	6	7	8	9	10	10
	Number of scientists and scholars involved, people	10	25	25	60	70	80	90	100	100
Activity 1.2.2. Grant program for support of postgraduate and doctoral candidates	mln.rub	18	45	45	102	120	132	144	150	150
	Number of grants (projects)	30	75	75	170	200	220	240	250	250
Activity 1.2.3. Development of the existing and new postgraduate programs	mln.rub	8	8	8	15	15	15	15	15	15
	Number of new and developed postgraduate programs	8	8	8	15	15	15	15	15	15
Task 1.3. Dissemination of KFU intellectual products to the international academic community	mln.rub	3	3	3	10	10	10	10	10	10
Activity 1.3.1. Publication of preprints and monographs on priority research results of KFU faculty in Russian and English	mln.rub	0	1	1	4	4	4	4	4	4
	Number of published preprints and monographs	2	8	8	40	40	40	40	40	40
Activity 1.3.2. Prepress and publication of English- and Russian-language textbooks covering modern methods of training students in Russian and English	mln.rub	3	3	3	6	6	6	6	6	6
	Number of published textbooks per year	5	5	5	12	12	12	12	12	12

SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	mln.rub	112	201	201	610	771	942	1 137	1 295	1 469
Task 2.1. Implementation of grant programs and scholarly exchange programs with leading universities and research centers	mln.rub	26	120	120	375	473	570	650	740	850
Activity 2.1.1. Implementation of program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations	mln.rub	4	10	10	25	38	50	70	100	150
	Number of required post-doctoral students	4	10	10	25	38	50	70	100	150
Activity 2.1.2. Establishing at KFU the system of internal post-doctoral positions	mln.rub	2	10	10	50	60	70	80	90	100
	Number of internal post-doctoral positions	2	10	10	50	60	70	80	90	100
Activity 2.1.3. Development and implementation of programs for attracting researchers with high citation index from leading universities and research centers to work at KFU	mln.rub	20	100	100	300	375	450	500	550	600
	Number of attracted scholars from leading universities and research centers to work at KFU	10	20	20	60	75	90	100	110	120
Task 2.2. Implementation of grant programs for recruiting talented young researchers from Russia and abroad	mln.rub	27	23	23	64	74	80	86	92	98
Activity 2.2.1. Holding regular international conferences for the young on KFU priority research areas	mln.rub	3	3	3	8	10	12	14	16	18
	Number of held international conferences on KFU priority research areas	3	3	3	8	10	12	14	16	18
Activity 2.2.2. Grant programs for the	mln.rub	24	20	20	56	64	68	72	76	80

young researchers	Number of grants	30	25	25	70	80	85	90	95	100
Task 2.3. Participation in international, Russian, regional and university programs of academic mobility	mln.rub	12	27	27	68	81	87	96	107	115
Activity 2.3.1. Promotion of participation of KFU staff in international programs of academic exchange	mln.rub	2	4	4	10	10	10	10	10	10
	Number of KFU staff, taking part in exchange programs	10	20	20	50	50	50	50	50	50
Activity 2.3.2. Organizational and financial support for participation of KFU researchers in international conferences and other scientific events	mln.rub	3	5	5	12	20	25	30	36	40
	Number of KFU researchers participating in international scientific events with plenary reports	20	45	45	120	200	250	300	360	400
Activity 2.3.3. Organization of significant international scientific conferences	mln.rub	2	3	3	10	12	14	16	18	20
	Number of international conferences organized	2	3	3	10	12	14	16	18	20
Activity 2.3.4. Development of the system of continuing professional education for KFU staff with internships in the leading universities and research centers	mln.rub	5	15	15	36	39	38	40	43	45
	Number of staff getting internships per year	10	30	30	65	70	75	80	85	90
Task 2.4 Increase of international publication activity of KFU academic faculty. Promotion of KFU in QS Ranking by “Number of Papers” indicator	mln.rub	47	32	32	103	143	205	305	356	406
Activity 2.4.1. Inclusion KFU journals	mln.rub	2	2	2	3	3	5	5	6	6

in Web of Science and Scopus databases	Number of KFU journals included into Web of Science and Scopus databases	2	1	1	3	3	5	5	6	6
Activity 2.4.2. Implementation of procedures for encouraging and supporting publication activity of KFU academic faculty.	mln.rub	45	30	30	100	140	200	300	350	400
	Number of publications in Web of Science and Scopus	450	300	300	1 000	1 400	2 000	3 000	3 500	4 000
SI 3 Attracting talented students, doctoral candidates and young researchers	mln.rub	93	110	110	337	337	360	394	431	467
Task 3.1. Establishing the program of encouragement and support of talented students, doctoral candidates, interns and young researchers	mln.rub	45	48	48	95	95	95	95	95	95
Activity 3.1.1. Program of encouragement of scientific researches	mln.rub	20	25	25	50	50	50	50	50	50
	Number of grants for students	200	250	250	500	500	500	500	500	500
Activity 3.1.2. Development of the system of competition by majors for undergraduate and doctoral students, interns and young researchers	mln.rub	25	23	23	45	45	45	45	45	45
	Number of grants	500	750	750	1 500	1 500	1 500	1 500	1 500	1 500
Task 3.2. Internationalization of KFU curricula and academic environment	mln.rub	21	30	30	175	175	175	185	196	206
Activity 3.2.1. Development of English-language Master's degree and PhD programs together with international specialists from world-class universities	mln.rub	4	6	6	20	20	20	30	40	50
	Number of developed and implemented programs	2	1	1	10	10	10	15	20	25

Activity 3.2.2. Training Master degree and PhD students to pass international English language tests and receiving programme certification	mln.rub	1	1	1	1	1	1	1	2	2
	Share of master and PhD graduates passing the test, %	20	10	10	20	20	20	20	30	40
Activity 3.2.3. Enhancing language skills of KFU faculty, students and administrative staff	mln.rub	1	4	4	4	4	4	4	4	4
	Number of staff and students enhancing their language skills	10	35	35	40	40	40	40	40	40
Activity 3.2.4. Development of the student exchange programs with the leading universities of the world	mln.rub	15	20	20	150	150	150	150	150	150
	Number of exchange students	30	100	100	1 000	1 000	1 000	1 000	1 000	1 000
Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian students	mln.rub	27	33	33	67	67	90	114	140	166
Activity 3.3.1. Establishment of cooperation with international recruiting agencies, consortia, association and career centers for recruiting international students	mln.rub	2	3	3	7	7	8	9	10	11
	Number of recruited international students on priority research areas	20	50	50	132	140	160	180	200	220
Activity 3.3.2. Promote KFU brand awareness in social media. Organization of social media marketing events	mln.rub	10	5	5	10	10	12	15	20	25
	Number of active participants of KFU social networks, thous. people	1	3	3	8	10	12	15	20	25
Activity 3.3.3. Grant program for support of international and non-resident students and postgraduates	mln.rub	15	25	25	50	50	70	90	110	130
	Number of grants awarded to foreign Master's students and postgraduates	15	25	25	50	50	70	90	110	130

SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	mln.rub	258	132	132	461	635	687	1 034	1 913	2 511
Task 4.1. Creation of the points of generating the world-class research and developments. Organizing international research centers in collaboration with leading foreign and Russian universities and companies	mln.rub	13	10	10	35	44	56	68	79	96
Activity 4.1.1. Development of the procedures and implementation of international expertise of KFU large-scale projects	mln.rub	0	0	0	1	1	1	1	1	1
	Number of expertise	5	5	5	20	20	20	20	20	20
Activity 4.1.2. Development of mechanisms of participation in international grant and other research programs	mln.rub	0	0	0	1	1	1	1	1	1
	Number of grants received	2	1	1	10	10	10	10	10	10
Activity 4.1.3. KFU participation in implementation of large-scale international R&D projects	mln.rub	0	2	2	10	11	12	13	14	15
	Number of projects	2	2	2	10	11	12	13	14	15
Activity 4.1.4. KFU membership in international academic associations	mln.rub	0	0	0	1	1	1	1	1	1
	Number of associations	2	1	1	5	5	10	10	10	10
Activity 4.1.5. Implementing cooperative agreements for joint projects with leading world companies	mln.rub	1	1	1	5	6	6	7	7	8
	Number of contracts for cooperation with leading scientific centers and companies	2	2	2	10	11	12	13	14	15
Activity 4.1.6. Participation of KFU	mln.rub	10	5	5	13	15	20	25	30	40

researchers in international and Russian R&D projects implemented in collaboration with leading universities, research organizations and companies	Number of KFU researchers participating in joint projects	20	10	10	25	30	40	50	60	80
Activity 4.1.7. Establishment of Center for Technology Transfer with international participation	mln.rub	1	1	1	5	10	15	20	25	30
	Organised Center for Technology Transfer. Number of licenses	2	3	3	10	20	30	40	50	60
Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world-class scientists	mln.rub	242	118	118	405	560	600	933	1 801	2 380
Activity 4.2.1. Implementation of “Personalized research centers” program	mln.rub	180	90	90	300	420	420	600	1 200	1 800
	Number of world-class scientists working in organised centers (laboratories)	6	3	3	10	14	14	20	40	60
Activity 4.2.2. Organizing joint research laboratories and research-and-training centers (RTC) in KFU on priority research areas	mln.rub	52	23	23	80	100	160	308	576	550
	Number of organised research laboratories and RTCs of leading research centers and companies per year	5	3	3	8	10	16	22	40	39
Activity 4.2.3. Establishing joint departments in collaboration with RAS institutes and leading companies in high-priority areas of science and technology development	mln.rub	10	5	5	25	40	20	25	25	30
	Number of joint departments created	2	1	1	5	8	4	5	5	6

Task 4.3. Development and implementation of efficiency assessment criteria and procedures for implemented academic programs and R&D-projects	mln.rub	3	5	5	21	31	31	33	33	35
Activity 4.3.1. Development of KFU academic program ranking and external expertise.	mln.rub	1	3	3	15	25	25	25	25	25
	Number of academic programs undergoing expert review per year	2	5	5	30	50	50	50	50	50
Activity 4.3.2. Development of KFU research areas ranking and expertise	mln.rub	1	1	1	4	3	3	4	4	5
	Share of topics undergoing expert review per year, %.	10	10	10	40	30	30	40	40	50
Activity 4.3.3. Development of KFU R&D projects ranking	mln.rub	1	1	1	2	3	3	4	4	5
	Share of topics undergoing expert review per year, %	10	10	10	20	30	30	40	40	50
SI 5 Enhancement of the University management system	mln.rub	56	58	58	131	131	149	172	181	186
Task 5.1. Formation of the personnel pool from the best university managers of the region, Russia and the world; recruiting specialists with work experience at leading universities and research centers	mln.rub	21	20	20	65	78	88	93	93	95
Activity 5.1.1. Development of internship programs in the field of university management for leading university project managers and administrative staff in leading universities, research organizations and companies	mln.rub	1	1	1	2	5	5	4	4	4
	Number of project managers and administrative staff, completed the internship, pers.	5	5	5	10	25	25	20	20	20

Activity 5.1.2. Recruiting specialists, with the working experience in the leading Russian and foreign universities and research organizations, to the managerial positions (heads of departments and units)	mln.rub	16	16	16	54	64	75	80	80	80
	Number of recruited specialists	2	2	2	7	8	9	10	10	10
Activity 5.1.3. Identification of the active competent members of the scientific and educational communities, with leading universities working experience and recommendations for their enrollment to the personnel pool	mln.rub	1	1	1	1	1	1	1	1	1
	Number of managers included to KFU's reserve personnel pool, with working experience in the leading universities and research institutions (end of the year)	10	10	10	20	20	20	20	20	20
Activity 5.1.4. Establishing the recruiting department, attracting consultant with international experience of recruiting university managers	mln.rub	3	3	3	8	8	8	8	8	10
	Number of recruited managers	5	5	5	15	15	15	15	15	20
Activity 5.1.5. Organizing arrangements to meet contest organizers' requirements	mln.rub	0	0	0	0	0	0	0	0	0
	Requirements fulfilled	1	1	1	1	0	0	0	0	0
Task 5.2. Supplementary stage. Ensure the effective transition to the target model of management	mln.rub	0	0	0	0	0	0	0	0	0
Activity 5.2.1. Establishment the Change management Office (Project Directorate) under support of external consultants	mln.rub	0	0	0	0	0	0	0	0	0
	Project Directorate	1	0	0	0	0	0	0	0	0

Activity 5.2.2. Implementation of the change management procedures	mln.rub	0	0	0	0	0	0	0	0	0
	Procedures embedded	1	0	0	0	0	0	0	0	0
Activity 5.2.3. Supporting the leaders of changes	mln.rub	0	0	0	0	0	0	0	0	0
	Personnel decisions and appointments fulfilled	1	0	0	0	0	0	0	0	0
Activity 5.2.4. Organization the project communications	mln.rub	0	0	0	0	0	0	0	0	0
	Communications organized	1	0	0	0	0	0	0	1	1
Activity 5.2.5. Organization regular activity of the project governing bodies	mln.rub	0	0	0	0	0	0	0	0	0
	Activity organized	1	0	0	0	0	0	0	0	0
Task 5.3. Transformation of the management system. Implementation of the best practices of university management	mln.rub	18	16	16	20	21	22	24	26	28
Activity 5.3.1. Establishment of the International Scientific Council of KFU	mln.rub	1	3	3	5	5	5	5	5	5
	Effective International council for Science	1	1	1	1	1	1	1	1	1
Activity 5.3.2. Conclusion of the effective contracts with the top-managers and Institutions, and faculty managers	mln.rub	1	1	1	1	1	1	1	1	1
	Quantity of the top-managers and Institutions, and faculty managers, with the effective contract concluded, %.	30	50	50	100	100	100	100	100	100
Activity 5.3.3. Development of internal policies, regulations and procedures, necessary for competitiveness program implementation, on the basis of the international experience, and avoiding bureaucratic procedures	mln.rub	2	1	1	1	0	1	0	0	0
	Number of policies, units.	100	50	50	50	20	40	0	0	0
Activity 5.3.4.	mln.rub	5	3	3	5	5	5	5	5	5

Implementing modern HRM practices and the system of academic search toolkit	System of academic search toolkit implemented	1	0	0	0	0	0	0	1	1
Activity 5.3.5. Development and updating of the units Development Program (1 in every 5 years)	mln.rub	1	1	1	1	1	1	1	2	1
	Quantity of programs, units	20	10	10	20	20	20	20	30	20
Activity 5.3.6. Adoption of changes at the current system of KFU management, organizational structure	mln.rub	0	1	1	3	3	3	3	3	3
	Number of analytical reports evaluated the university business processes under transformation	1	3	3	5	5	5	5	5	5
Activity 5.3.7. Carrying out audit and optimisation of business processes	mln.rub	0	0	0	0	0	0	0	0	0
	Share of optimized business processes, %	0	25	25	100	100	100	100	100	100
Activity 5.3.8. Creation the service of interaction with employers.	mln.rub	3	1	1	3	5	6	8	10	12
	Functioning service. Number of organizations - employers	50	50	50	150	250	300	400	500	600
Activity 5.3.9. Preparing financial statements corresponding to the requirements of IFRS	mln.rub	5	5	5	1	1	1	1	1	1
	Regularly financial statements	1	1	1	1	1	1	1	1	1
Task 5.4. Creation the KFU sociological service	mln.rub	3	3	3	9	10	11	12	13	14
Activity 5.4.1. Conducting regular surveys of KFU students, employers, researchers and administrative staff satisfaction, analysis and KFU strategy adjustment by surveys results.	mln.rub	1	1	1	3	3	3	3	3	3
	Quantity of survey, units., %	30	30	30	60	60	65	65	65	70
Activity 5.4.2. Conducting regular sur-	mln.rub	1	1	1	3	4	5	6	7	8

veys of world academic community	Number of surveys participations	500	1 000	1 000	3 000	4 000	5 000	6 000	7 000	8 000
Activity 5.4.3. Graduates employment and career paths monitoring.	mln.rub	1	1	1	3	3	3	3	3	3
	Share of monitoring graduates for the past 10 years,%	30	20	20	50	60	70	72	74	75
Task 5.5. Implementation of the KFU strategic management system	mln.rub	13	16	16	26	5	5	16	16	6
Activity 5.5.1. Implementation of the strategic management procedures, KPI system.	mln.rub	2	5	5	10	0	0	10	0	0
	Number of strategic planning policies embedded, KPI system implemented, units	2	5	5	10	0	0	10	0	0
Activity 5.5.2. Functional strategies development and their establishment	mln.rub	5	5	5	10	0	0	0	10	0
	Quantity of functional strategies designed and implemented, units	5	5	5	10	0	0	0	10	0
Activity 5.5.3. Establishment of the unit, forecasting the development of science, technologies and education market.	mln.rub	1	1	1	1	1	1	1	1	1
	Division created. Number of the analytical reports, units.	1	1	1	1	1	1	1	1	1
Activity 5.5.4. Development and implementation of ERP-system, implementation of LMS.	mln.rub	5	5	5	5	4	4	5	5	5
	Maturity level of university information system under the COBIT classification	2	2	2	3	4	4	5	5	5
Task 5.6. Raising additional funding for program implementation and management organization	mln.rub	2	3	3	12	17	23	28	33	43
Activity 5.6.1. Increasing University incomes from alternative funding sources	mln.rub	1	1	1	1	2	2	2	2	2
	Volume of funding from additional sources, mln.rub.	100	60	60	130	150	160	180	190	210
Activity 5.6.2. Endowment fund de-	mln.rub	0	0	0	0	0	0	0	0	0

velopment.	KFU endowment extent, mln.rub	20	50	50	200	300	400	600	800	1 000
Activity 5.6.3. Creating the KFU Sponsor Club	mln.rub	0	0	0	1	1	1	1	1	1
	Volume of admission funds, mln.rub	20	25	25	70	80	90	100	110	120
Activity 5.6.4. Creating of the “KFU Alumni Association”.	mln.rub .	1	3	3	10	15	20	25	30	40
	Quantity of members	1 000	2 500	2 500	10 000	15 000	20 000	25 000	30 000	40 000
SI 6 Development of University infrastructure and services	mln.rub	115	106	106	446	399	539	351	471	808
Task 6.1. Development of attractive infrastructure of academic environment	mln.rub	85	56	56	356	299	439	241	341	658
Activity 6.1.1. Creating new job places for researchers and post-doctorates in laboratories, equipage in accordance with standards established in world-class universities.	mln.rub	67	43	43	310	242	377	173	269	576
	Number of jobs places	67	100	100	400	600	800	1 000	1 100	1 200
Activity 6.1.2. Modernization of KFU telecommunication infrastructure	mln.rub	15	10	10	34	40	40	40	40	40
	Share of KFU lecture rooms, classrooms and research rooms with quick access to KFU network resources and broadband Internet, %.	38	25	25	87	100	100	100	100	100
Activity 6.1.3. Support of preprinting treatment and translating the articles into foreign languages	mln.rub	1	1	1	1	1	1	2	1	1
	Functioning service of technical translation and support	1	1	1	1	1	1	1	1	1
Activity 6.1.4. Organization and dissemination of e-library of KFU intellectual products.	mln.rub	1	3	3	10	15	20	25	30	40
	Number of storage units at e-library	1 000	2 500	2 500	10 000	15 000	20 000	25 000	30 000	40 000
Activity 6.1.5. Creating the service of	mln.rub	1	1	1	1	1	1	1	1	1

foreigners adaptation	Functioning service	1	1	1	1	1	1	1	1	1
Task 6.2. Forming housing stock for invited foreign professors and talented KFU staff and students	mln.rub	30	50	50	90	100	100	110	130	150
Activity 6.2.1. Providing good living conditions for students, postgraduates, trainees and young researchers	mln.rub	10	20	20	50	50	50	50	50	50
	Total area of premises, sq.m.	1 000	2 000	2 000	5 000	5 000	5 000	5 000	5 000	5 000
Activity 6.2.2. Forming housing stock for invited foreign researchers and talented KFU staff	mln.rub	20	30	30	40	50	50	60	80	100
	Total area of premises, sq.m.	1 000	1 500	1 500	2 000	2 500	2 500	3 000	4 000	5 000
SI 7 University exposure in the world media.	mln.rub	17	22	22	53	57	69	77	92	106
Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture	mln.rub	9	10	10	26	28	35	43	50	57
Activity 7.1.1. Reorganization of KFU web-portal.	mln.rub	3	4	4	10	6	5	5	4	5
	Number of diverse thematic communication grounds on the KFU portal. Number of unique external links (Yahoo) increase to PY	2	2	2	6	8	10	15	20	25
Activity 7.1.2. Development of strategy; organizing the marketing center with access to international market entry in KFU activity areas	mln.rub	2	1	1	2	2	2	2	2	2
	Functioning Marketing Center	1	1	1	1	1	1	1	1	1
Activity 7.1.3. Organization at KFU of	mln.rub	4	5	5	14	20	28	36	44	50

high-profile international events with participation of eminent men of science, culture, art and media	Number of activities	2	3	3	7	10	14	18	22	25
Task 7.2. Active promotion of KFU brand to the global information space.	mln.rub	9	12	12	27	30	34	34	42	49
Activity 7.2.1. Organization of International media center.	mln.rub	1	1	1	1	1	1	1	1	1
	Organized Media-center	1	1	1	1	1	1	1	1	1
Activity 7.2.2. Founding the office for development of the university target image.	mln.rub	3	1	1	2	2	2	2	2	2
	Functioning office, number of materials in popular mass media and social networks.	1	1	1	1	1	1	1	1	1
Activity 7.2.3. Annual publication of selected scholars publications of KFU faculty in Russian and English.	mln.rub	1	4	4	7	7	8	7	11	12
	Number of collections per year	1	4	4	7	7	8	7	11	12
Activity 7.2.4. Preparation and publishing of a series of books about scientific and cultural heritage of scientists who worked in KFU, “Made in Kazan University”, and their translation into foreign languages.	mln.rub	1	3	3	6	7	8	8	10	12
	Number of books published per year	1	3	3	6	7	8	8	10	12
Activity 7.2.5. Preparation of a series of	mln.rub	1	3	3	6	7	9	9	10	12

popular science video materials about scientific and cultural heritage of scientists who worked or are currently working in KFU; posting these videos in popular mass media and social networks.	Number of video materials prepared per year	1	3	3	6	7	9	9	10	12
Activity 7.2.6. Development of KFU Intellectual database.	mln.rub	1	1	1	3	3	4	4	5	5
	Number of registered objects	100	100	100	250	300	350	400	450	500
Activity 7.2.7. Encouraging participation of KFU staff in non-KFU dissertation and other scientific councils and editorial boards of scientific magazines. Continuous presence of KFU specialists in Russian and global media space and popular social networks as experts.	mln.rub	0	0	0	1	1	1	1	2	2
	Number of KFU employees acting as experts in mass media or keeping blogs in popular social networks	10	25	25	70	110	120	140	150	200
Activity 7.2.8. Collaboration with international ranking organizations	mln.rub	1	1	1	2	2	2	2	2	3
	Number of agreements with agencies	1	1	1	3	3	3	4	4	5
Total funding	mln.rub	800	850	850	2 700	3 000	3 500	4 000	5 500	6 800

2.3. QUICK WINS 2013

Table Strategic initiatives and quick wins

Strategic initiatives/ quick wins	Achieved and expected effect <i>(list of performance indicators, target indicators and KPI affected by the quick wins, their value increase at the current stage and in prospect)</i>
SI 1. Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	
Activity 1.1.5. Implementation of the program «International Professors». Attracting 10 foreign professors under the Foreign Professors programme in the prospective research areas to work at the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	<p>Performance indicator – Number (FTE) of foreign professors, people Value increase from 10 to 150 foreign scholars per year (2013 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Affects KPI:</p> <ol style="list-style-type: none"> 1) Number of scholars with high citation indices (CI WoS >1000); 2) Number of international students. <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
Activity 1.2.2. Grant program for support of doctoral candidates. Competitions on 30 grants for supporting doctoral candidates at the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	<p>Performance indicator - Number of grants (projects)</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 2) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). 3) Share of the full-time graduate and postgraduate students in the total number of full-time students. <p>Value increase from 30 to 250 grants per year (2013 - 2020).</p>

	<p>Affects KPI:</p> <p>1) Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees</p> <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
<p>SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty.</p>	
<p>Activity 2.1.1. Implementation of grant program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations. Recruiting 4 foreign post-doctoral students and Russian citizens, holders of PhD degrees of foreign universities at the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other</p>	<p>Performance indicator – Number of post-doctoral students Value increase from 4 to 150 foreign post-doctoral students and Russian citizens, holders of PhD degrees (2013 - 2020).</p> <p>Target indicators:</p> <p>1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions).</p> <p>Affects KPI:</p> <p>1) Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees - value increase from 2% in 2014 to 30% in 2020;</p>
<p>SI 4 Implement programs to ensure breakthrough allocation of resources to key emerging areas coupled with phasing out of inefficient activities.</p>	
<p>Activity 4.2.1. Implementation of “Personalized research centers” program. Creating the mirror laboratory of electron-beam lithography, the Department of physics, by participation</p>	<p>Performance indicator - Number of world-class scientists working in organised centers (laboratories), people. Value increase from 6 to 60 world-class scientists (2013 - 2020)</p> <p>Target indicators:</p> <p>1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions);</p>

<p>of 2 professors from the laboratory of micro - and nanotechnology, University of Illinois</p>	<p>3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions);</p> <p>4) Share of R&D revenues in the total amount of university revenues.</p> <p>Affects KPI:</p> <p>1) Number of scholars with high citation indices (CI WoS >1000);</p> <p>2) Position in QS World University Rankings on Employer Reputation indicator;</p> <p>3) Position in Webometrics;</p> <p>4) Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees;</p> <p>5) Number of world-class research and educational laboratories;</p> <p>6) Total amount of university revenues;</p> <p>7) Number of foreign patents.</p> <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
<p>Activity 4.2.2. Organizing joint research laboratories and research-and-training centers (RTC) in KFU. Establishing a laboratory of complex unconventional reservoirs, including a laboratory of shale resources and tight reservoirs, jointly with Argosy at the Institute of Geology and oil and gas technology. Establishing 3 joint laboratories with the Institute of Biochemistry and Biophysics of the Kazan Research Centre of the Russian Academy of Sciences, including a cell signalling</p>	<p>Performance indicator - Number of organised research laboratories and RTCs per year. Value increase from 5 to 39 laboratories (2013 - 2020).</p> <p>Target indicators:</p> <p>1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities;</p> <p>2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions);</p> <p>3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions).</p> <p>4) Share of R&D revenues in the total amount of university revenues.</p> <p>Affects KPI:</p> <p>1) Number of scholars with high citation indices (CI WoS >1000);</p> <p>2) Position in QS World University Rankings on Employer Reputation;</p> <p>3) Position in Webometrics;</p> <p>4) Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees;</p> <p>5) Number of world-class research and educational laboratories;</p> <p>6) Total amount of university revenues;</p> <p>7) Number of foreign patents.</p>

<p>system laboratory at the Institute of Physics. Establishing 4 collaborative interdisciplinary laboratories with the Kazan Research Centre of the Russian Academy of Sciences and the Institute of Biomedical Problems of the Russian Academy of Science in the following areas: Stress tolerance mechanisms in plants, Stress tolerance mechanisms in animals, Molecular identification of virulence genes, at the Institute of Fundamental Medicine and Biology</p>	<p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
<p>Activity 4.2.3. Establishing joint departments in collaboration with RAS institutes and leading companies in high-priority areas of science and technology development. Institute of Chemistry – establishing joint academic departments and department of industrial chemistry on the basis of JSC «Nizhnekamskneftekhim», establishing of NEC «Physical methods of research of chemical species» (upgrade</p>	<p>Performance indicator - Number of joint departments created, units. Value increase from 2 to 6 joint and base departments (2013 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). 4) Share of R&D revenues in the total amount of university revenues. <p>Affects KPI:</p> <ol style="list-style-type: none"> 1) Number of scholars with high citation indices (CI WoS >1000); 2) Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees; <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of pub-</i></p>

of qualification of SRC employees, industry, MID), establishing of joint academic department of medical (pharmaceutical) chemistry	<i>lications from 500 to 1000.</i>
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2.4. QUICK WINS 2014 - 1-ST HALF YEAR

Table Strategic initiatives and quick wins

Strategic initiatives/ quick wins	Achieved and expected effect <i>(list of performance indicators, target indicators and KPI affected by the quick wins, their value increase at the current stage and in prospect)</i>
SI 1. Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	
Activity 1.1.5. Implementation of the program «International Professors». Attracting 13 foreign professors to the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	<p>Performance indicator – Number (FTE) of foreign professors, people Value increase from 13 to 150 foreign scholars (1h 2014 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Affects KPI described in Quick Wins of 2013. <i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
Activity 1.2.2. Grant program for support of doctoral candidates. Competitions on 75 grants for supporting doctoral candidates at the Institutes of Physics, Chem-	<p>Performance indicator - Number of grants (projects) Value increase from 75 to 250 grants (1 h 2014 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 2) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions)

istry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	3) Share of the full-time graduate and postgraduate students in the total number of full-time students. Affects KPI described in Quick Wins of 2013. <i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i>
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty.	
Activity 2.1.1. Implementation of grant program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations. Recruiting 10 foreign post-doctoral students and Russian citizens, holders of PhD degrees of foreign universities at the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	Performance indicator – Number of post-doctoral students Value increase from 10 to 150 foreign post-doctoral students and Russian citizens, holders of PhD degrees (1 h 2014 - 2020). Target indicators: 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). Affects KPI described in Quick Wins of 2013.
SI 5 Enhancement of the University management system.	
Activity 5.6.1. Increasing University incomes from alternative funding sources	Performance indicator - Volume of funding from additional sources, mln.rub. The indicator will increase during 2014-2020 from 60 to 210 mln. rub. Target indicator - Share of R&D revenues in the total amount of university revenues, % Affects KPI: 1) Total amount of university revenues.
SI 6 Development of University infrastructure and services	
Activity 6.1.3. Setting up a support function for the publishing activity (translations, technical correspond-	Performance indicator – Established support function Target indicator: 1) Share of foreign professors, academicians and researchers in the faculty headcount, including Russian nationals

ence with publishing houses, maintaining the publications knowledge base)	<p>holding PhD degrees from foreign universities;</p> <p>2) Number of articles in the Web of Science and Scopus, excluding their duplication, per faculty member.</p> <p>The support function for the publishing activity is planned to be established in 2013, which will help increase the number of publications already in H2 2014.</p>
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2.5. QUICK WINS 2014 – 2-ND HALF YEAR

Table. Strategic initiatives and quick wins

Strategic initiatives/ quick wins	Achieved and expected effect <i>(list of performance indicators, target indicators and KPI affected by the quick wins, their value increase at the current stage and in prospect)</i>
SI 1. Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	
Activity 1.1.5. Implementation of the program «International Professors». Attracting 26 foreign professors to the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other	<p>Performance indicator – Number (FTE) of foreign professors, people Value increase from 26 to 150 foreign scholars (2 h 2014 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Affects KPI described in Quick Wins of 2013. <i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
Activity 1.2.2. Grant program for support of doctoral candidates. Competitions on 75 grants for supporting doctoral candidates at the Institutes of Physics, Chemistry, Fundamental Medi-	<p>Performance indicator - Number of grants (projects) Value increase from 150 to 250 grants (2 h 2014 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 2) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions) 3) Share of the full-time graduate and postgraduate students in the total number of full-time students.

<p>cine and Biology, Geology and oil&gas technologies, and other</p>	<p>Affects KPI described in Quick Wins of 2013. <i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
<p>SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty.</p>	
<p>Activity 2.1.1. Implementation of grant program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations. Recruiting 20 foreign post-doctoral students and Russian citizens, holders of PhD degrees of foreign universities at the Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other</p>	<p>Performance indicator – Number of post-doctoral students Value increase from 20 to 150 foreign post-doctoral students and Russian citizens, holders of PhD degrees (2013 - 2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Affects KPI described in Quick Wins of 2013. <i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>
<p>SI 3 Attracting talented students, doctoral candidates and young researchers.</p>	
<p>Activity 3.2.3. Enhancing language skills of KFU faculty, students and administrative staff. Inclusion the requirements of increasing language competences as an indicator of efficiency in effective contract of KFU faculties; organizing training language courses for students and staff on the</p>	<p>Performance indicator - Number of staff and students enhancing their language skills, people.</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of academic staff with job and long term training experience in the world-class universities and academic centers; 2) Share of international students studying in main educational programs (including students from CIS countries). <p>Value increase - not less than 70 people per year (2 h 2014-2020). Affects KPI:</p> <ol style="list-style-type: none"> 1) Number of international students. 2) Position in Webometrics.

base of Linguistic Center	
SI 4 Implement programs to ensure breakthrough allocation of resources to key emerging areas coupled with phasing out of inefficient activities.	
<p>Activity 4.2.1. Implementation of “Personalized research centers” program</p> <p>Establishing mirror laboratories and research centres inviting world class researchers: a laboratory of chemoinformatics and molecular modelling in collaboration with researchers from the University of Strasbourg (France) and a laboratory of chemical genomics in collaboration with the Vancouver University (Canada) at the Institute of Chemistry; establishing an international centre of spin superfluidity and non-linear magnetic resonance; implementing a mega-grant programme of the Dielectrics Laboratory; establishing an International Research and Educational Centre for Gravitational Physics and Cosmology; establishing research centres in collaboration with 2 researchers from University of Arizona and Imperial</p>	<p>Performance indicator - Number of world-class scientists working in organised centers (laboratories), people. Value increase from 12 to 60 world-class scientists (2 h 2014-2020).</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Affects KPI described in Quick Wins of 2013.</p> <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>

<p>College London, in the Centre for Quantum Technologies at the Institute of Physics</p>	
<p>Activity 4.2.2. Organizing joint research laboratories and research-and-training centers (RTC) in KFU. Establishing a laboratory of interbedding combustion jointly with OAO RITEK of OAO Lukoil at the Institute of Geology and oil and gas technology. Establishing a joint laboratory for biomedical applications of NMR in collaboration with the Institute of Organic and Physical Chemistry of the Kazan Research Centre of the Russian Academy of Sciences, a joint laboratory with the Institute of Earth Magnetism, Ionosphere and Radiowaves Propagation (IZMIRAN) or the Research Institute of Radio Physics (NIRFI), at the Institute of Physics. Establishing a joint laboratory of biomedical engineering of nanostructures in collaboration with the Insti-</p>	<p>Performance indicator - Number of organised research laboratories and RTCs per year. Value increase from 10 to 39 new and joint laboratories (2 h 2014 -2020)</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). 4) Share of R&D revenues in the total amount of university revenues. <p>Affects KPI described in Quick Wins of 2013.</p> <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>

<p>tute of Organic and Physical Chemistry of the Kazan Research Centre of the Russian Academy of Sciences at the Institute of Chemistry.</p> <p>Institute of Fundamental Medicine and Biology – establishing in pharmaceutical department of 3 scientific laboratories – pharmacokinetic researches, psycho-pharmacology and pharmacology of immunity inflammation of anti-swelling defense, evidence based medicine and medicine information.</p>	
<p>Activity 4.2.3. Establishing joint departments in collaboration with RAS institutes and leading companies in high-priority areas of science and technology development.</p> <p>Opening a basic subdepartment of organic chemistry jointly with the Institute of Organic and Physical Chemistry of the Kazan Research Centre of the Russian Academy of Sciences at the Institute of Chemis-</p>	<p>Performance indicator - Number of joint departments created, units. Value increase from 4 to 6 joint and based departments (2 h 2014 -2020)</p> <p>Target indicators:</p> <ol style="list-style-type: none"> 1) Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities; 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). 4) Share of R&D revenues in the total amount of university revenues. <p>Affects KPI described in Quick Wins of 2013.</p> <p><i>Implementing quick wins on activities 1.1.5, 1.2.2, 2.1.1, 4.2.1, 4.2.2, 4.2.3 in 2013-2014 will increase the number of publications from 500 to 1000.</i></p>

<p>try. Establishing a basic sub-department of chemistry and oil at the Institute of Organic and Physical Chemistry of the Kazan Research Centre of the Russian Academy of Sciences at the Institute of Geology and oil and gas technology</p>	
<p>SI 5 Enhancement of the University management system.</p>	
<p>Activity 5.2.1. Setting up the KFU's International Academic Board.</p>	<p>Performance indicator - Effective International council for Science Target indicator: 1) Rank (within the accuracy of 50) of the University according to the world leading rankings (by general list and basic subject lists) 2) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 3) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 4) Share of revenues from non-budgetary sources in the makeup of university revenues, %.</p> <p>Affects KPI: 1) Number of scholars with high citation indices (CI WoS >1000); 2) Position in Webometrics.</p> <p>Establishment of International Research Council is planned to start in 2013, the first sessions will be held in 2014.</p>
<p>Activity 5.3.2. Conclusion of the Efficiency contracts with the top-managers and Institutions, and faculty managers. The effective contract provides a specification of assessment criteria</p>	<p>Performance indicator – Share of managers of central functions and heads of institutes and departments with whom a performance contract is concluded, %.</p> <p>A performance contract should provide for specific performance assessment criteria for the heads of institutes and departments. The completion of the performance contracting system implementation is planned for 2014. The indicator will amount 100% in 2014.</p>
<p>Activity 5.6.1. Increasing University incomes from alternative funding sources</p>	<p>Performance indicator – Amount of funds raised from all additional sources, RUB million.</p> <p>The indicator will increase during 2014-2020 from 60 to 210 mln. rub.</p>

	<p>Target indicator – Share of income from non-government sources within the structure of the University's revenues, %.</p> <p>1) The list of KPIs impacted by quick wins is presented in 1 half 2014 quick wins.</p>
<p>SI 6 Development of University infrastructure and services</p>	
<p>Activity 6.1.1. Creating new vacancies for researchers and post-doctorates in laboratories.</p> <p>Equipment of 100 workplaces in the laboratories of the priority research area including Institutes of Physics, Chemistry, Fundamental Medicine and Biology, Geology and oil&gas technologies, and other</p>	<p>Performance indicator - Number of jobs</p> <p>Value increase from 100 to 1200 work places (2 h 2014 – 2020)</p> <p>Target indicator:</p> <ol style="list-style-type: none"> 1) Number of articles in Web of Science and Scopus databases per 1 faculty member (excluding repetitions); 2) Average citation index in Web of Science and Scopus databases per 1 faculty member (excluding repetitions). <p>Value increase is more than 100% from 100 workplaces in 2014 to 600 workplaces in 2020.</p> <p>Affects KPI:</p> <ol style="list-style-type: none"> 1) Number of foreign students. 2) Share of the faculty members with the doctoral and PhD degrees; 3) Number of world class research testing and training laboratories

ANNEXES

ANNEX1. THE METHODOLOGY FOR CALCULATING THE TARGET (MAIN) INDICATORS.

Number of indicator in PCG	Name of Indicator	Methodology for calculating	Calculating formula	Example of calculating (2012)	Data sources
2	Number of articles in Web of Science and Scopus databases ¹¹ per 1 faculty member (excluding repetitions)	Ratio of number of Web of Science and Scopus articles for past three years to the number of faculty members.	<p>The formula is: $K2 = A1/B1$, where</p> <p>A1 = Number of Web of Science and Scopus publications for past three years B1 = Number of faculty members</p> <p>(The number of faculty members refers to the average number of KFU researchers and instructors (professors and lecturers) over the reporting year, including part-time faculty members and not counting individuals working on a contract basis).</p>	$\Pi2 = 1177 / 2331 = 0,5$	Web of Science and Scopus data bases. Form № 5-100-1 table 4.1
3	Average citation index in Web of Science and Scopus databases ¹² per 1 faculty member (excluding repetitions)	Ratio of total number of articles in Web of Science and Scopus for the last five years to the number of faculty members.	<p>The formula is: $K3 = A2/B1$, where</p> <p>A2 = Number of articles in Web of Science and Scopus for the last five years</p>	$\Pi3 = 13349 / 2331 = 5,73$	

¹¹ The data for past three years (according to explanations of the Russian Federation Ministry of Education and Science)

¹² The data for past five years (according to explanations of the Russian Federation Ministry of Education and Science)

			B1 = Number of faculty members		
4	Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities	Percentage ratio of average number of foreign professors, lecturers and researchers (excluding CIS citizens) to the number of faculty members	The formula is: $K 4 = A3/B1*100\%$, where A3 = Average number of foreign professors, lecturers and researchers for the reporting year (excluding citizens of CIS countries) B1 = Number of faculty members	$\Pi 4 = 45 / 2331 *$ $100\% = 1,9$	Form № 5-100-1 table 4.1
5	Share of international students studying in main educational programs including students from CIS countries	Percentage ratio of international students to the number of students studying in main educational programs	The formula is: $K 5 = A4/B2*100\%$, where A4 = Number of international students (including students from CIS countries) B2 = Number of students studying in main educational programs	$\Pi 5 = 628,6 /$ $22237,5 * 100\%$ $= 2,8$	Form № 5-100-1 tables 2.1.2; 2.1.3; 2.1.4
6	Average USE score of students admitted for full-time bachelor's and specialist studies financed by the federal government	Ratio of the sum of average USE scores of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government multiplied by the number of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government to the total number of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government	The formula is: $K 6 = (\sum A5n*B5n) / B6$, where A5n = Average USE scores of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government B5n = Number of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government B6 = The total number of students admitted to KFU for full-time bachelor's and specialist studies financed by the federal government	$\Pi 6 = 152659 /$ $2139 = 71,37$	Form № 5-100-1 table 2.1.5
7	Share of revenues from non-	Percentage ratio of reve-	The formula is:	$\Pi 7 = 1804923,9 /$	Form

	budgetary sources as percent of total revenues	revenues from non-budgetary sources to the total amount of university revenues	$K 7 = A6/B7*100\%$, where A6 = Amount of revenues from non-budgetary sources B7 = Total amount of university revenues	$6069436,4 * 100\% = 29,7$	№ HE-2 table 3.1
8	Share of the full-time graduate and postgraduate students in the total number of full-time students	Percentage ratio of the number of full-time graduate and postgraduate students to the total number of full-time students	The formula is: $K 8 = (A7+A8)/(B2+A8)*100\%$, where A7 = Full-time graduate students A8 = Full-time postgraduate students B2 = Total number of full-time students	$\Pi 8 = 1811 / 22947,5 *100\% = 7,9$	Form № 5-100-1 tables 2.1.2; 2.1.3; 2.1.4; 2.2.1
9	Share of academic staff with job and long term training experience in the world-class universities and academic centers	Ratio of mentioned category of staff to the number of faculty members	The formula is: $K 9 = A9/B1*100\%$, where A9 = Academic staff with job and long term training experience in the world-class universities and academic centers B1 = Number of faculty members	$\Pi 9 = 230 / 2331 *100\% = 9,8$	KFU External report. Form № 5-100-1 table 4.1
10	Amount of R&D revenues from the total amount of university revenues	Revenue from all the funding sources of R&D projects			Internal KFU report

ANNEX 2. FINANCING ON THE SUBSIDY

Activities of 211 Decree / Tasks	Financing		
	Total	2013	2014
Activity 1 of 211 Decree. Implementation of measures on formation of the personnel pool of university managers; recruiting specialists with work experience at leading foreign and Russian universities and research institutes to managing positions at KFU			
Task 5.1. (SI 5) Formation of the personnel pool from the best university managers of the region, Russia and the world; recruiting specialists with work experience at leading universities and research centers.	516	18	35
Activity 2 of 211 Decree. Implementation of measures on attracting and recruiting to KFU young researchers and staff with working experience at leading foreign and Russian universities and research centers			
Task 2.2. (SI 2) Implementation of grant program for recruiting young talented researchers from Russia and abroad (SI 2)	564	24	46
Task 3.1. (SI 3) Establishing the program of encouragement and support of talented students, postgraduates, interns and young researchers	710	45	95
Activity 3 of 211 Decree. Implementation of the program of international and all-Russian academic mobility of the staff for internships, professional training and retraining and in other forms			
Task 2.1. (SI 2) Implementation of grant programs and sholarly exchange programs with leading universities and research centers	3724	26	240

Task 2.3. (SI 2) Establishing at KFU a modern system of continuing professional education of the managers and academic staff	520	10	47
Activities of 211 Decree / Tasks	Financing		
	Total	2013	2014
Activity 4 of 211 Decree. Implementation of measures improving doctoral programs	520	10	47
Task 1.1. (SI 1) Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	4371	117	313
Task 3.2. (SI 3) Internationalization of KFU curricula and academic environment	1193	21	60
Activity 5 of 211 Decree. Implementation of measures, supporting students, interns, young researchers and professors			
Task 3.1. (SI 3) Establishing the program of encouragement and support of talented students, postgraduates, interns and young researchers	710	45	95
Activity 6 of 211 Decree. Implementation of new educational programs in cooperation with leading Russian and foreign universities and research organizations.			
Task 1.1. (SI 1) Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	4371	117	313

Activity 7 of 211 Decree. Implementation of measures on recruiting students from leading foreign universities to study in Russian universities, including partnership educational programs with foreign universities and university associations			
Task 3.2. (SI 3) Internationalization of KFU curricula and academic environment	1193	21	60
Task 3.3. (SI 3) Design and implementation of a system of recruiting prospective international and promising Russian students	624	17	55
Activity 8 of 211 Decree. Implementation of the following activities in the framework of scientific and research measures in accordance with the Russian basic long-term research program for universities, taking into account priority international fundamental areas and applied research: -research and development projects, involving leading Russian and foreign researchers as managers, and (or) in cooperation with promising scientific organizations, including the opportunity to create departments in universities; -research and development projects, in cooperation with local and international high-tech organizations, including the opportunity to create departments in universities.			
Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world-class scientists	6038	242	236

ANNEX 3. CUMULATED NEEDS IN FINANCING.

mln.rub.

	Total 2013-2020	Total subsidy 2013-2020	2013	Incl. subsidy 2013	Total 2014	Incl. the subsidy 2014
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	5889	5338	149	144	443	423
Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards.	4745	4371	119	117	327	313
Task 1.2. Development of graduate and postgraduate programs	1075	967	27	27	110	110
Task 1.3. Dissemination of KFU intellectual products to the international academic community	69	0	3	0	7	0
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty.	6737	5974	112	105	402	396
Task 2.1. Implementation of grant programs and scholarly exchange programs with leading universities and research centers	3924	3724	26	26	240	240
Task 2.2. Implementation of grant programs for recruiting talented young researchers from Russia and abroad	567	564	27	24	46	46
Task 2.3. Participation in international, Russian, regional and university programs of academic mobility	618	520	12	10	53	47
Task 2.4. Increase of international publication activity of KFU academic faculty. Promotion of KFU in QS Ranking by “Number of Papers” indicator	1628	1166	47	45	63	63

SI 3 Attracting talented students, doctoral candidates and young researchers	2638	2526	93	83	220	210
Task 3.1. Establishing the program of encouragement and support of talented students, doctoral candidates and young researchers	710	710	45	45	95	95
Task 3.2. Internationalization of KFU curricula and academic environment	1193	1193	21	21	60	60
Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian students	736	624	27	17	65	55
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	7 762	6 038	258	242	264	236
Task 4.1. Creation of the points of generating the world-class research and developments. Organizing international research centers in collaboration with leading foreign and Russian universities and companies	409	-	13	-	19	-
Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world-class scientists	7 157	6 038	242	242	236	236
Task 4.3. Development and implementation of efficiency assessment criteria and procedures for implemented academic programs and R&D-projects.	196	-	3	-	9	-
SI 5 Enhancement of the University management system.	1119	516	56	18	115	35
Task 5.1. Formation of the personnel pool from the best university managers of the region, Russia and the world; recruiting specialists with work experience at leading universities and research centers.	571	516	21	18	40	35

Task 5.2. Preparatory stage. Ensuring effective transition to the target model	-	-	-	-	-	-
Task 5.3. Transformation of the management system in accordance with the best practices	189	-	18	-	31	-
Task 5.4. Establishing KFU sociological service	78	-	3	-	6	-
Task 5.5. Formation of the system of strategic planning of the University activity	118	-	13	-	31	-
Task 5.6. Increasing of financial appeal of the University and the sources of funding	165	-	2	-	7	-
SI 6 Development of University infrastructure and services	3340	-	115	-	212	-
Task 6.1. Development of attractive infrastructure of academic environment	2530	-	85	-	112	0
Task 6.2. Forming housing stock for invited foreign professors and talented KFU staff and students.	810	-	30	-	100	0
SI 7 University exposure in the world media.	514	-	17	-	44	-
Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture	267	-	9	-	20	-
Task 7.2. Active promotion of KFU brand to the global information space.	248	-	9	-	24	-
Total funding	28000	20392	800	592	1700	1300

ANNEX 4. AMENDMENTS TO THE UNIVERSITY DEVELOPMENT PROGRAM

KFU is implementing the Program of Development of the Federal University approved by RF Government.
 (http://www.kpfu.ru/main_page?p_sub=7721)

University Development Program Item	Old Version	New Version (taken from the document Fi- nancial Plan_model _V_250913)	Comments Explaining the Es- sence Amendment
1c	c) latest academic program and instructor's manual purchasing	Activity 1.1.2. Franchising and adaptation of educational programs offered by the universities ranking TOP 200.	Broadens and specifies the former wording.
1d	d) elaboration and updating of supplementary and remote education programs and professional retraining programs.	Activity 1.1.7. Development and implementation of e-learning programs, including programs for MOOC	Broadens target group.
1e	e) academic program elaboration in cooperation with leading foreign higher education institutions.	Activity 1.1.1. Development and implementation of joint academic programs with foreign partner universities ranking in the TOP 300.	More precisely defines and broadens the former wording.
2e	e) compilation of electronic register of academic programs and modules.	Activity 6.1.4. Organization of e-library of KFU intellectual products including online resources	Broadens the former wording.
3d	d) regular independent expertise of academic programs.	Activity 4.3.1. External expertise of academic programs	Broadens and more precisely defines the former wording.
4a	a) research project selection procedure development and application.	Activity 4.3.2. Expertise of KFU research areas	Broadens and more precisely defines the former wording.
5a	a) business incubator infrastructure designing.	Activity 4.1.7. Development of Center for Technology Transfer	Specifies the former wording.

5g	g) interactive virtual ground creation and network cooperation organising for research subjects and developments with a view to work at promising innovation and science-and-technology projects.	Activity 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture.	More precisely defines the former wording.
6a	a) procedure development for competitive selection of projects for research divisions organising in top-priority areas of the University development.	Activity 4.3.3. Expertise of KFU R&D projects	Specifies the former wording.
6b	b) designing and organising of a network for research projects and university laboratories cooperation with research institutes.	Activity 4.1.6. Participation of KFU researchers in international and Russian R&D projects implemented in collaboration with leading universities, research organizations and companies.	More precisely defines the former wording.
6d	d) introduction of a research work quality assessment system, providing for involvement of external expertise and resource distribution mechanisms based on these assessments.	Activity 4.3.2. Expertise of KFU research areas	More precisely defines the former wording.
7b	b) development of a program providing for invitation of leading Russian and foreign teachers and specialists for lecture course delivery and student project management.	Activity 2.1.3. Development and implementation of programs of recruiting scholars from leading universities and research centers with high scientometrical indices in their subject areas to working at KFU	Generalizes the former wording.
7c	c) invitation of eminent world-class scientists to manage promising projects and university development lines.		
7e	e) competitive target support system development for postgraduate education graduates from the University and other leading Russian and foreign universities, who have demonstrated abilities in research and teaching activity.	Activity 3.1.1. Grant program for support of Russian students. Activity 3.1.2. Development of the system of contests by majors for undergraduate and doctoral students, interns and young researchers.	Specifies the former wording.
8a	a) support of Russian and international academic mobility of teachers and researchers in top-priority lines of the University development.	Activity 2.1.1. Implementation of faculty exchange programs for attracting researchers from leading universities and research centers to work at KFU. Activity 2.1.3. Development and implementa-	Specifies the former wording.

		tion of programs of recruiting scholars from leading universities and research centers with high scientometrical indices in their subject areas to working at KFU Activity 2.3.1. Promotion of participation of KFU staff in international programs of academic exchange.	
8d	d) development and application of a program for teachers refresher training in leading Russian research and training centers.	Activity 2.3.4. Modernization of the system of continuing professional education for KFU staff with internships in the leading universities and research centers.	More precisely defines the former wording.
8f	f) vacant job creation for research and teaching assistants.	Activity 2.1.2. Establishing at KFU the system of internal post-doctoral positions.	
9d	d) mechanism development for attraction of the best graduates of other (including foreign) universities to Master's Degree program and post-graduate training program.	Activity 2.2.2. Grant program for support of talented young researchers and students. Activity 3.2.1. Development of English-language Master's degree and PhD programs in cooperation with international specialists from world-class universities.	Specifies the former wording.
9e	e) implementation of programs for student exchange with foreign partner universities.	Activity 3.2.4. Development of the student exchange programs with the leading universities of the world.	More precisely defines the former wording.
9f	f) friendly environment and comfortable living conditions provision in university dormitories.	Activity 6.2.1. Providing good living conditions for students, postgraduates, trainees and young researchers	Specifies the former wording.
13b	b) implementation of the system of professional development for managerial staff	Activity 5.1.1. Organization of internship programs in the leading universities, research organizations and companies for the university management and project managers.	Specifies the former wording.
14a	a) creation of communication grounds in the University for representatives of government, business, scientific-and-educational and expert communities and civil society through regular conferences and seminars using electronic resources of the University, and modern press cen-	Activity 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture.	Specifies the former wording.

	ter organising.		
14b	b) development, implementation and open-access presentation of results of monitoring and social studies topical for the society.	Activity 6.1.4. Organization of e-library of KFU intellectual products, including online resources	Specifies the former wording.
14c	c) creation of an open electronic library of employees' scientific works and materials of all conferences and seminars held in the University.		
15b	b) organization of courses for continuous professional development for both administrative staff and the faculty	Activity 1.1.10. Organization of joint programs for supplementary training and retraining for third-party organizations.	Specifies the former wording.

VARIABLE RATES

	Unit	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
6. Number of persons, enrolled in postgraduate programs Change made in accordance with the main indicator №8 Share of graduates and postgraduates of all forms of education in the total number of students	people	650	1000	1100	1150	1200	1250	1300	1350	1400	1450
					7,1%	8,5%	10,5%	14,0%	20,0%	25%	32%
9. Share of funds received through the implementation of research projects, R&D and other projects in the total income of the University Change made in accordance with the main indicator №10: Amount of R&D revenues from the total amount of university revenues	%	12	12	13	15	17	19	21	23	25	27
					0,8 bln. rub.	0,9 bln. rub.	1 bln. rub.	1,2 bln. rub.	1,4 bln. rub.	1,6 bln. rub.	2,0 bln. rub.
11. Number of publications in international journals, indexed by foreign organizations Change made in accordance with the main indicator №2: Number of articles in Web of Science and Scopus databases per faculty (excluding duplications)	Units per year	280	300	320	340	360	380	400	420	430	450
					0,5	0,65	0,85	1,1	1,4	1,8	2,34

	Unit	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
16. Share of staff that have completed professional training and retraining programs in the framework of the University development program, in total number of staff Change made in accordance with the main indicator №9: Share of academic staff with working and long-term training experience in the world-class universities and academic centers	%	5	15	25	25	25	20	20	20	20	20
					10%	15%	20%	25%	30%	35%	37%
17. University position in the national ranking of national, national research and federal universities by the criterion of average score of the unified state examination of freshmen Change made in accordance with the main indicator №6 Average USE score of students admitted for full-time bachelor's and specialist studies financed by the federal government	score	21	20	19	18	17	15	14	13	12	10
					71,4	71,9	72,2	73	74	75,3	76
18. Share of international students provided a full-time state-subsidized education in the total number of students Change made in accordance with the main indicator №5 Share of international students studying in main educational programs (including students from CIS countries)	%	2,1	2,2	2,3	2,4	2,5	2,6	2,7	2,8	3	3,2
					2,8%	3,4%	4,3%	5,8%	7,7%	9,8%	12%

	Unit	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
22. Number of leading Russian and foreign scientists conducting research and teaching activity in the University Change made in accordance with the main indicator №4 Share of foreign professors, lecturers and researchers in the number of faculty members including Russian citizens, holders of PhD degrees of foreign universities	people	30	35	40	45	50	55	60	65	70	75
					1,9%	2,5%	3,3%	4,3%	5,7%	7,5%	9,8%
31. Non-budgetary revenues of the university Change made in accordance with the main indicator №7: Share of revenues from non-budgetary sources in the makeup of university revenues	Mln.ru b.	850	1000	1200	1400	1600	1800	2000	2200	2400	2500
					34%	30%	38%	41%	45%	48%	51%
36. Position in the international university (THE Times ranking version) Change made in accordance with the main indicator № 1 Position (accurate to 50) in world leading rankings (in World University Ranking and Subject Rankings)	-	600+	600+	500 - 600	500 – 600	500 - 600	400- 500	400 – 500	400 – 500	375	350
					601+	530	475	440	390	310	180

ANNEX 5. TARGET INDICATORS DECOMPOSITION

Target Indicators	Efficiency Indices
2. Number of articles in Web of Science and Scopus excluding duplication, per faculty	<ul style="list-style-type: none"> • Number of specialized scientific magazines included in WoS and Scopus. • Number of WoS/Scopus publications.
3. Average citation index per faculty, calculated for a set of articles registered in Web of Science and Scopus databases, excluding duplication	<ul style="list-style-type: none"> • Number of grants awarded to support young researchers. • Active publishing house. • Number of KFU researchers participating in joint projects. • Number of invited specialists with experience of work in leading foreign and Russian universities and research organizations. • Number of KFU researchers presenting reports at prestigious international research activities, per year.
4. Share of foreign professors, teachers and researchers in total number of faculty, including Russian citizens awarded PhD degrees by foreign universities	<ul style="list-style-type: none"> • Number of foreign professors invited. • Number of researchers from leading universities and research centers, engaged in work in KFU. • Number of international conferences held. • Number of new and joint laboratories and research and training centers organized (per year). • Number of world-class scientists working in organized centers (laboratories).
5. Share of international students on basic academic programs university (including students from CIS countries)	<ul style="list-style-type: none"> • Number of international students attracted. • Number of grants spent for international students and postgraduates.
6. Average USE (Unified State Examination) score of students admitted for full-time bachelor's and specialist studies financed by the federal government	<ul style="list-style-type: none"> • Number of active KFU resource users in social networks. • Number of academic programs elaborated in cooperation with foreign partners. • Number of grants spent to support Russian students. • Number of accredited programs.
7. Share of incomes from extra-budgetary sources in total university income	<ul style="list-style-type: none"> • Acting Center for Technology Transfer, Number of license agreements concluded. • Number of KFU researchers participating in joint projects.
8. Share of incomes from R&D in total university incomes	<ul style="list-style-type: none"> • Number of grants (projects) awarded. • Total funds obtained from all additional sources, mln. rub.

Target Indicators	Efficiency Indices
9. Share of postgraduates and Master's Degree program students (both full-and part-time) forms in total number of students	<ul style="list-style-type: none"> • Share of Master's Degree students and postgraduates awarded certificates • Number of dual degree program graduates. • Number of leading scientists and specialists invited. • Number of foreign professors invited. • Number of grants awarded to international students and postgraduates.
10. Share of academic staff with working and long-term practical training experience in world's leading research and training centers	<ul style="list-style-type: none"> • Number of invited specialists with experience of work in leading foreign and Russian universities and research organizations. • Number of KFU employees participating in exchange programs, per year.

ANNEX 6. DECOMPOSITION OF THE TARGET INDICATORS (QS RANKING POSITION) BY SUBJECTS

Indicator	Unit	Dynamics of the indicator							
		2013	2014	2015	2016	2017	2018	2019	2020
Position (accurate to 50) in the leading World University Rankings (general list and Subject Rankings)	position								
QS World University Rankings	position	601+	530	475	440	390	310	180	99
QS Subject Rankings in Mathematics	position	-	-	-	-	-	-	-	149
QS Subject Rankings in Physics and Astronomy	position	-	-	-	190	160	135	115	98
QS Subject Rankings in Mathematics in Chemistry	position	-	-	-	190	165	135	115	85
QS Subject Rankings in Mathematics in Linguistics	position	-	-	-	-	-	-	-	197
QS Subject Rankings in Mathematics in Earth Sciences	position	-	-	-	-	-	-	-	140

ANNEX 7. METHODOLOGY FOR KPI CALCULATING

Name of Indicator	Methodology for calculating	Calculating formula	Example of calculating (2012)	Data sources
Number of scholars with high citation indices (CI WoS >1000)	Number of faculty members with citation indices WoS > 1000	-	10 people	KFU External Report. Web of Science data base
Number of international students	Number of international students (excluding citizens from CIS countries)	-	190 people	Form № 5-100-1 table 2.1.4
Position in QS World University Rankings on Employer Reputation	-	-	301+	Web-site http://www.iu.qs.com
Position in Webometrics	-	-	1913	Web-site http://www.webometrics.info
Share of academic staff with Candidate of Science (PhD) and Doctor of Science degrees	Percentage ratio of mentioned category of academic staff to the number of faculty members	The formula is: $K_{11} = A_{11}/B_1 * 100\%$, where A ₁₁ = Number of academic staff with Candidate of Science (PhD) and Doctor of Science degrees B ₁ = Number of faculty members	$K_{11} = 466 / 2331 * 100\% = 19,9$	KFU External Report. Form № 5-100-1 table 4.1
Share of graduates and postgraduates in the total number of students	Ratio of full-time equivalent of master and doctoral students to the total full-time equivalent of all students and doctoral students	$K_8 = (A_7 + A_8) / (B_2 + A_8) * 100\%$, where A ₇ = full-time equivalent of master students A ₈ = full-time equivalent of doctoral students B ₂ = приведенный контингент студентов	$K_8 = 1811 / 22947,5 * 100\% = 7,9$	Form № 5-100-1 tables 2.1.2; 2.1.3; 2.1.4; 2.2.1

Number of foreign patents	-	-		KFU Internal Report
Number of world-class research and educational laboratories	-	-	10 units	KFU Internal Report.
Total amount of university revenues	-	-	6,01 bln. rub.	Form № HE-2 table 3.1
Share of top management with working experience in the world leading universities and research centers	Ratio of top managers with working experience in the world leading universities and research centers to the total number of top managers	$K12 = A12/B8 * 100\%$, где $A12 =$ number of top managers with working experience in the world leading universities and research centers. $B8 =$ total number of top managers	$\Pi12 = 4 / 180 * 100\%$ $= 2 \%$	KFU internal reports

ANNEX 8. MAIN EMPLOYERS

Directions of employment	Main partners/employers
Research and development	Russian and foreign research organizations in the field of fundamental medicine, biotechnology and biomaterials, bioinformatics, geological surveys, physics, astronomy, chemistry, neon-technology and etc.
State administrative bodies and diplomatic missions	Regional, federal and foreign state administrative bodies, embassies and representatives
Companies and organizations:	
Biomedicine, pharmacology	Novartis, Pfizer, JSC “Tatkhimfarmpreparaty”, technopark “Innosfera”, JSC “Himgrad”, JSC “Institute of stem cell of humans”, republican clinic hospital #2, Research Institute of child’s hematology of the Ministry of health of RF, Institute of medical and biological problems of RAS
Prospective materials	RIKEN (Japan), Group of companies NT-MDT, Institute of physics of solid state of RAS, Institute of physics of micro-structures of RAS, JSC “Nizhnekamskneftekhim”, JSC “Kazanorgsynthesis”, JSC “Karpov Plant”, Kazan aviation association of Tupolev, “Compozit”, JSC “KAMAZ”, JSC “Sollers”, “Gerboplast” and etc.
Oil development, oil processing and petro-chemistry	BP, Schlumberger, Weatherford, CoreLab (Argosy), JSC TATNEFT, JSC RITEK, JSC GAZPROM, JSC “Nizhnekamskneftehim”, LLC “TNG-group”, CJSC “Nefteconcorcium”, JSC “Tatneftehiminvest-holding”, JSC “Kazan factory of synthetic rubber”, JSC “Svyazneftehim”, LLC “Tasma”
Information technology	Microsoft, HP, Samsung, Fujitsu (GDC), Cisco, Oracle, IBM, ICL-KPO, Yandex, Mail.Ru Group, Google, JetBrains, «Innopolis», High Tech Technopark “IT-park»
Social and human research	Russian and foreign research organizations in the field of sociology, politology, international relations, anthropology, cultural research, educational institutions and centers, institutes of culture (museums, TV and radio companies, “Tatmedia”

ANNEX 9. THE LIST OF INVITED FOREIGN SCHOLARS, PROFESSORS AND BUSINESS PROFESSIONALS

№	Invited scholars	Organization and filed of work	Institute\ faculty of KFU	Approximate cost of event, in mln. Rub.	Year
1	Prof. Aaron Ciechanover	The Ruth and Bruce Rappaport Faculty of Medicine, Cancer and Vascular Biology Research Center, Haifa, Israel, chemistry and biology	Institute of fundamental medicine and biology (IFMB)		2013
2	Prof. Rustem Litvinov	University of Pennsylvania, USA, biochemistry	IFMB		2013
3	Svetlana Khaiboullina	University of Nevada, Reno, Whittemore Peterson Institute, Reno, United States, virusology/bacteriophagology, molecular and cell biology	IFMB		2013
4	Valente, André Xavier C N	University of Coimbra, Center of Neurosciences and Cell Biology, Coimbra, Portugal, bioinformatics, systems biology	IFMB		2013
5	Igor Adameyko	Karolinska Institutet, Sweden, regeneration of tissues , reconstruction of development processes in vertebrates	IFMB		2013
6	Alexander Mikheyev	Okinawa Institute of Science and Technology, Japan, symbiosis of invertebrates and mushrooms	IFMB		2013
7	Orof. Konstantin Khalturin	Okinawa Institute of Science and Technology, JAPAN, zoology, embryology, genomics	IFMB		2013
8	Manabu Sugimoto	Institute of Plant Science and Resources, Okayama University, JAPAN, stressed biology of plants	IFMB		2013
9	Yoshihide Hayashizaki	RIKEN Omics Center, Japan, Omics support of medical and biology research	IFMB		2013
10	Prof. M.Bayan	Lincoln University, soil sciences	IFMB	1,65	2014-2020

11	prof. Jose P.S. Lemos.	Multidisciplinary astrophysical center of Lissabon Technical University (Centro Multidisciplinar de Astrofisica - CENTRA, Departamento de Fisica Instituto Superior Tecnico - IST, Universidade Tecnica de Lisboa - UTL, Lisboa, Portugal), astrophysics	Institute of Physics (IPh)		
12	Prof. Douglas Singleton	California State University Fresno, California, USA, gravitation physics and cosmology	IPh		
13	Prof. Etienne Goovaerts	Universiteit Antwerpen (Netherlands), RCS in nanostructures	IPh		
14	Prof. Y.Bunkov	Institut Neel (France), condensed matter physics	IPh	2,4	2013-2020
15	Prof. D.Odintsov	Institucio Catalana de Recerca i Estudis Avancats (ICREA), (Barcelona, Spain), astrophysics and cosmology	IPh	5,2	2013-2020
16	Prof. Toshihide Maskawa	Kyoto Sangyo University, Kyoto, Japan, Yukawa Institute for Theoretical Physics (YITP), Kyoto University, Kyoto, Japan, astrophysics and cosmology	IPh		
17	Prof. Salvatore Capozziello, H-Index=47	Dipartimento di Fisica, Universit` di Napoli "Federico II", Napoli, Italy, astrophysics and cosmology	IPh		
18	Prof. Shin'ichi Nojiri	Department of Physics and Kobayashi-Maskawa Institute for the Origin of Particles and the Universe , Nagoya University, Nagoya, Japan, astrophysics and cosmology	IPh		
19	Prof. Francisco S.N. Lobo	Centro de Astronomia e Astrofisica da Universidade de Lisboa, Lisboa, Portugal , astrophysics and cosmology	IPh		
20	Prof. Wei-Tou Ni	National Tsing Hua University, Taiwan, astrophysics and cosmology	IPh		
21	Prof. Ildar Gabitov	University of Arizona, nonlinear photonics	IPh	2,8	
22	Prof. Sergei Kazarian	Imperial College London, nonlinear photonics	IPh		2014-2020
23	Prof. Axel Scherer	Applied Physics and Physics at Caltech,	IPh		
24	Prof. Galina Khitrova	University of Arizona, nonlinear photonics	IPh		
25	Prof. John Pendry	Imperial College London, nonlinear photonics	IPh		
26	Prof. John Sajeev	University of Toronto, nonlinear photonics	IPh		
27	Prof. Jelena Vuckovic	Stanford University, nonlinear photonics	IPh		

28	Baumberg, Jeremy J.	University of Cambridge, nonlinear photonics	IPh		
29	Prof. D.Fushman	Marilend University, Washington,USA	IPh	5	2014
	Prof. S.Syakin	Hravad University, USA	IPh	5	2015
31	Prof. G.Khaliullin	Institute of solid body of Max-Planck (Stuttgart)	IPh	5	2016
32	Prof. M.Lvov, H-Index - 55	Institute of Micromanufacturing, Louisiana Technical Univeristy, Ruston, LA, USA, polymer composites, nanocomposites	A.Butlerov Institute of Chemistry (ICh)	1	2015
33	Prof.A.Varnek	Université de Strasbourg, chemoinformatics	ICh		2013- 2020
34	Prof. A.Vasiliyev	University of Bergen, theory of Riemann surface and geometrical theory of functions	Institute of Mechanics and Mathe- matics (IMM)	0,4	2014, 2015
35	Prof. Luca Fiori	University of Trento (Italy), models of supercritical extraction	IMM	0,6	2014- 2016
36	Prof. M.Choshanov	University of Texas , Educational technologies, education in mathematics	IMM	0,2	2014
37	Prof. S.Lempa	University of Wisconsin, USA, theory of computability	IMM		2015- 2020
38	Prof. M.Barnsly	Australian National university, geometrics and topology	IMM	2,4	2017- 2018
39	Prof. Shneyder Mikhail	Princeton University, USA, Computer modeling of plasma and nano-technology	Institute of Computer Mathematics and IT (IC- MIT)		2013
40	Professor Andrzej Luczak	University of Lodz Faculty of Mathematics and Computer Science Poland, quantum statistics and quantum probability	ICM and IT		2013

41	Prof. Anatolij Dvurecenski	Institute of mathematics of Slovak Academy of Sciences, Slovakia quantum structures	ICM and IT		2013
42	Prof. Rustam Ibragimov	Business school of Imperial college in London, econometrics and statistical analyses in economics and finance	ICM and IT		2013
43	Prof. Christoph Wulf	"Free University of Berlin", philosophy	Faculty of Philosophy	0,3	2015-2017
44	Prof. Heinrich Hoffman	Jagiellonian University (Poland), theology	Faculty of Philosophy	0,7	2016-2018
45	Katlijn Malfliet	Leuvense universiteiten, politology	Faculty of Philosophy	0,9	2017-2019
46	Evert van der Zweerde	Radboud University (Netherlands), social philosophy	Faculty of Philosophy	0,2	2015
47	Ismail Turkoglu	Marmara University, Istanbul oriental studies, african studies	Institute of international Relations (IIR)		
48	Uidu Yudjel	Istanbul University, oriental studies, african studies	IIR	2,2	2014-2020
49	Heinz Miklas	University of Vienna, comparative linguistic and medieval studies	Institute of Philology and Arts (IPA)	3	2014, 2015
50	Prof. Heinz Miklas,	University of Vienna, slavistics	IPA		2013
51	Prof. Søren Wichmann, H-Index = 9	Max Planck Institute for Evolutionary Anthropology, Leipzig, Department of Linguistics, linguistics	IPA		2014
52	Catherine Barnard	Cambridge University, international and European law	Faculty of Law	1	2015
53	F.Jurgen Zekker	Berlin University, ecolaw, labour law and civil process	Faculty of	0,5	2015

54	Marianne Peschke	Hamburg University, ecolaw, labour law and civil process	Law		
55	Prof. Krzysztof Rączka	University of Warsaw, labour law	Faculty of Law	1	2014
56	Philippe Schneider	Management	Institute of Management and Territorial Development (IMTD)	32	2013-2020
57	Prof. O.Melnikov	Moscow state technical university named after Bauman, business economics			
58	Prof. S. Sagitov	Management in health			
59	Dr. Enrique Navarro	University of Barcelona, management of water resources	IMTD		2013-2020
60	Prof. G. Mathias Kondolf	University of California, Berkeley, management of water resources			
61	Prof. Richard Howarth	Dartmouth College, USA, management of water resources			
62	JormaKuparinen	University of Helsinki, management of water resources			
63	Moshe Banai	Management	IMTD	4,3	2014-2020
64	Prof. Dr .ThorstenPosselt	Management			
65	Prof. Marat Rafikov	Federal University ABC (Brazil), econometrics			
66	Case Touling	Orangebussinesimprovement, marketing			
67	David Aaker	University of California, Berkeley's Haas School of Business, marketing			
68	JohnL.Teoraso	Boston University, marketing			
69	Mark Jeffrey	Kellong School of management, marketing			
70	JorisVandeKludert	Home Lustrum Erasmus Universiteit Rotterdam, marketing			
71	Dr.Phil Olaf	Universität Leipzig, language testings	Institute of Languages		2013
72	Ishtvan Lendiel	Financial University under the Government of the RF, Moscow	Institute of Economics and Finance (IEF)		

73	Prof.A.Myrichef	National research University «High school of economics», bank business, currency and investment problems	IEF		
74	Prof. Leszek Balcerowicz	Warsaw school of economics, economics	IEF		
75	Prof. Helmi Weissert	Department of Earth Sciences Geological Institute, ETH, Zürich, Switzerland	Institute of Geology and and Petroleum Technologies (IGPT)	6	2015
76	Prof. Joerg Walter Schneider (Dr.rer.nat.habil.)	University Professor of Paleontology, Institute of Geology, Department of Paleontology and Stratigraphy, Technical University Bergakademie Freiberg (Germany)	IGPT	6	2014-2015
77	Jennifer L. Miskimins, Associate Professor	Colorado School of Mines Petroleum Engineering Department, Golden, USA	IGPT	6	2014
78	Craig W. Van Kirk Professor Emeritus	Colorado School of Mines Petroleum Engineering Department, Golden, USA	IGPT	6	2014
79	Prof. Dr. Thomas R. Rüde	Department of Engineering Geology and Hydrogeology, RWTH Aachen University	IGPT	6	2014
80	Prof. Lidija Zdravkovic	Department of Civil & Environmental Engineering, Faculty of Engineering, Imperial College London	IGPT	6	2014
81	Prof. Anthony R. Kavscek H-Index = 23	Chair, Department of Energy Resources Engineering, Stanford University	IGPT	6	2014-2015
82	Prof. Dr. Mustafa Versan Kök H-Index- 23	Dept. of Petroleum and Natural Gas Engineering, Middle East Tech. University	IGPT	6	2014-2015
83	Prof. Claude Gadelle	Institut de Petrole Francais	IGPT	3	2014
84	Prof.Annette E. Götz	Rhodes University (South Africa), Professor in Sedimentology and Palaeontology	IGPT	2	2014-2016

ANNEX 10. THE LIST OF NEW MODERNIZED LABORATORIES, ESTABLISHED WITHIN THE PERIOD OF 2010-2013

№	Name of the laboratory
Institute of Fundamental Medicine and Biology	
<i>Study laboratories</i>	
1	neurobiology
2	pharmacodynamics
3	pharmacokinetics
4	chromatography
5	zoology of invertebrates
6	biology teaching methods
7	metagenomic of extremophiles
8	molecular identification
9	functional biomaterials
10	soil chemistry
11	cytometric methods of analyses
12	embryology and functional histology
13	physiology and pathology of locomotor system
14	histological equipment
15	hydrobiology and molecular phylogenetics
16	anthropology with anatomical bases
17	biophysics and physiology
18	molecular genetics
19	electronic microscopy
20	molecular-cell physiology
21	environmental monitoring, paleolimnological and paleoecological studies
22	reproductive biology of plants
23	fundamental and applied biotechnology
24	biochemistry of nucleic acid
25	Practical laboratory
26	histological equipment
27	hydrobiology and molecular phylogenetics
28	culture of cells
29	molecular and genetic analyses
30	molecular pharmacology
31	agricultural biochemistry and biotechnology
32	anthropology with bases of anatomy
33	biophysics and physiology
34	molecular genetics
35	electronic microscopy
36	Molecular and cell physiology
37	environmental monitoring and paleoecological studies

38	reproductive biology of plants
39	Physiology and pathology of locomotor system
40	psychophysiology
41	microbiology
<i>Research laboratories</i>	
1	Inter disciplinary center of proteomic studies
2	metagenomic of extremophiles
3	molecular identification
4	functional biomaterials
5	electronic microscopy
6	fundamental and applied biotechnology
7	hydrobiology and molecular systematics
8	histology and embryology
9	Inter-department radiology laboratory
10	biosynthesis and bioengineer of ferments;
11	biochemistry of nucleic acid
12	ecological biotechnology and bio monitoring
Institute of Geology and Petroleum Technologies	
<i>Study laboratories</i>	
1	computer modeling of processes of development of hard oil and natural bitumen
2	physical and chemical methods of analyses of products of hard oil refining and natural bitumen
3	complex refining of hard oil refining and natural bitumen
4	complex refining of hard oil refining and natural bitumen
5	complex modeling of processes of development of hard oil and natural bitumen
6	optical spectroscopy
7	sample preparation
8	physical and chemical methods of analyses of products of hard oil refining and natural bitumen
9	lithology
10	hydrology
11	pedology
12	distant sensing of the Earth
13	soil mechanics
14	petrophysics
15	phase analyses
16	lithology classes
17	oil and gas
18	mineralogy
<i>Research laboratories</i>	
1	complex refining of hard oil and natural bitumen
2	computer modeling of processes of development of hard oil and natural bitumen
3	physical and chemical methods of analyses of products of hard oil refining and natural bitumen
4	paleomagnetism and magnetism of rocks

Institute of Physics

<i>Study laboratories</i>	
1	data transmission systems
2	statistical physics
3	biophysics
4	underground hydrodynamics
5	radio telecommunications and information protection
6	thermal physics
7	technical tools of information protection”
8	instructional design and prototyping systems
9	the programmable digital systems
10	Synthesis technology of photonic crystals
11	nuclear physics
12	physics of magnetic materials
13	physics of semiconductors
14	nuclear physics methods of solids study
15	quantum radio physics
16	observational astronomy
17	vacuum and cryogenic technology
18	demonstration laboratory on general physics
19	mechanics (for students of non-physical specialties)
20	mechanics (for students of physical specialties)
21	molecular physics (for students of non-physical specialties)
22	molecular physics (for students of physical specialties)
23	optics
24	optics (for students of non-physical specialties)
25	electricity and magnetism (for students of non-physical specialties)
26	electricity and magnetism (for students of physical specialties)
27	physical training on nuclear/atomic physics
28	physical training on nuclear physics
29	special physical methods of substances research
30	computer design of new materials
31	complex of physical training
32	Study laboratory “Electronic geodesy”
<i>Research laboratories</i>	
1	dielectric spectroscopy
2	ceramics
3	computer design of new materials
4	nano-optics
5	resonance and interference gamma spectroscopy of advanced materials
6	strongly correlated electron systems
7	femtosecond spectroscopy

8	biomedical optics and radio spectroscopy
9	quantum optics, nanophotonics and laser physics
10	magnetic nanostructures and spintronics
11	quantum optics, nanophotonics and optical spectroscopy
12	magnetic radio spectroscopy and quantum electronics
13	resonance properties of condensed matters
14	Federal Center for collective use of physical-chemical studies of substances and materials of the Volga Federal District
Institute of Computer Mathematics and Information Technologies	
<i>Study laboratories</i>	
1	information security
2	speech analytics
3	super computer modeling
4	telecommunication systems
5	Media-center
6	Network technologies
<i>Research laboratories</i>	
1	super computer modeling of wave processes
2	Super computer modeling
3	Telecommunication technologies
4	Center on linguistics named after I.A. Baudouin de Courtenay
Higher School of Information Technologies and Information Systems	
<i>Study laboratories</i>	
1	Apple Technologies
2	intellectual research systems and semantic technologies
3	Fujitsu Lab
4	Exigen services
5	Cisco Center
6	IBM Center
<i>Research laboratories</i>	
1	intellectual research systems and semantic technologies
Institute of Chemistry	
<i>Study laboratories</i>	
1	spectral methods of analyses
2	electrochemical methods of analyses
3	General laboratory
4	inorganic chemistry #1
5	inorganic chemistry #2
6	organic chemistry #1
7	organic chemistry #2
8	organic chemistry #3
9	Physical and Colloid Chemistry

10	chemistry of molecular compounds
11	chemical technology
12	physical and colloid chemistry #1
13	physical and colloid chemistry #2
14	supramolecular chemistry
15	electrochemical and optical methods
16	bioelectrochemical and biosensing researches
17	general and inorganic chemistry
18	physical and colloid chemistry "Colloid Chemistry", "Electro chemistry"
19	physical chemistry "Chemical thermodynamics and kinetics"
20	organic chemistry
21	"Gas chromatography"
22	"Heterogeneous Catalysis"
23	physical and chemical methods of researches
24	"Chemical thermodynamics"
25	chemical technologies and macromolecular compounds
26	study the structure of organoelemental compounds
27	Laboratory complex of the department of organic chemistry
28	Laboratory complex of chromatography of Institute of Chemistry
29	Study laboratory complex of the department of inorganic chemistry
<i>Research laboratories</i>	
1	functional polymers and materials
2	diffraction methods of the study
3	thermodynamics of intermolecular interactions
4	physical and chemical methods of investigation of heterogeneous catalysis
5	sorption and catalytic processes
6	physical and chemical research
7	organoelemental compounds
8	physical and chemical analyses of the department of physical chemistry
9	study of the structure of organic compounds
10	sorption and catalytic processes of the department of physical chemistry
Institute of Ecology and Geography	
<i>Study laboratories</i>	
1	Computer class of the department of geography and regional ethnography
2	ecological physiology
3	Field laboratory of physics and geography
4	"Research activities at secondary school geographic and ecological education"
5	"Geoecoengineering"
6	"Production ecology"
7	Ecogeomorphology
8	microscopic methods of ecologic researches
9	Language lab "Dialogue 1"

10	radiation safety
11	chemical and ecology practices
12	ecological safety
13	ecological physiology
14	ecology and toxic safety
15	Meteorological Laboratory
16	Laboratory complex of department of the applied ecology
<i>Research laboratories</i>	
1	ecologic safety
2	Study and research laboratory in multidisciplinary lyceum
3	Geoinformation technologies in geographic and ecologic education
4	production ecology
5	biological and food safety
6	ecological innovations
7	ecological control
Institute of History	
<i>Research laboratories</i>	
1	“Archeographic Laboratory”
2	“State-confessional and inter-confessional relations: domestic and foreign experience”
3	“Interdisciplinary innovational and scientific –practical archeological and ethnological investigations”
4	electronic historical resources
Institute of Mass Communications and Social Sciences	
<i>Research laboratories</i>	
1	PR-consulting
2	sociological investigations
3	advertisement technologies
Institute of Management and Territorial Development	
<i>Research laboratories</i>	
1	economic investigations and developments of the department of innovations and investments
2	research on development of market relations in a globalizing world economy
Institute of Oriental Studies and International Relations	
<i>Research laboratories</i>	
1	Center of Iranian studies
Branch in Elabuga	
<i>Study laboratories</i>	
1	archeology and ethnography
2	theory of mechanism and machines
3	electrotechnics
4	device and service of vehicles
5	psychology
6	ecology and physiology of plants
7	electricity and power-engineering

<i>Research laboratories</i>	
1	development of gifted students in the educational space of the Federal District #1
2	development of gifted students in the educational space of the Federal District #2
3	regional historical researches
Branch in Zelenodolsk	
<i>Study laboratories</i>	
1	optics and optical methods of researches
<i>Research laboratories</i>	
1	GPS/GLONASS base station
Branch in Naberezhnye Chelny	
<i>Study laboratories</i>	
1	systematic analyses, management and information processing
<i>Research laboratories</i>	
1	systematic analyses, management and information processing
2	Center of social research
Institute of Pedagogy and Psychology	
<i>Study laboratories</i>	
1	diagnosis and development of giftedness
2	polycultural language development of kids
3	modern technologies of pre-school education
4	fundamental and applied research of personality
5	speech pathology
<i>Research laboratories</i>	
1	early intervention and integrated support for children with disabilities
2	diagnosis and development of giftedness
3	didactic bases of teacher's preparation in the university
4	"Poly-cultural education and ethno pedagogy"
5	"Psychology of mental health"
6	"Psychology of teacher's health"
7	socialization of personality in modern society
8	comparative researches in education
9	Speech pathology
Institute of Economics and Finance	
<i>Research laboratories</i>	
1	Problematical and economical laboratory
2	Innovation development of financial-credit system
3	Computer modeling of economics
4	Nano-systems and modern materials
5	Center of economic development and innovations
Institute of Physical Education, Sport and Restorative Medicine	
<i>Research laboratories</i>	
1	Age physiology of the heart

2	Humoral and noncardiac regulation of the cardiovascular system
3	Molecular and cellular mechanisms of regulation of the cardiovascular system
4	Physiology of Physical Education and Sport
5	humoral and noncardiac regulation of the cardiovascular system
6	psychological and educational research in the field of physical education and sports
7	physiology of the cardiorespiratory system
8	physiology of physical education and sport
9	functional diagnostics of young athletes
Institute of Mathematics and Mechanics	
<i>Study laboratories</i>	
1	algebra and discrete mathematics
2	aerohydromechanics
3	strength of materials #1
4	theoretical mechanics#1
5	hydromechanics
6	Information technologies in physical and mathematical education
7	strength of materials #2
8	theoretical mechanics #2
9	strength of materials #3
<i>Research laboratories</i>	
1	algorithmic methods of algebra and logics
2	strength of materials
3	hydromechanics of the department of aerohydromechanics
4	algebra and discrete mathematics
5	hydromechanics
6	Information technologies in physical and mathematical education
7	strength of materials #1
8	theoretical mechanics
9	computer technics
10	fluid mechanics
11	strength of materials #2

ANNEX 11 EXPENSIVE UNIQUE EDUCATIONAL AND RESEARCH EQUIPMENT PURCHASED UNDER THE DEVELOPMENT PROGRAM IN 2010-2013

№	Unit of equipment	Brand	Manufacturer	Country of origin	Model year	Cost of equipment, rub.
1	2	4	5	6	7	8
1	Differential heat flow scanning calorimetr	DSC 204 F1 Phoenix	NETZSCH-Geratebau GmbH	Germany	2010	5 300 000
2	Dielectric spectrometr	NOVOCONTROL BDS	Novocontrol Technologies GmbH & Co. KG	Germany	2010	19 000 000
3	Single-crystal X-ray diffractometer	Kappa APEX	Bruker AXS Inc	USA	2010	29 100 000
4	NMR-spectrometer, 400 Mhz	Avance 400 NanoBay	Bruker Bio-Spin GmbH	Germany	2010	30 000 000
5	Titration calorimeter	TAM III	TA Instruments	USA	2010	8 400 000
6	Plant for single crystals growing using the method of optical heating zone melting	FZ-T-4000-H-VI-VPO-PC	Crystal Systems Corp	Japan	2010	10 500 000
7	Laser system for femtosecond spectroscopy	Legend Elite USP, Micra 5, Opera Solo, Single-Shot Autocorrelator	Coherent, Inc	USA	2010	20 450 000
8	Integrated set of atomic force microscopy with Raman spectrometer	INTEGRA SPECTRA	NT-MDT	Russia	2010	28 356 000
9	Equipment for the production of thin and polished sections	POEHLER	Koch	Germany	2010	6 308 900

10	Micro- and nanofocal X-ray research system for computed tomography and standard inspection	V tome X S240	Phoenix	Germany	2010	24 800 000
11	Magnetic resonance tomography based on superconducting magnet	MR Scanex	Cryomagnetic system	Russia	2010	13 500 000
12	Atomic absorption spectrophotometer with continuous source of spectrum for flame, hydride and graphite analysis techniques	ContrAA700	Analytik Jena AG	Germany	2010	5 225 981,35
13	Chromatography Mass Spectrometer	GCMS-QP2010 Ultra	Shimadzu	Japan	2010	7 500 000
14	Flow cytometry with a computer workstation with a software package	BD FACSCanto II	Becton Dickinson and Company	USA	2010	7 350 000
15	Multifunctional X-Raydiffraktometr with a software package	XRD-7000S	Shimadzu	Japan	2010	7 267 000
16	Gravimeter (2 units)	CG-5	Scintrex	Canada	2011	4 599 500 (per unit)
18	Surface plasma resonance analyser	ESPRIT	Metrohm Autolab	Netherlands	2011	5 120 000
19	Plant for dynamic triaxial testings		Wille Geotechnik	Germany	2011	7 598 998
20	Chromotography system with a set of columns	AKTA avant 25	GE Healthcare	Sweedeen	2011	5 349 000
21	Analyser of carbon isotopic composition, total amount of carbon, content of organic and inorganic carbon in solid and liquid samples	iTOC-CRDS	OI Analytical	USA	2011	7 899 999

22	Universal analytical complex of high-resolution scanning electron microscopy on the basis of field-emission scanning electron microscopy	Merlin	Carl Zeiss, Ltd.	Germany	2011	39 150 000
23	Spectral complex for infrared spectroscopy and Raman scattering	Vertex 70	Bruker	Germany	2012	9 890 000
24	Flow system	ASIA-330	Syrris	Great Britain	2012	9 529 090
25	Fermenter for photosynthesis of marine organisms and algae	Labfors 4 Lux	Infors	Switzerland	2011	5 479 500

ANNEX 12. SPECIFICATION OF FINANCIAL PLAN REVENUES AND EXPENDITURES

Indices	2013	2014	2015	2016	2017	2018	2019	2020
Incomes, mln rub., including	6700	7600	7730	8450	9660	10880	13490	16010
Education, including:	4200	4280	4600	5100	5600	6100	7300	8300
federal subsidies	2600	2500	2500	2800	3000	3100	3300	3500
extra-budget sources	1600	1780	2100	2300	2600	3000	4000	4800
including paid basic education programs	1350	1502	1772	1941	2194	2531	3375	4050
including paid supplementary education programs	250	278	328	359	406	469	625	750
R&D, including:	800	900	1000	1200	1400	1600	2000	2500
Government order	128	144	158	182	209	250	305	330
Federal Target Program+Enactments	512	567	577	580	600	610	620	630
Grants, including foreign contracts and grants	88	99	125	170	241	300	425	540
Commercial contracts	52	60	75	118	150	200	300	400
Licence agreements and Small Innovation Company (SICs) incomes	20	30	65	150	200	240	350	600
Incomes from endowment and donors	108	120	130	150	160	180	190	210
Development program	1000	1000						
Program for Competitive Growth (subsidies)	592	1300	2000	2000	2500	3000	4000	5000
Expenditures, mln. rub., including	6700	7600	7730	8450	9660	10880	13490	16010
Operating expenditures, including:	5150	5750	5880	6450	7500	8380	9400	10560

salary fund	3200	3400	3430	3600	4000	4300	4500	4700
work, service payment	1200	1200	1200	1200	1200	1200	1200	1200
internationalization programs (including scholarship and exchange programs)	500	900	1000	1300	1900	2430	3200	4000
miscellaneous expenditures	250	250	250	350	400	450	500	660
Capital expenditure, including:	1550	1850	1850	2000	2160	2500	4090	5450
material and technical base development	1050	1200	1200	1250	1360	1500	2540	3500
material and technical base support	250	400	400	450	500	700	1050	1400
miscellaneous expenditures	250	250	250	300	300	300	500	550

ANNEX 13 INTERNATIONAL ACADEMIC COUNCIL

BIOMEDICINE, PHARMACEUTICS	
Aaron Chehanover	<p>1977-1981 – worked in the biochemistry laboratory at the Haifa Technion under the direction of A. Hershko. In 1981 he received his doctorate. In the year 1982-1984 Chehanover completed postdoctorat at the Biology Faculty, MIT, Cambridge, USA.</p> <p>Since 1986 Chehanover worked at the Department of Biochemistry, Technion. His ideas and research became a basis for development of new study methods for certain diseases (canser, asthma).</p> <p>Since 1976 he has worked with Avram Hershko on the problem of the non-lysosomal intracellular proteolysis using reticulocytes as a model (reticulocytes-red blood cell precursor cells with lack of lysosomes). Research led to the discovery of the role of ubiquitin in a protein degradation cellular system in the proteasomes.</p> <p>In 2004 he received the Nobel Prize in Chemistry for this discovery, together with Irwin Rose and Avram Hershko.</p> <p>H-index=64 (Scopus)</p>
Marat Yusupov	<p>Director of research in the National Center for Scientific Research, France; Director of research for integrated structural biology, Institute of Genetic and Molecular Biology, Strasbourg</p> <p>H-index=20 (Scopus)</p>
INFORMATION AND COMMUNICATION TECHNOLOGIES	
Alexander Varnek	<p>A chemical-engineer. More than 30 years of experience in the field of theoretical chemistry and chemoinformatics. Professor of Chemistry, University of Strasbourg.</p> <p>Born in Russia. Initiator of establishing the University of Strasbourg chemoinformatics laboratory and its Master's degree – one of the first in the world in this area (2001). In 2011-2012 Alexander Varnek visited Kazan University with a purpose to create and develop chemoinformatics, to establish Master's degree. It was also agreed to send our scholars to participate in internships and to send students to Strasbourg.</p> <p>H-index =24 (Scopus)</p>
Rashid Suniayev	<p>Astrophysicist, RAS Member, Director of Max Planck Institute of Astrophysics, Garching, Germany</p> <p>H-Index=49 (Scopus)</p>
OIL DEVELOPMENT, REFINING, PETROCHEMICALS	
Noyori, Ryoji	<p>Date and place of birth: 1938, USA. Laureate of the Nobel Prize in Chemistry (2001), together with U. Noulz and B.</p>

	<p>Sharpless. Results of this discovery are particularly important in the industry – drugs production, pheromones, pesticides, food adds, vitamins, chiral synthons, etc.</p> <p>Discoveries of Nobel Prize laureates in 2001 inspired the search of new catalytic asymmetric synthesis, implemented by many research groups around the world. These discoveries make a significant contribution not only in chemistry but also in materials science, biology and medicine; they open the way to new molecules – carriers of unexplained and un-expected characteristics of the molecular world.</p> <p>Noyori is a member of government committees and councils in the field of science and culture, member of several magazines' editorial boards.</p> <p>H-Index =89 (Scopus)</p>
Roland Obernhansli	<p>Professor, doctor, University of Potsdam, Institute of Earth and environment Science. President of the International Union of Geological Sciences.</p> <p>H-Index h=29 (Scopus)</p>
MATERIALS OF NEXT-GENERATION	
Roald Sagdeev	<p>Physicist, RAS Member, Professor of the University of Maryland</p> <p>H-Index=31 (Scopus)</p>
Anry Allul	<p>Physicist, researcher-practitioner in laboratory of physics of solid state; professor at the University of South Paris. Works in the field of magnetic resonance since 1964. Won a 'Science and Innovations' nomination by the French Academy of Science.</p> <p>H-Index=28 (Scopus)</p>
MANAGEMENT IN EDUCATION	
Jamil Salmi	<p>An International expert in the field of higher education; provides advisory services to governments of some countries, universities, international and regional banks.</p> <p>H-Index=21 (scholar.google)</p>
Isak Frumin	<p>Director of Science of the Institute of Higher Education – Higher School of Economics</p> <p>H-Index =4</p>
SOCIETY DEVELOPMENT, INTERCULTURAL COMMUNICATION AND MODERN EDUCATIONAL TECHNOLOGIES	
John Round	<p>PhD, School of Geographyrth Science and the Environment at University of Birmingham, UK</p> <p>H-Index =12 (Scopus)</p>

Verner Lefeldt	Head of the linguistic department in the Slavic seminar at the University of Gottingen since 1992 till now. From 1993-1996 was a publisher and the editor in chief in a major foreign Slavic magazine 'Russian Linguistics' included in Scopus database. H-Index=1 (Scopus)
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ANNEX 14. GOVERNING BOARD

Chairman of Board:

Nataliya Tretiyak – Deputy Minister of Education and Science of the Russian Federation

Members of Board:

Radik Gaizatullin – Minister of Finances of the Republic of Tatarstan

Yuriy Konoplev – Academician of the Russian Academy of Natural Sciences, Academy of Sciences of the Republic of Tatarstan, International Higher Education Academy of Sciences, International Pedagogical Academy, Head of the Department of Theoretical Mechanics at KFU Nikolai Lobachevskiy Institute of Mathematics and Mechanics

3. Alexey Lavrov – Deputy Minister of Finances of the Russian Federation

4. Robert Musin – Deputy of State Council of the Republic of Tatarstan, Chairman of the Executive Board of JSC Tatfondbank

5. Yuriy Prokhorov – Chairman of Committee of Education and Science Employees Union of the Republic of Tatarstan

6. Myakzyum Salakhov – President of KFU, Head of Department of Optics and Nanophotonics at the KFU Institute of Physics

7. Albina Lobacheva - Deputy Director of Office for Network Management of Subordinate Organizations to Ministry of Education and Science of the Russian Federation

8. Ildar Tarkhanov – Expert of Committee for Legal and Judicial Affairs of the Federation Council of the Federal Assembly of the Russian Federation, Member of Higher Qualification Board of Judges of the Russian Federation, Dean of KFU Faculty of Law

9. Ilgiz Khairullin – Counselor to Board Chairman of JSC Bank Zenit in the Republic of Tatarstan, Member of the Public Chamber of the Republic of Tatarstan

ANNEX 15. PROJECT GROUP

Head of the Project:

Ilshat Gafurov – KFU Rector,

Deputy Head (Project Manager):

Marat Safiullin – Vice-Rector for Economic and Strategic Development,

Coordinator of the Project:

Elena Smolnikova – Head of Monitoring Unit at KFU Centre of Prospective Development,

Members of the Project Group:

1. Danis Nurgaliev – Vice-Rector for Research,
2. Riyaz Minzaripov – Vice-Rector for Education,
3. Andrey Khashov – Vice-Rector for Administrative Affairs - Head of Staff,
4. Nail Kashapov – Vice-Rector for Innovations,
5. Linar Latypov – Vice-Rector for International Relations,
6. Raisa Mullakaeva – Vice – Rector for Finances,
7. Lenar Safiullin – Vice-Rector for Economic Affairs,
8. Dmitriy Burmistrov – Director of KFU Office of Information Support and Communications,
9. Yuriy Alaev – Counselor to KFU Rector,
10. Gulnaz Sibgatullina – Head of KFU Legal Office,
11. Yuliya Mingazova – Head of Analytical Unit at Centre of Prospective Development,

Heads of the major KFU subdivisions:

12. Albert Aganov – Director of the Institute of Physics,

13. Marat Ovchinnikov – Head of the Department of Radioelectronics at the Institute of Physics,
14. Radif Zamaletdinov – Director of the Institute of Philology and Arts,
15. Iskander Ermakeev – Deputy Director of the Institute of Philology and Arts,
16. Liliya Nurgatina – Director of the Higher School of State and Municipal Management
17. Rustam Latypov – Director of the Institute of Computer Mathematics and Information Technologies,
18. Valeriy Mikhailov – member of the Department of System Analysis and Information technologies at the Institute of Computer Mathematics and Information Technologies,
19. Vadim Gostev – member of the Department of System Analysis and Information Technologies at the Computer Mathematics and Information Technologies,
20. Vladimir Galkin – Director of the Alexander Butlerov Institute of Chemistry,
21. Fyodor Devyatov – Deputy Director for Research of the Alexander Butlerov Institute of Chemistry,
22. Vladimir Chugunov – Director of the Nikolai Lobachevskiy Institute of Mathematics and Mechanics,
23. Alexander Elizarov – Deputy Director for Research at the Nikolai Lobachevskiy Institute of Mathematics and Mechanics,
24. Ildar Tarkhanov – Dean of the Faculty of Law,
25. Ildus Chukmarov – Deputy Director for Marketing at the Institute of Geology and Petroleum Technologies,
26. Svetlana Selivanovskaya – Director for Institute of Ecology and Geography,
27. Nail Mukharyamov – Director of the Institute of Mass Communications and Social Sciences,
28. Mikhail Shchelkunov – Dean of the Faculty of Philosophy,
29. Andrey Kiyasov – Director of the Institute of Fundamental Medicine and Biology,
30. Aidar Kalimullin – Director of the Institute of Pedagogy and Psychology,
31. Tatiyana Ivanova – Director of the Institute of Language,
32. Irina Kuznetsova – Director of the Institute for the Comparative Studies of Modernity,
33. Airat Khasiyanov – Director of the Higher School of Information Technologies and Information Systems,

34. Shamil Valitov – Director of the Institute of Economics and Finances,
35. Aidar Tufetulov – Deputy Director for Research at the Institute of Economics and Finances,
36. Nailya Bagautdinova – Director of the Institute of Management and Territorial Development,
37. Aidar Ayupov – Institute of Continuous Education,
38. Ramil Shaimukhametov – Director of Branch in Zelenodolsk,
39. Makhmut Ganiev – Director of Branch in Naberezhnye Chelny,
40. Elena Merzon – Director of Branch in Elebuga,
41. Anas Nurullin – Director of Branch in Chistopol

ANNEX 16. PROGRAM DIRECTORATE

Head:

Ilshat Gafurov – KFU Rector,

Deputy Heads:

1. Marat Safiullin – Vice-Rector for Economic and Strategic Development
2. Danis Nurgaliev, Director of the Institute of Geology and Petroleum Technologies – for the priority area of “Oil development and refinement, petrochemistry”
3. Albert Aganov, Director of the Institute of Physics – for the priority area of “Perspective materials”
4. Andrei Kiyasov, Director of the Institute of Fundamental Medicine and Biology – for the priority area of “Biomedicine, Pharmacy”
5. Rustem Latypov, Director of the Institute of Computer Mathematics and IT and Airat Khasyanov, Director of the Higher School for IT and Information Systems – for the priority area of “Information and Communication Technologies”

Members of the Project Group:

1. Riyaz Minzaripov – Vice-Rector for Education,
2. Andrey Khashov – Vice-Rector for Administrative Affairs - Head of Staff,
3. Nail Kashapov – Vice-Rector for Innovations,
4. Linar Latypov – Vice-Rector for International Relations,
5. Raisa Mullakaeva – Vice – Rector for Finances,
6. Lenar Safiullin – Vice-Rector for Economic Affairs,
7. Andrei Krylov – Director of the Department for External Affairs
8. Dmitriy Burmistrov – Director of KFU Office of Information Support and Communications,
9. Yuriy Alaev – Counselor to KFU Rector,
10. Gulnaz Sibgatullina – Head of KFU Legal Office,

11. Dilyara Israfilova – Head of KFU Personnel Office
12. Elena Smolnikova – Head of Monitoring Unit at KFU Centre of Prospective Development
13. Ildar Karimov – Director of KFU “UNIVER” Media-Center
14. Leila Mukhtarova – assistant to the Rector
15. Gulnara Shamsieva – Director of the Department for budgeting, payment and control

ANNEX 17. ALLOCATION OF AUTHORITIES AMONG KFU MANAGEMENT BODIES

NEW AUTHORITIES

REALLOCATED AUTHORITIES

Rector	Academic Council	Supervisory Board	Board of Trustees	Conference of Employees	Program Directorate	International Academic Council
1) approves staff schedule, determines KFU structure, its alterations and amendments concerning those subdivisions that perform research, information and analytical, methodical, publishing, financial, economic, administrative and other KFU activities;	1) determines manner of Conference conduction, election of delegates for the Conference and carries out preparation of the Conference documentation;	1) considers Founder`s or Rector`s proposals on KFU Charter alteration;	1) assists in aligning strategy and prospective plan of KFU development;	1) adopts KFU Charter, its alterations and amendments;	1) develops strategy and plan for KFU prospective development;	1) makes proposals to the Program Directorate on aligning strategy and prospective plan of KFU development;
2) publishes orders, decrees, instructions, approves rules for KFU internal regulation, statutes on KFU structural subdivisions, job descriptions and other local documents;	2) elects KFU President during the Academic Council meetings;	2) considers Founder`s or Rector`s proposals on branch opening or liquidation, on representative office opening or liquidation;	2) assists in attracting additional financial resources for KFU Development Program implementation;	2) elects KFU Academic Council members;	2) considers, specifies and changes Roadmaps of activities for KFU competitive growth according to it development plan;	2) prepares and introduces proposals to Program Directorate on establishing activities from the roadmap aimed at fulfillment of KFU Program for Competitive Growth
Rector	Academic	Supervisory Board	Board of Trustees	Conference	Directorate	International

	Council					Academic Council
3) concludes, changes and terminates labor contracts with KFU employees, applies measures of encouragement and disciplinary punishments;	3) considers and approves according to Rector's proposal candidates from KFU employees representatives to Supervisory Board as its members, adopts decisions concerning early termination of their powers;	3) considers Founder's or Rector's proposals on KFU reorganization or liquidation;	3) assists in solving major problems concerning improvement of KFU academic, research and innovative activity, development and implementation of pilot projects aimed at drilling mechanisms for upgrade of higher professional education system;	3) elects representatives from KFU employees for commission on labor disputes;	3) considers and approves candidates according to Rector's proposal from KFU employees representatives to Supervisory Board as its members, adopts decisions concerning early termination of their powers;	3) approves operating procedures of the International Academic Council
4) acts on behalf of KFU, represents its interests in relations with state bodies, bodies of local self-management, legal entities and individuals without power of attorney;	4) adopts statutes on KFU Board of Trustees;	4) considers Founder's or Rector's proposals concerning seizure of property assigned to KFU based on right of operating management;	4) assists in solving current and prospective tasks concerning KFU development;	4) discusses the main areas of KFU activity;	4) makes decisions concerning need in changing or amending to KFU local documents;	4) performs examination of design decisions content and activities from the road map aimed at KFU competitive growth improvement according to Program Directorate proposal;

Rector	Academic Council	Supervisory Board	Board of Trustees	Conference	Directorate	International Academic Council
5) manages KFU academic, research, economic and financial activity;	5) approves KFU structure, its alterations and amendments concerning those subdivisions performing academic and research activity except for branches;	5) considers Rector`s proposals concerning KFU participation in other legal entities, including those on deposition of money or other property to registered capital of other legal entities or transfer of such property by other means to other legal entities as the Founder or participant by approbation of the Founder;		5) other issues related to its competencies by regulations, Charter and KFU local documents.	5) approves KFU structure, its alterations and amendments concerning those subdivisions performing academic and research activity except for branches;	5) introduces proposals concerning change of KFU structure to the Program Directorate
6) chairs the Academic Council	6) listens to Rector`s annual report	6) considers the project of KFU plan of finances and business operations			6) initiates sittings of Academic Council, Advisory Board, Board of Trustees, summon the Conference of the faculty and staff	6) makes suggestions on candidates of leading Russian and international scholars for recruitment to KFU

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
7) approves the plan of finances and business operations	7) makes decisions on launching of new disciplines and majors	7) considers Rector's suggestion regarding transactions of interest			7) decides on launching of new disciplines and majors	7) makes suggestions on launching of new disciplines and majors to the Directorate
8) solves KFU financial issues	8) approves plans and reports on performance of research, on continuous professional development	8) considers Rector's suggestions regarding bargains with property which KFU is only able to dispose of with consent of the Founder			8) approves the plans and reports on performance of research, on continuous professional development	8) makes suggestions on performance of research in key emerging areas
9) guarantees execution of decisions of KFU Conference and Academic Council	9) approves standard statutes and regulations of KFU academic and research units, managing bodies and collective authority organs, excluding the Board Trustees	9) considers projects of KFU reports on its activity, property use, performance of finances and business operations plan and Financial accounts			9) approves standard statutes and regulations of KFU academic and research units, managing bodies and collective authority organs, excluding the Board Trustees	

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
10) administers KFU estate and funds within his competence and in accordance with the current legislature	10) defines the order of awarding scholarships to different categories of students as agreed with the student union	10) considers Rector's suggestions on major transactions			10) considers the results of effective contracts performance concluded with KFU faculty and staff, makes decisions on their results; makes suggestions on amending these contracts; selects candidates from among leading Russian and international professionals to work at KFU	
11) opens business accounts in territorial organ of Federal Treasury, accounts in credit organizations in the order provided by the legislature	11) nominates to awarding academic title of Associate Professor and Professor	11) considers Rector's suggestions on the choice of credit organizations where KFU can open business accounts				11) makes suggestions to Academic Council on awarding academic title of Associate Professor and Professor

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
12) issues Power of Attorney, signs agreements	12) awards the title of “Honorary Doctor”, “Meritorious Professor”, “Meritorious Teacher”, “Meritorious researcher”, solicits for awarding of honorary titles of Tatarstan Republic and Russian Federation, considers nominations to State Prizes, government and industry awards	12) considers the issues of KFU annual accounting report audit; approves the audit organization				
13) performs other activity in compliance with legislature, KFU Charter and local acts	13) considers suggestions and complaints of KFU faculty, staff and students on law violation				13) considers suggestions and complaints of KFU faculty, staff and students on law violation	

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
	14) approves statutes and regulations on admission, examination, certification and review boards, approves the admission regulations					
	15) makes decisions on giving a sabbatical (a long-term leave up to 1 year) with full or partial payment or without it				15) makes decisions on giving a sabbatical (a long-term leave up to 1 year) with full or partial payment or without it	

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
	16) shortens the term of studying at KFU for those having secondary vocational education certificate of the appropriate major, or higher professional education of different levels, and for those able to fully master the academic program in a shorter period of time					
	17) moves the start of academic year to more than two months					
	18) considers the issues of competitive selection in hiring faculty members, approves the procedure of election of the heads of departments				13) approves the procedure of election of the heads of departments	

Rector	Academic Council	Advisory Board	Board of Trustees	Conference	Directorate	International Academic Council
	19) considers the issues of establishing academic councils at the institutes					
	20) considers other issues within its competence defined in KFU regulations and Charter				18) considers other issues within its competence defined in KFU regulations and Charter	10) considers other issues within its competence defined in KFU regulations and Charter

ANNEX 18. MATRIX OF ELEMENTS INFLUENCE/ KPI OF TARGET MODEL RELATIVE TO THE MANDATORY (AND OPTIONAL) TARGETS.

Element of the target model		1. Research: focus on priority areas	2. Positioning in the international educational field	3. Development of relationship and partnerships with employers	4. Modernization of Information systems	5. Development of human resources, including managers and faculty	6. Balancing the student body	7. Development of Technology Transfer center, office of applied research and development	8. Advanced facilities for scientific and educational activities	9. Economic and financial model	10. Management and structure
KPI		1. Number of highly cited researchers (CI WoS >1000), pers.	2. Number of international students, pers.	3. place in QS ranking in 'reputation among criteria, position	4. Place in Webometrics ranking, position	5. Share of the scientific and educational staff with the Doctor of Science degrees and PhD, %	6. Share of Masters' and PhD students in the total number of students, %	7. Number of foreign patents, units.	8. Number of world-class experimental research and study laboratories, units.	9. Volume of the budget revenue side of the University, bln.rub.	10. Share of senior executives with experience in the leading international science and educational centers, %
Mandatory and optional	Number of articles in Web of Science and Scopus per faculty, excluding duplication	High				High			High		High
	Average citation index per f calculated on set of articles, recorded in Web of Science and Scopus database, excluding duplication	High				High			High		High
	Average grade for United State Exam among the students accepted to the full-time education at the expense of the federal budget, Bachelor and Specialist programs			High							
	Share of academic staff with experience and long-term trainings completed in the leading scientific and educational centers	Average		Average		High		Average			Average

Element of the target model	1. Research: focus on priority areas	2. Positioning in the international educational field	3. Development of relationship and partnerships with employers	4. Modernization of Information systems	5. Development of human resources, including managers and faculty	6. Balancing the student body	7. Development of Technology Transfer center, office of applied research and development	8. Advanced facilities for scientific and educational activities	9. Economic and financial model	10. Management and structure
KPI	1. Number of highly cited researchers (CI WoS >1000), pers.	2. Number of international students, pers.	3. place in QS ranking in 'reputation among criteria, position	4. Place in Webometrics ranking, position	5. Share of the scientific and educational staff with the Doctor of Science degrees and PhD, %	6. Share of Masters' and PhD students in the total number of students, %	7. Number of foreign patents, units.	8. Number of world-class experimental research and study laboratories, units.	9. Volume of the budget revenue side of the University, bln.rub.	10. Share of senior executives with experience in the leading international science and educational centers, %
Share of international students enrolled according to the main educational programs regulations (including CIS students)		High		Average		High	Average			
Share of graduates and postgraduates of all forms in total number of students			Average	Average		High		High		
Share of international faculty in total number of faculty, including Russian citizens with PhD from foreign universities	High	High	High		High			High		Average
Share of the revenue from non-budgetary sources in the total university income structure					High	High	High		High	Low
Amount of R&D revenues from the total amount of university revenues	Low				High		Average		High	Low

ANNEX 19. GAP ANALYSIS BY TARGET MODEL CHARACTERISTICS

№	Characteristic	Reasons for Gaps	QS	THE
1	Researches: focus on high-priority lines	<ul style="list-style-type: none"> • The University hasn't participated in cross-disciplinary research platforms; it developed traditional research fields of high demand in the region and oriented itself to Russian partners and Russian representative offices of transnational companies • Lack of necessity and opportunity to commercialize research has deprived science of entrepreneurial interest for a long time 	✓	✓
2	Positioning in international educational space	<ul style="list-style-type: none"> • In view of its geographical position, university applicants from a very limited territory have been choosing KFU for study, • Practically no activity directed towards attraction of the best international applicants has been conducted • Lack of diversity of academic programs in foreign languages, insufficiently intense attraction of foreign professors and researchers for their implementation 	-	-
3	Development of relations and partnership with employers	<ul style="list-style-type: none"> • No alumni organization; no activity directed towards establishment of ties with KFU partners in the field of graduate employment • Not organized the process of analysis of graduates' and potential employers' opinion about KFU academic program quality • Not organized the monitoring of graduate employment and career path • Absence of business-process constant correction of high-priority directions of the University marketing policy 	-	-
4	Information system modernization	<ul style="list-style-type: none"> • Insufficient development of the University portal. At the present time it is like an informational catalogue; it is not adequately integrated with social networks; it is not a popular resource and doesn't create its own popular content • No activity of web-site promotion in Webometrics ranking • The University does not support mobile phone applications for access to internal information – timetables, document circulation systems, job reservation system etc. • No work on elaboration of massive open on-line courses (MOOC) able to considerably promote the University in the global information space • In the post-Soviet period funds allocated for research technology modernization were insufficient, that's 	-	-

		why researchers' workplaces in Russian universities are equipped with insufficiently modern instruments		
5	Development of staff potential, including managers and RAS	<ul style="list-style-type: none"> • University doesn't have a clearly stated human resources strategy directed at efficient creation, motivation and use of staff potential • The position of a researcher was unpopular and low-paid in Russia for a long period of time, thus limiting the University's opportunities to attract the best scholars • The existing system of faculty motivation is not flexible, doesn't permit to significantly increase incomes of the faculty involved in active research and publishing activity 	-	-
6	Balancing student body	<ul style="list-style-type: none"> • Limited set of academic programs designed in compliance with foreign programs in terms of structure and academic modules and with English as the language of instruction • Low University activity in the foreign educational market • Research activity wasn't positioned as compulsory part of teachers' work and integral part of student training program 	-	-
7	Development of the Centre for Technology Transfer, applied research and development offices	<ul style="list-style-type: none"> • Low efficiency of the University cooperation with research and industrial organizations • Students and postgraduates involved in small science-intensive business development do not possess corresponding systematic knowledge • Absence of a structure simplifying the establishment of links between small innovation companies, university and business 	-	✓
8	Promising material and technical base of research and educational activity	<ul style="list-style-type: none"> • No request for intensification of IT-penetration into the academic process had been made for a long time due to lack of financing and conservatism of teachers representing "the old school" • Information systems of universities affiliated to form the Federal University are based on different technologies, differ in architecture and quality, and use different software and hardware • In spite of the fact that KFU lecture room, laboratory and housing stock was significantly increased and modernized over the last years, it will become insufficient as early as in 2017 	-	-
9	Economic and financial model	<ul style="list-style-type: none"> • Availability of a stable funding source (government) hasn't required active position in searching for alternative funding sources • Endowment wasn't typical for the Soviet science and is a new instrument of science financing in the RF 	-	✓
10	Management and structural	<ul style="list-style-type: none"> • Historically the RF educational system was a state prerogative accompanied by the respective consequences of heavy activity regulation and management inflexibility 	-	-

	reorganizations	<ul style="list-style-type: none"> • Orientation towards domestic development and education market has led to lack of business processes, oriented to research and teaching activity level increase to modern international level • The University possesses a wide umbrella structure and large branches making insignificant contribution to research line development, but requiring improvement • Staff management service doesn't possess experience of international research and managerial staff selection 		
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ANNEX 20. CORRESPONDENCE BETWEEN GAPS AND ACTIVITIES DESIGNED TO PHASE THEM OUT

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.1. Development and implementation of joint academic programs with foreign partner universities ranking in the TOP 300.				V	V	V	V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.2. Franchising and adaptation of educational programs offered by the universities ranking TOP 200.				V	V	V	V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.3. International accreditation of KFU academic programs				V	V	V	V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.4. Signing agreements on implementing dual degree programs with leading universities.				V	V	V	V			
SI 1 Development of portfolio of programs and intellectual	Task 1.1. Development and implementation of efficient and effective system of coop-	Activity 1.1.5. Implementation of the program «In-	V	V	V	V		V	V		V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
products ensuring international competitiveness of the university	eration with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	ternational Professors».										
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.6. Invitation of the leading international and Russian researchers and specialists to lecture at KFU.			V	V		V	V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the uni-	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of	Activity 1.1.7. and implementation of e-learning programs, including programs for MOOC			V	V	V	V	V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
iversity	required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards											
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.8. Implementation of modern education technologies			V	V		V	V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and aca-	Activity 1.1.9. Launching new demanded and competitive academic programs			V	V			V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
	ademic programs quality correspondent to the best international standards											
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.10. Development of programs of supplementary training in cooperation with businesses						V				
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards	Activity 1.1.11. Organization of joint programs for supplementary training and continuous professional development for the third-party organizations.			V					V		

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.2. Development of graduate and postgraduate programs.	Activity 1.2.1. Involvement of leading scientists and scholars to doctoral theses defense.	V	V	V	V			V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.2. Development of graduate and postgraduate programs.	Activity 1.2.2. Grant program for support of doctoral candidates.	V	V					V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.2. Development of graduate and postgraduate programs.	Activity 1.2.3. Development of the existing and implementation of new doctoral programs.							V			
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the uni-	Task 1.3. Dissemination of KFU intellectual products to the international academic community.	Activity 1.3.1. Publication of pre-prints and monographs on priority research results of KFU faculty in	V	V								

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
iversity		Russian and English.										
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university	Task 1.3. Dissemination of KFU intellectual products to the international academic community.	Activity 1.3.2. Prepress and publication of English-language textbooks covering modern methods of training students	V	V								
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.1. Implementation of grant programs and scholarly exchange programs with leading universities and research centers	Activity 2.1.1. Implementation of the program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations.	V	V	V	V			V		V	
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.1. Implementation of grant programs and scholarly exchange programs with leading universities and research centers	Activity 2.1.2. Establishing at KFU the system of internal post-doctoral positions.	V	V	V	V		V	V	V	V	
SI 2 Invitation of ex-	Task 2.1. Implementation of	Activity 2.1.3. De-	V	V	V	V		V	V		V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
ternal specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	grant programs and scholarly exchange programs with leading universities and research centers	velopment and implementation of programs of recruiting scholars from leading universities and research centers with high scientometrical indices in their subject areas to working at KFU.										
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.2. Implementation of grant programs for recruiting talented young researchers from Russia and abroad	Activity 2.2.1. Systematic scheduling of international conferences for the young on KFU priority research areas.	V	V								
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research	Task 2.2. Implementation of grant programs for recruiting talented young researchers from Russia and abroad	Activity 2.2.2. Grant programs for the young researchers	V	V								

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
and teaching faculty												
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.3. Establishing at KFU a modern system of Continuing Professional Education of the managers and academic staff	Activity 2.3.1. Promotion of participation of KFU staff in international programs of academic exchange.	V	V						V		
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.3. Establishing at KFU a modern system of Continuing Professional Education of the managers and academic staff	Activity 2.3.2. Organizational and financial support of KFU researchers participating in international conferences and other scientific events	V	V								
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.3. Establishing at KFU a modern system of Continuing Professional Education of the managers and academic staff	Activity 2.3.3. Organization of high-profile international scientific conferences	V	V								
SI 2 Invitation of external specialists to	Task 2.3. Establishing at KFU a modern system of Continu-	Activity 2.3.4. Modernization of									V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	ing Professional Education of the managers and academic staff	the system of continuing professional education for KFU staff with internships in the leading universities and research centers.										
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.4. Participation in programs of academic mobility	Activity 2.4.1. Inclusion of KFU journals in WoS and Scopus databases	V	V								
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty	Task 2.4. Participation in programs of academic mobility	Activity 2.4.2. Encouraging and supporting publication activity of KFU academic faculty	V	V								
SI 3 Attracting talented students, doctoral candidates and	Task 3.1. Establishing the program of encouragement and support of talented students,	Activity 3.1.1. Research support program	V	V					V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
young researchers.	postgraduates, interns and young researchers											
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.1. Establishing the program of encouragement and support of talented students, postgraduates, interns and young researchers	Activity 3.1.2. Development of the system of contests by majors for undergraduate and doctoral students, interns and young researchers.	V						V			
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.2. Internationalization of KFU curricula and academic environment	Activity 3.2.1. Development of English-language Master's degree and PhD programs in cooperation with international specialists from world-class universities.				V		V	V			
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.2. Internationalization of KFU curricula and academic environment	Activity 3.2.2. Training Master degree and PhD students to pass international English language tests and receiving ap-							V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
		appropriate certification.										
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.2. Internationalization of KFU curricula and academic environment	Activity 3.2.3. Enhancing language skills of KFU faculty, students and administrative staff.	V	V	V	V			V			
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.2. Internationalization of KFU curricula and academic environment	Activity 3.2.4. Development of student exchange program with the leading universities of the world.				V						
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian students	Activity 3.3.1. Establishment of cooperation with international recruiting agencies and consortia for recruiting international students.				V						
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian students	Activity 3.3.2. Arranging representation of KFU in social networks and organization of	V	V				V				

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
		social media marketing events										
SI 3 Attracting talented students, doctoral candidates and young researchers.	Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian students	Activity 3.3.3. Development and implementation of a grant program for support of international students facilitating their adaptation to studies at KFU.				V			V			
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.1. Development of procedures and implementation of international expertise of KFU large-scale projects.	V	V				V			V	
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.2. Development of mechanisms of participation in international grant and other research programs.	V	V				V			V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.3. KFU participation in international collaborations and implementation of large-scale international R&D projects.	V	V				V			V	
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.4. KFU membership in international academic associations.				V						
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.5. Implementing cooperative agreements for joint projects with leading world companies.	V	V								
SI 4 Development of breakthrough areas of research	Task 4.1. Creation of the points of generating the world-class research and develop-	Activity 4.1.6. Participation of KFU researchers in in-	V	V						V	V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
coupled with phasing out of inefficient activities	ments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	ternational and Russian R&D projects implemented in collaboration with leading universities, research organizations and companies.										
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies	Activity 4.1.7. Development of Center for Technology Transfer	V	V						V	V	
SI 4 I Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world-class scientists	Activity 4.2.1. Implementation of “Named research centers” program (large long-term projects with international scholars or compatriots having international working experience)	V	V				V			V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world	Activity 4.2.2. Organizing joint research laboratories and research-and-training centers (RTC) by the leading researchers in high-priority areas	V	V				V				
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world	Activity 4.2.3. Establishing joint departments in collaboration with RAS institutes and leading companies in high-priority areas of science and technology development.	V	V							V	
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.3. Development and implementation of efficiency assessment criteria and procedures for implemented academic programs and R&D-projects.	Activity 4.3.1. External expertise of KFU academic programs	V	V				V			V	
SI 4 Development of breakthrough areas of research	Task 4.3. Development and implementation of efficiency assessment criteria and proce-	Activity 4.3.2. KFU research areas expertise.	V	V				V			V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
coupled with phasing out of inefficient activities	dures for implemented academic programs and R&D-projects.											
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities	Task 4.3. Development and implementation of efficiency assessment criteria and procedures for implemented academic programs and R&D-projects.	Activity 4.3.3. Expertise of KFU R&D projects	V	V				V			V	
SI 5 Enhancement of the University management system.	Task 5.1. Formation of the personnel pool from the best university managers; recruiting specialists with work experience at leading foreign and Russian universities and research centers.	Activity 5.1.1. Organization of internship programs in the leading universities, research organizations and companies for the university management and project managers								V		V
SI 5 Enhancement of the University management system.	Task 5.1. Formation of the personnel pool from the best university managers; recruiting specialists with work experience at leading foreign and Russian universities and research centers.	Activity 5.1.2. Recruiting specialists with working experience in the leading Russian and foreign universities and research organiza-								V		V

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
		tions to the managerial positions (heads of departments and units).										
SI 5 Enhancement of the University management system.	Task 5.1. Formation of the personnel pool from the best university managers; recruiting specialists with work experience at leading foreign and Russian universities and research centers.	Activity 5.1.3. Identification of active competent members of scientific and educational communities with working experience in leading universities; recommending them for enrollment to the personnel pool.			V							V
SI 5 Enhancement of the University management system.	Task 5.1. Formation of the personnel pool from the best university managers; recruiting specialists with work experience at leading foreign and Russian universities and research centers.	Activity 5.1.4. Establishment of the Recruiting Office; hiring a recruiting advisor with international headhunting experience										V
SI 5 Enhancement of the University management system.	Task 5.1. Formation of the personnel pool from the best university managers; recruiting specialists with work experience	Activity 5.1.5. Measures to meet the contest organizers' requirements	V	V	V	V	V	V	V	V	V	V

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
	rience at leading foreign and Russian universities and research centers.											
SI 5 Enhancement of the University management system.	Task 5.2. Preparatory stage. Ensuring effective transition to the target model	Activity 5.2.1. Establishing the Change Management Office (the Program Directorate) with participation of international advisors	V	V	V	V	V	V	V	V	V	V
SI 5 Enhancement of the University management system.	Task 5.2. Preparatory stage. Ensuring effective transition to the target model	Activity 5.2.2. Organization of the change management processes	V	V				V			V	
SI 5 Enhancement of the University management system.	Task 5.2. Preparatory stage. Ensuring effective transition to the target model	Activity 5.2.3. Support of the leaders of changes	V	V				V		V		
SI 5 Enhancement of the University management system.	Task 5.2. Preparatory stage. Ensuring effective transition to the target model	Activity 5.2.4. Organization of the project's communications	V	V				V		V		
SI 5 Enhancement of the University management system.	Task 5.2. Preparatory stage. Ensuring effective transition to the target model	Activity 5.2.5. Organization of regular activity of the project management	V	V				V		V		

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.1. Organization of International Academic Council	V	V				V				
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.2. Conclusion of effective contracts with top-managers, heads of administrative offices and institutes	V	V				V				
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.3. Development of inner regulations and procedures (on the basis of international experience) necessary for implementation of the project of competitive growth and reduction of bureaucracy	V	V	V	V			V	V		
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.4. Implementation of new human re-	V	V	V							

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
	es	sources practice and academic search toolkit										
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.5. Design and improvement of the departments' programs of development	V	V	V			V	V	V		
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.6. Determination of major fields of transformation in current university management system and enhancement of the organizational structure						V				
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.7. Audit and optimization of the business processes						V				
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.8. Establishment of the office for cooperation with employers						V				

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 5 Enhancement of the University management system.	Task 5.3. Transformation of the management system in accordance with the best practices	Activity 5.3.9. Making financial reports in compliance with International Financial Reporting Standards (IFRS)	V	V		V		V				
SI 5 Enhancement of the University management system.	Task 5.4. Establishment of KFU Sociological service.	Activity 5.4.1. Regular surveys among KFU students, faculty and managers, as well as employers; analysis and improvement of KFU strategy according to the results of the surveys.			V	V	V		V			
SI 5 Enhancement of the University management system.	Task 5.4. Establishment of KFU Sociological service.	Activity 5.4.2. Surveys of world academic community and employers	V	V				V				
SI 5 Enhancement of the University management system.	Task 5.4. Establishment of KFU Sociological service.	Activity 5.4.3. Monitoring of job placement and the graduates' career paths			V							

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 5 Enhancement of the University management system.	Task 5.5. Development of strategic planning system of University's activities	Activity 5.5.1. Design and implementation of process and regulations of strategic planning of University's activities. Design and implementation of KPI system			V			V		V		V
SI 5 Enhancement of the University management system.	Task 5.5. Development of strategic planning system of University's activity	Activity 5.5.2. Development and implementation of functional strategies	V	V	V	V		V	V		V	
SI 5 Enhancement of the University management system.	Task 5.5. Development of strategic planning system of University's activity	Activity 5.5.3. Establishment and development of the department on forecasting the development of science, technology and the market of educational services	V	V	V	V		V	V		V	
SI 5 Enhancement of the University man-	Task 5.5. Development of strategic planning system of Uni-	Activity 5.5.4. Unification and	V	V	V	V		V	V		V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
agement system.	iversity's activity	development of IT systems, implementation of LMS										
SI 5 Enhancement of the University management system.	Task 5.6. Increasing the University's financial attractiveness and finding new funding sources	Activity 5.6.1. Increasing University's income from alternative sources						V				
SI 5 Enhancement of the University management system.	Task 5.6. Increasing the University's financial attractiveness and finding new funding sources	Activity 5.6.2. Development of endowment fund						V				
SI 5 Enhancement of the University management system.	Task 5.6. Increasing the University's financial attractiveness and finding new funding sources	Activity 5.6.3. Organization of KFUSponsors Club						V				
SI 5 Enhancement of the University management system.	Task 5.6. Increasing the University's financial attractiveness and finding new funding sources	Activity 5.6.4. Organization of KFU Alumni Association						V				
SI 6 Development of University infrastructure and services	Task 6.1. Development of attractive infrastructure of academic environment	Activity 6.1.1. Creating new vacancies for researchers and post-doctoral students in laboratories, equipped according to the world	V	V	V	V			V		V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
		standards										
SI 6 Development of University infrastructure and services	Task 6.1. Development of attractive infrastructure of academic environment	Activity 6.1.2. Modernization of KFU telecommunication infrastructure.	V	V				V				
SI 6 Development of University infrastructure and services	Task 6.1. Development of attractive infrastructure of academic environment	Activity 6.1.3. Creation of the service for support of publication activity (translations, technical correspondence with publishing houses, maintaining knowledge database for publications)	V	V				V				
SI 6 Development of University infrastructure and services	Task 6.1. Development of attractive infrastructure of academic environment	Activity 6.1.4. Organization of e-library of KFU intellectual products, including online resources.	V	V				V				
SI 6 Development of University infrastructure and ser-	Task 6.2. Forming housing stock for invited foreign pro-	Activity 6.2.1. Forming housing stock for invited				V			V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
ices	fessors and talented KFU staff and students.	foreign researchers and talented KFU staff.										
SI 6 Development of University infrastructure and services	Task 6.2. Forming housing stock for invited foreign professors and talented KFU staff and students.	Activity 6.2.2. Providing good living conditions for international students, postgraduates, trainees and young researchers	V	V	V						V	
SI 7 University exposure in the world media.	Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture	Activity 7.1.1. Re-organization of KFU web-portal.				V			V			
SI 7 University exposure in the world media.	Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, sci-	Activity 7.1.2. Development of strategy; organizing the marketing center with access to international market entry in KFU activity areas.	V	V	V	V			V			

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
	ence and culture											
SI 7 University exposure in the world media.	Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture	Activity 7.1.3. Organization at KFU of high-profile international events with participation of eminent men of science, culture, art and media.				V			V			
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.1. Establishment of unified KFU publishing house	V	V								
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.2. Establishment of a special subdivision for forming the targeted university image			V	V			V	V		
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.3. Annual publication of specialized analytical composite books of papers of KFU faculty in Russian and Eng-	V	V				V			V	

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	lish. Activity 7.2.4. Preparation and publishing of a series of books about scientific and cultural heritage of scholars who worked in KFU, “Made in Kazan University”, and their translation into foreign languages.	V	V				V				
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.5. Preparation of a series of popular science video materials about scientific and cultural heritage of scholars who worked or are currently working in KFU; posting these videos in popular mass media and social net-				V		V				

Strategic initiatives	Tasks	Activity	Number of publications	Citation index	Share of international faculty	Share of international students	Average USE score of accepted students	Share of extra-budgetary income	Share of master and doctoral students	Share of faculty with experience of work/training in the leading universities and research centers	Share of income from R&D	Share of top-managers with work experience in leading universities and research centers
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	works. Activity 7.2.6. Development of KFU IP database.						V			V	
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.7. Encouraging participation of KFU faculty in non-KFU dissertation and other scientific councils and editorial boards of scientific journals. Continuous presence of KFU specialists in Russian and global media space and popular social networks as experts.	V	V								
SI 7 University exposure in the world media.	Task 7.2. Active promotion of KFU brand to the global information space.	Activity 7.2.8. Active collaboration with international ranking organizations and expert centers.	V	V	V	V			V			

ANNEX 21. DETAILED PLAN OF THE ROADMAP 2013-2014

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value														
				Execution period														
				2013			2014											
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
SI 1 Development of portfolio of programs and intellectual products ensuring international competitiveness of the university																		
Task 1.1. Development and implementation of efficient and effective system of cooperation with leading universities, international and Russian companies for designing of required educational resources for new world-class academic programs. Contents and academic programs quality correspondent to the best international standards																		
Activity 1.1.1. Development and implementation of joint academic programs with foreign partner universities ranking in the TOP 300	Number of joint academic programs			6			10											10
01. Analysis and review of the current partnership links. Search for new partners among the leading international universities	Number of academic programs developed jointly with international partners	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergei Ionenko	All Institutes/ Faculties		1	1	1	1	1	1	1	1	1					
02. Launching of joint Master's and doctorate program on Astrophysics and cosmology with participation of international scholars from partner universities: Lisbon University of Technology (Portugal), and California State University, Fresno(USA)	Number of academic programs developed jointly with international partners	S. V. Sushkov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
03. Development of new educational standards in medical physics and medical biophysics specialties (specialists training for nuclear medicine centers)	Number of academic programs developed jointly with international partners	Andrei Kiasov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Preparation of contracts with partners and curriculum of international Master's programs (electively) "Functional materials", "Nanosystems and Nanomaterials", "Chemistry, Physics and Mechanics of materials"	Number of academic programs developed jointly with international partners	Albert Aganov	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1	1	1	1
05. Preparation of the curriculum, training programs and preparation of special laboratories equipping and Master educational program "Software Engineering" together with	Number of academic programs developed jointly with international	Department of Software Engineering –	Institute of Computer Mathematics		1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Czech University.	partners	associate professor, Turilova E.A., associate professor, Enikeev A.I.	and IT																
06. Implementation of of international Master's programs (electively) "Functional materials", "Nanosystems and Nanomaterials", "Chemistry, Physics and Mechanics of materials"	Number of academic programs developed jointly with international partners	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
07. International program of graduate students training "Functional materials"; joint doctoral program "High-frequency EPR and its applications".	Number of academic programs developed jointly with international partners	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
08. Development of Master's programs such on "Non-organic Chemistry", "Biochemical methods of analysis and pharmanalysis".	Number of academic programs developed jointly with international partners	Department of Non-organic Chemistry-Amirov R.R.; Department of Organic Chemistry-Evtugin G.A.	A.Butlerov Institute of Chemistry																
09. Development and implementation of joint graduate and doctoral programs with University of Louisiana (USA)	Number of academic programs developed jointly with international partners	Department of Non-organic Chemistry-Amirov R.R.	A.Butlerov Institute of Chemistry																
10. Development of a joint doctoral program on Biochemical Methods of Analysis with Komenius University in Bratislava (Slovakia) and University Tor Vergata, Rome (Italy).	Number of academic programs developed jointly with international partners	Department of Organic Chemistry- Evtugin G.A.	A.Butlerov Institute of Chemistry									1	1	1	1	1	1	1	1
11. Development of the joint Master program "Mathematical and Applied Statistics" with KU Leuven	Number of academic programs developed jointly with international partners	Associate professor Simushkin S.V.	Institute of Computer Mathematics and IT																
12. Development of joint with Institute of OIST (Japan);	Number of academic	Dmitry Tayursky	Institute of	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
joint Master's program with Innsbruck University (Austria).	programs developed jointly with international partners		Physics												
13. Launch of Joint Master's program with the multidisciplinary astrophysical center of Lisbon Technical University (Portugal).	Number of academic programs developed jointly with international partners	S.V. Sushkov, head of the department for Relativity Theory and Gravitation	Institute of Physics												
14. Educational modules within the "Medical Physics" program	Number of academic programs developed jointly with international partners	Albert Aganov	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1
15. Development and implementation of joint practice orientated bachelor degree programs (with prospective Master's degree program) to train field geophysicists in cooperation with Sersel company (France, USA); and Master's degree program in 3D Geological Modeling with in cooperation Schlumberger company (USA) and the University of Calgary (Canada).	Number of academic programs developed jointly with international partners	Chervikov B. G., deputy director for Academic affairs of IGPT	Institute of Geology and Oil and Gas Technologies		1	1	1	1	1	1	1	1	1	1	1
16. Launch of joint Master's degree program in 3D Geological Modeling with the University of Calgary (2014)	Number of academic programs developed jointly with international partners	Chervikov B. G., deputy director for Academic affairs of IGPT	Institute of Geology and Oil and Gas Technologies	1	1	1	1	1	1	1	1	1	1	1	1
17. Development and implementation of curricula providing studying of specific educational modules within 3D Geological Modeling program (Schlumberger (USA), Calgary University (Canada)), 2014.	Number of academic programs developed jointly with international partners	Chervikov B. G., deputy director for Academic affairs of IGPT	Institute of Geology and Oil and Gas Technologies				1	1	1	1	1	1	1	1	1
18. Joint academic programs with the Institute of Organic Synthesis (Moscow) and the Center of Biotechnology (Sarransk), Technological University of Medicine (USA).	Number of academic programs developed jointly with international partners	Bagaeva T.V., Head of the Department of Biotechnology, R.F. Fakhrullin.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
19. Development of new educational standards in criminalistics.	Number of academic programs developed jointly with international partners	Kravtsova O.A.	Institute of Fundamental Medicine and Biology												
20. Development of the contents (2014-2015) and implementation (starting from 2016) of the joint Master's program on Bioinformatics with the University of Strasbourg (France) (Akberova N.I., Annick Dejager) and Institute of Physical and Chemical Medicine of FMBA.	Number of academic programs developed jointly with international partners	Akberova N.I., Alexeev D.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
21. Launch of academic program "OMIKs technologies in Biology and Medicine" (Block of joint research and educational programs jointly with RIKEN (Japan), Research Institute of Physical and Chemical Medicine and Siberian Branch of Russian Academy of Science).	Number of academic programs developed jointly with international partners	Chernov V.M., Govorun V.M.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
22. Launch of a profile of training Specialists on "Pharmacy".	Number of academic programs developed jointly with international partners	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific and Educational Centre of Pharmaceutics Pharmacology Department	1	1	1									
23. Launch of the clinical internship on "Clinical Pharmacology"	Number of academic programs developed jointly with international partners	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific and Educational Centre of Pharmaceutics Pharmacology Department										1		
Activity 1.1.2. Franchising and adaptation of academic programs offered by the universities ranking TOP 200	Number of academic programs franchised or adapted from TOP 200 universities			0			2						2		
01. Analysis and review of the current partnership links. Search for new partners among the leading international universities	Number of academic programs franchised or adapted from TOP 200	Riaz Minzaripov, Linar Latypov, Olga	All Institutes/ Faculties		1	1	1	1	1	1	1	1			

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
	universities	Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko																	
02. Franchising and adaptation of text contents and interfaces of electronic educational resources of the educational program "Mathematical and Applied Statistics" (EER-200 Project) with KU Leuven	Number of academic programs franchised or adapted from TOP 200 universities	Professor A.V. Lapin, associate professor Turilova E.A., associate professor Simushkin S.V., associate professor Khaliullin S.G.	Institute of Computer Mathematics and IT				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Choice of partner universities, franchising and adaptation of programs on Computer design of new materials; adaptation of equipment of the laboratory on nanosystems, nanomaterials and nanotechnologies; adaptation of equipment of the laboratory on nanophotonics.	Number of academic programs franchised or adapted from TOP 200 universities	Department of General Physics – Dmitry Tayursky	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
04. Choice of partner universities, franchising and adaptation of Master's programs on Non-Organic and Coordination Chemistry; adaptation of control procedures in Master's programs on Non-Organic and Coordination Chemistry; franchising and adaptation of the laboratory workshop content on Analytical Chemistry.	Number of academic programs franchised or adapted from TOP 200 universities	Department of Non-organic Chemistry-Amirov R.R.; Department of Organic Chemistry-Evtugin G.A.	A.Butlerov Institute of Chemistry																
05. Search and analysis of adaptable courses from the programs of TOP-200 universities in the areas of Biore-sources, Medical Parasitology, Cellular Biology. Preparation of the list of proposals.	Number of academic programs franchised or adapted from TOP 200 universities	Malyutina L.V., associate professor; Shakurov N.V., associate professor; Golikov A.V., assistant.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
06. Franchising and adaptation of the Master's Program on Bioinformatics and Structural Biology (University of Strasbourg, France).	Number of academic programs franchised or adapted from TOP 200 universities	Akberova N.I., Alexeev D.	Institute of Fundamental Medicine and Biology												
07. Search and analysis of adaptable courses from the programs of TOP-200 universities in "Pharmacy", choice by results of the analysis; translation and implementation.	Number of academic programs franchised or adapted from TOP 200 universities	Ziganshina L.E.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
Activity 1.1.3. International accreditation of KFU academic programs.	Number of internationally accredited programs			1			2			2					
01. Preparation of expert reports and making of contracts for accreditation of international Master's Programs on "Functional Materials"; accreditation of educational profile on "Radiophysical measurements".	Number of internationally accredited programs	Dmitry Tayursky, Lenar Tagirov, Myakzyum Salakhov, Marat Ovchinnikov	Institute of Physics				1	1	1	1	1	1	1	1	1
02. Preparation of expert reports and making of contracts for accreditation of international Master's Programs on "Mathematical and Applied Statistics", courses "Multivariate Regression Analysis" and "Volatility of the Financial Markets".	Number of internationally accredited programs	Turilova E.A., Simushkin S.V., Khaliullin S.G.	Institute of Computer Mathematics and IT												
03. Accreditation in European professional communities of joint Bachelor's degree programs (with prospective Master's degree program) to train field geophysicists in cooperation with Sersel company (France, USA); and Master's degree program in 3D Geological Modeling with in cooperation Schlumberger company (USA) and the University of Calgary (Canada), and Master's degree program in petrophysics.	Number of internationally accredited programs	Borisov A.S., Senior Deputy Director of the IGPT	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1
Activity 1.1.4. Signing agreements on implementing dual degree programs with leading universities	Number of dual degree program graduates			0			3			3					
01. Analysis and review of the current partnership links. Search for new partners among the leading international	Number of dual degree program graduates	Riaz Minzaripov, Linar	All Institutes/ Faculties		1	1	1	1	1	1	1				

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value													
				2013			2014										
				10	11	12	1	2	3	4	5	6	7	8	9	10	11
universities		Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko															
02. Concluding an agreement with the University of Strasbourg (France) of a dual Master's degree program in "Chemoinformatics and Molecular Modeling" and "Supramolecular Chemistry".	Number of dual degree program graduates	Department of Organic Chemistry –Igor Antipin, Ivan Stoikov	A.Butlerov Institute of Chemistry	1	1	1											
03. Development of a joint Master's degree program on Quantum Technologies with the University of Innsbruck (Austria) Concluding an agreement with the University of Antwerp (the Netherlands) on implementation of a joint doctoral program.	Number of dual degree program graduates	Department of General Physics, Department of Solid State Physics тел.а-Dmitry Tayursky.	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Development of training courses in "Functional Materials of Photovoltaics and Photonics".	Number of dual degree program graduates	Department of Quantum Electronics and Radio-Frequency Spectroscopy associate professor Semashko, assistant Nizamutdinov.	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1
05. Concluding an agreement with the Czech Technical University on a dual degree program on "Mathematical and Applied Statistics".	Number of dual degree program graduates	Professor Lapin A.V., associate professor Turilova E.A.	Institute of Computer Mathematics and IT														
06. Concluding an agreement on a dual Master's degree programs with the University of Calgary (Canada) on 3D Geological Modeling	Number of dual degree program graduates	Borisov A.S., Senior Deputy Director of the Institute of Ge-	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		ology and Petroleum Technologies.													
07. Concluding an agreement with Hiroshima University (Japan)	Number of dual degree program graduates	Sabirov R.M.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
08. Concluding an agreement with the Institute of Pharmacy and Veterinary Medicine (Switzerland, the Czech Republic)	Number of dual degree program graduates	Ziganshina L.E.	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
Activity 1.1.5. Implementation of the program «International Professors».	Number (FTE) of international faculty staff recruited to work at KFU			10			13			13					
01. Implementation of the program «International Professors» on Physics of Atoms and Molecules	Number (FTE) of international faculty staff recruited to work at KFU	Department of Optics Nanophonics – Salahov M.Kh.	Institute of Physics				1	1	1	1	1	1	1	1	1
02. Inviting the Prof. Etienne Goovaerts of the University of Antwerp for delivering a course of lectures on “EPR in nanostructured organic semiconductors”.	Number (FTE) of international faculty staff recruited to work at KFU	Department of Theoretical Physics - Proshin Yu.N.	Institute of Physics				1	1	1	1	1	1	1	1	1
03. Involvement of international scholars to the Center of Quantum Technologies in the area of Modern perspective materials and technologies.	Number (FTE) of international faculty staff recruited to work at KFU	Department of General Physics – Dmitry Tayursky.	Institute of Physics	1	1	1									
04. Involvement of international scholars to the International Center of Magnetic Resonance in the area of Modern perspective materials and technologies.	Number (FTE) of international faculty staff recruited to work at KFU	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1
05. Involvement of leading scholars from the partner universities in preparation of educational resources for Mas-	Number (FTE) of international faculty staff re-	Head of the Department of	A.Butlerov Institute of	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
ter's programs of A.Butlerov Chemical Institute (A.Varnek, A.Cherkasov, A.Tropshu, I.Titko and others).	recruited to work at KFU	Chemistry Institute, Director of the Institute - Galkin V.I.	Chemistry																
06. Realization of the program "Foreign Professors": professors inviting Moustapha Versan (Turkey) and Claude Gardell (France), 2014 г. Jennifer L. Miskimins, Colorado School of Mines Petroleum Engineering Departement, Prof. Dr. Thomas R. Rude, Department of Engineering Geology and Hydrogeology, RWTH Aachen University, Professor Anthony R. Kovscek, Stanford University	Number (FTE) of international faculty staff recruited to work at KFU	Danis Nurgaliev	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1	1	1	1	1
07. Inviting leading foreign professors to KFU- 2 persons per year for a period of 1 to 4 months	Number (FTE) of international faculty staff recruited to work at KFU	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific and Educational Center of Pharmaceutics Department of Medical Chemistry				1	1	1	1	1	1	1	1	1	1	1	1	1
08. Inviting leading scientists to KFU- 2-3 persons per year for a period of 1 to 4 months	Number (FTE) of international faculty staff recruited to work at KFU	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific and Educational Center of Pharmaceutics Department of Pharmacology				1	1	1	1	1	1	1	1	1	1	1	1	1
09. Inviting leading scientists to KFU- 2 persons per year for a period of 1 to 4 months	Number (FTE) of international faculty staff recruited to work at KFU	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific and Educational Center of Pharmaceutics Department of Biotechnology and Bioengineering				1	1	1	1	1	1	1	1	1	1	1	1	1
10. Inviting leading foreign professors to KFU - 3-4 per-	Number (FTE) of inter-	Linar Latypov,	Scientific and				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
sons per year for a period of 2 weeks to 4 months	national faculty staff recruited to work at KFU	Danis Nurgaliev, Nail Kashapov	Educational Center of Pharmaceutics Department of Gene and Cellular Technologies												
Activity 1.1.6. Invitation of the leading international and Russian researchers and specialists to lecture at KFU	Number of lecture courses			2			20			20					
01. Analysis of the applications from faculties and institutes on invitation of lecturers within the priority areas. Scheduling of the visits of invited scholars and business professionals for delivering lectures	Number of lecture courses	Linar Latypov, Riaz Minzaripov, Danis Nurgaliev	All Institutes/ Faculties			1	1								
02. invitation of lecturers	Number of lecture courses	Linar Latypov, Riaz Minzaripov, Danis Nurgaliev	All Institutes/ Faculties				1	1	1	1	1	1	1	1	1
Activity 1.1.7. Development of content for participation in international massive open online courses (MOOC), launch of e-learning programs	Number of developed academic e-programs			5			10			10					
01. Running electronic educational programs on the basis of the order on the main and additional programs of training.	Number of developed academic e-programs	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties			1									
02. Running a bilingual electronic resource according to the Master Program "Physics of Complex Systems".	Number of developed academic e-programs	Department of General Physics – Dmitry Tayursky.	Institute of Physics				1	1	1	1	1	1	1	1	1
03. Development and realization electronic educational	Number of developed	Farida Alimova	Institute of												

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period						Execution period					
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
resources of programs in directions of training - magistracy, Medical Biochemistry specialty, etc. in Russian and foreign languages.	academic e-programs		Fundamental Medicine and Biology												
Activity 1.1.8. Implementation of modern educational technologies	Share of academic programs containing business games and project models			5			5							5	
01. Formation of cross-functional working group	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties		1										
02. Choosing a training center of interactive educational technologies. Formation the group of staff for training	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties			1									
03. Learning interactive methodologies at training center and their implementation in educational process	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties				1								
04. Forming a plan to implement the elements of interactive technologies in the educational programs and disciplines (technologies of games, of projects)	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Ga-	All Institutes/Faculties					1	1						

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		lina Ivshina, Sergey Ionenko													
05. Optional: Search creator to develop application materials to the programs. Signing the contract	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties				1								
06. Development of materials for the realization of interactive programs (business games, projects)	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties					1	1	1	1	1			
07. Implementation of interactive forms of teaching	Share of academic programs containing business games and project models	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties									1	1	1	1
Activity 1.1.9. Development and implementation of new demanded academic programs	Number of new academic programs			10			6			6					
01. Creation of an expert group of Kazan Federal University to analyze popular occupations and the demand for graduates in the labor market, preparation of analytical materials	Number of new academic programs	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties				1	1	1						
02. Formation of the expert group from the list of popular	Number of new academ-	Riaz Min-	All Institutes/					1	1	1					

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
destinations and from recommended new educational programs	ic programs	zaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	Faculties																
03. Development of new demanded academic programs	Number of new academic programs	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties									1	1	1	1	1	1	1	
04. Implementation of new demanded academic programs	Number of new academic programs	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties																
Activity 1.1.10. Development of Complementary Education programs in cooperation with business	Number of supplementary education programs developed in cooperation with business			0			3					3							
01. Analysis of market needs and opportunities of the university to open programs of Complementary Education	Number of supplementary education programs developed in cooperation with business	Marat Safiullin, Andrei Khashov, Raisa Mullakayeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties				1	1	1										
02. Development the plan of events for cooperation with Kazan federal university graduates	Number of supplementary education programs developed in cooperation	Marat Safiullin, Andrei Khashov, Raisa Mullakayeva	All Institutes/Faculties				1	1											

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
	with business	va, Gulnaz Sibgatullina, Di-lyara Israfilova																	
03. Development of learning tools for Complementary Education	Number of supplementary education programs developed in cooperation with business	Marat Safiullin, Andrei Khashov, Raisa Mullakae-va, Gulnaz Sibgatullina, Di-lyara Israfilova	All Institutes/ Faculties					1	1	1	1	1	1	1					
04. Creating a single database of contacts and employment of Kazan federal university graduates	Number of supplementary education programs developed in cooperation with business	Marat Safiullin, Andrei Khashov, Raisa Mullakae-va, Gulnaz Sibgatullina, Di-lyara Israfilova	All Institutes/ Faculties					1	1	1	1								
06. Annual events with Kazan federal university graduates and sponsors to attract resources in base fond	Number of supplementary education programs developed in cooperation with business	Marat Safiullin, Andrei Khashov, Raisa Mullakae-va, Gulnaz Sibgatullina, Di-lyara Israfilova	All Institutes/ Faculties																1
07. Development of relations with enterprises and other institutions of higher education to attract students on programs of Complementary Education	Number of supplementary education programs developed in cooperation with business	Marat Safiullin, Andrei Khashov, Raisa Mullakae-va, Gulnaz Sibgatullina, Di-lyara Israfilova	All Institutes/ Faculties					1	1	1	1	1	1	1	1	1	1	1	1
Activity 1.1.11. Organization of joint programs of Complementary Education and continuous professional development for the third-party companies' employees	Number of programs of supplementary education and continuous professional development			3			2						2						

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
01. JOINT EDUCATIONAL AND RESEARCH PROGRAMS WITH THE AIX-MARSEILLE UNIVERSITY AND FRENCH NATIONAL INSTITUTE OF HEALTH AND MEDICAL RESEARCH (INSERM)	Number of programs of supplementary education and continuous professional development	Laboratory of Neurobiology - Rustem Kha-zipov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1
02. Joint educational and research programs with the Okayama University (Japan)	Number of programs of supplementary education and continuous professional development	Unit of joint re-search and edu-cational pro-grams. Open Partnership La-boratory. Rushan Sabirov, Oleg Gusev	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
03. Strategic cooperation and contracting networking of Kazan Federal University and Southwest Petroleum University (Beijing, People's Republic of China), Middle East Technical University (Ankara, Turkey), Petroleum Engineering at Texas A&M University (Texas, USA), Xytel Inc., Stanford University (California, USA), Alberta Innovates Technology Futures (Calgary, Canada), University of Calgary (Calgary, Canada), Belgrave Oil and Gas Corp (Calgary, Canada), Schlumberger, Open Joint Stock Company "Tatneft", Open Joint Stock Company "Russian Innovation Fuel and Energy Company, Open Joint Stock Company "Lukoil" in Geology and Petroleum Technology	Number of programs of supplementary education and continuous professional development	Ildus Chukma-rov (Deputy Director for Marketing), Dmitrij Shaposhnikov (Head of department of Innovative and educational technologies)	Institute of Geology and Petroleum Technologies	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
04. The conclusion of bilateral and multilateral contracts on cooperation and collaboration in joint research and innovation projects on shale gas with argosy (usa) and on underground mining technology with stanford university (usa) and open joint stock company "lukoil" and with other universities, companies, research centers	Number of programs of supplementary education and continuous professional development	Ildus Chukmarov (Deputy Director for Marketing), Dmitrij Shaposhnikov (Head of department of Innovative and educational technologies)	Institute of Geology and Petroleum Technologies	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Task 1.2. Development of doctoral programs																			
Activity 1.2.1. Involvement of leading scientists and scholars to doctoral theses defense	Number of scientists and scholars involved			10			25			25									
01. Inviting leading scientists: A. Varnek, A.Cherkasova, A. Tropschu, I. Titko, professor of the University of Louisiana and other scientists	Number of scientists and scholars involved	Institute Director Vladimir Galkin	A. Butlerov Institute of Chemistry	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
02. Selecting and attracting world-class scientists in the direction of quantum technology to implement educational and scientific process of the graduate program of Institute of Physics on Modern advanced materials and technologies	Number of scientists and scholars involved	Dmitry Tayursky, Myakzyum Salakhov, Lenar Tagirov, Marat Tagirov, Nail Kashapov, Marat Ovchinnikov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Inviting Bunkov Y., 1 st Class Director of research of the Institute of Neel (France) for the project "International Center of Magnetic Resonance"	Number of scientists and scholars involved	Marat Tagirov	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Sharing scientific guidance / supervising of Vasilyeva M. – supervisor Feldman Y. Professor of The Hebrew University of Jerusalem. Thesis: "The dielectric relaxation of water in natural layered aluminosilicate"	Number of scientists and scholars involved	Department of radioelectronics, Jurij Gusev, ass. prof.	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
05. Selecting and attracting the world's leading scientists to participate in the project "Astrophysics and Cosmology" in the scientific and educational center for gravita-	Number of scientists and scholars involved	Department of relativity theory and gravity, Ser-	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value														
				Execution period														
				2013			2014											
			10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
tional physics and cosmology named after A.Z. Petrova		gei Sushkov, head of department of relativity theory and gravity																
06. Selecting and attracting the world's leading scientists of universities, companies and research organizations in the implementation of graduate programs in the project "Nonlinear Photonics," physics of atoms and molecules	Number of scientists and scholars involved	Department of Optics and Nanophotonics - Myakzyum Salakhov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
07. Selecting and sharing scientific guidance / supervising of theses and dissertations in the project "Nonlinear Photonics," physics of magnetic phenomena, condensed matter physics and quantum radio physics	Number of scientists and scholars involved	Department of Quantum Electronics and Radiospectroscopy, Vadim Semashko, assoc. prof.	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
08. Selecting and attracting leading scientists from the Institute of RIKEN - Institute of Physical and Chemical Research (Japan) in the direction of Condensed Matter Physics	Number of scientists and scholars involved	Department of General Physics- Dmitry Tayursky.	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
09. Formation of few methodologically related research clusters in the Laboratory of Neurobiology, selection and involvement of the researcher	Number of scientists and scholars involved	Laboratory of Neurobiology - Rustem Khazipov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
10. Selecting and attracting scientific experts of dissertation councils for educational programs "Mathematical and Applied Statistics" and "Mathematical modeling", "Numerical Methods and Software "	Number of scientists and scholars involved	Samigulla Haliullin (assoc. prof.), Sergej Simushkin (assoc. prof.), Aleksandr Lapin (professor), Rustam Latypov (Director of in-	Institute of Computer Mathematics and IT				1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		stitute of computational mathematics and information technology)																	
11. Biomedicine - the problems of extreme conditions and gerontology - Dr. Takahiro Kikavada (NIAS, Japan), planned to hire at least 2-3 post-docs - Dr. P. Karninchi (Director, RIKEN Omiks Center (Japan)) - Dr. Thomas Bosch (Univ. of Kiel (Germany)), - Dr. A. Mikheev (OIST (Japan)) - Dr. A. Nekrutenko (PenState (USA)) - Dr. J. Adameyko (Karolinska Institute (Sweden)) - Professor M. Sugimoto (Okayama University (Japan))	Number of scientists and scholars involved	Oleg Gusev, Elena Shagimardanova	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1	1
12. Key trends in modern neurobiology (neuroscience, the development of the nervous system, ion channels, sinaptology, neurotransmitters and mediators of neuronal networks, sensor systems, pathologies of the nervous system - epilepsy, trauma, cerebral ischemia)	Number of scientists and scholars involved	Laboratory of Neurobiology - Rustem Kha- zipov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 1.2.2. Grant program for support of doctoral candidates	Number of grants (projects)			30			75						75						
01. Grants for graduate, postgraduate and research experts in the fields of quantum technologies, physics of condensed state, gravitational physics and cosmology, research of medical and biological systems by physical methods, the system of grants for young researchers in the field of quantum technologies, International Centre for Magnetic Resonance	Number of grants (projects)	Albert Aganov	Institute of Physics						1	1	1	1							
02. Tendering grants for young researchers of Kazan Federal University in the field of Chemistry	Number of grants (projects)	Vladimir Galkin (Head of department),	A. Butlerov Institute of Chemistry							1	1	1	1	1	1	1	1	1	

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		Fedor Devyatov (Deputy Director for Science)																	
03. Development and implement a program of regular financial support of talented students, trainees and young members of staff	Number of grants (projects)	Department of Solid State Physics: Lenar Tagirov (head of department, professor), Elena Voronina (assoc. prof.), Natalya Boltakova (assoc. prof.), Farit Vagizov (assoc. prof.), Almir Salahov (assoc. prof.), Andrei Pyataev (assistant)	Institute of Physics			1	1	1	1	1	1	1	1	1					
04. Creating a system of grants for researchers of the Institute of Geology and Petroleum Technologies	Number of grants (projects)	Ahmet Galeev (Deputy Director for Research)	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
05. Creating a system of grants for researchers of the Institute of Fundamental Medicine and Biology	Number of grants (projects)	Andrei Kiasov	Institute of Fundamental Medicine and Biology		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 1.2.3. Development of the existing and new doctoral programs	Number of new and modernized programs			8			8							8					
01. Analysis and study of existing partnerships. Finding new partners for cooperation among the world's leading universities	Number of new and modernized programs	Riaz Minzaripov, Danis Nurgaliev	All Institutes/Faculties		1	1	1	1	1	1	1	1							
02. Improvements and development of new doctoral pro-	Number of new and	Riaz	All Institutes/		1	1	1												

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
grams (creation of list of programs between all institutes)	modernized programs	Minzaripov, Danis Nurgaliev	Faculties																
03. Further development of existing and development of new doctoral programs	Number of new and modernized programs	Riaz Minzaripov, Danis Nurgaliev	All Institutes/ Faculties				1	1	1	1	1	1	1						
03. Implementation of existing programs and introduction of new doctoral programs	Number of new and modernized programs	Riaz Minzaripov, Danis Nurgaliev	All Institutes/ Faculties											1	1	1	1	1	
Task 1.3. Dissemination of KFU intellectual products to the international academic community																			
Activity 1.3.1. Publication of preprints and monographs on priority research results of KFU faculty in Russian and English.	Number of published pre-prints and monographs			2			8			8									
01. Publication of preprints of the project "Nonlinear Photonics": theory, materials, applications are on the website of Cornell University (USA) in the archive (arxiv.org)	Number of published pre-prints and monographs	Department of optics and nanophotonics, Myakzyum Salakhov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Regular Publication of preprints on quantum technologies. Publication of preprints expected to be on arxiv.org site and on the Web page of the Institute of Physics	Number of published pre-prints and monographs	Department of general physics, department of solid state physics, Dmitry Tayursky, Lenar Tagirov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 1.3.2. Prepress and publication of English-language textbooks covering modern methods of training students	Number of published textbooks per year			5			5			5									
01. Publication of textbooks "Introduction to chemoinformatics", "Farmanalysis" in Russian and English; publication of the textbook in Russian	Number of published textbooks per year	Department of Organic Chemistry: Timur Madzhidov, German Budnikov	A. Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Preparation and publication of the textbook "Introduc-	Number of published	Department of	Institute of											1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
tion to Cosmology" (2014), preparation and publication of the textbook "Introduction to general relativity" (2017), a textbook "Underground hydrodynamics. Wave Research Methods"	textbooks per year	Relativity Theory and Gravity: Sergej Sushkov (Head of Department), Lenar Tagirov (Head of Department of Solid State Physics)	Physics																
03. Preparation and publication of textbooks on mathematical analysis, probability theory, mathematical statistics, time series analysis, applied statistics	Number of published textbooks per year	Rustam Latypov (Director of institute of computational mathematics and information technology)	Institute of Computer Mathematics and IT											1	1	1	1	1	1
04. Creation of innovative interactive multimedia complex on general physics "Learning Environment 21+"	Number of published textbooks per year	Department of General Physics - Aleksandr Fishman	Institute of Physics											1	1	1	1	1	1
SI 2 Invitation of external specialists to assist in the development of key staff of the university and improving the qualifications of research and teaching faculty																			
Task 2.1. Implementation of grant programs and scholarly exchange programs with leading universities and research centers																			
Activity 2.1.1. Implementation of grant program for recruiting post-doctoral students on competitive basis from both Russian and foreign organizations.	Number of post-doctoral students recruited			4			10			10									
01. Development of grant program regulations. Analysis of the best international practices.	Number of post-doctoral students recruited	Linar Latypov, Andrei Krylov, Riaz Minzaripov, Danis Nurgaliev	All Institutes/ Faculties				1	1	1	1	1	1							
02. Tendering for grants and information backing activities	Number of post-doctoral students recruited	Linar Latypov, Andrei Krylov, Riaz Min-	All Institutes/ Faculties				1	1	1	1	1	1							

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		zaripov, Danis Nurgaliev																	
03. Accommodation organization for invited, recruited post-docks	Number of post-doctoral students recruited	Linar Latypov, Andrei Krylov, Riaz Min-zaripov, Danis Nurgaliev	All Institutes/ Faculties				1	1	1	1	1	1							
Activity 2.1.2. Establishing at KFU the system of internal post-doctoral positions.	Number of internal post-doctoral positions			2			10						10						
01. Recruiting internal post-docks for the development of dielectric spectroscopy methods	Number of internal post-doctoral positions	Department of Radio electronics - Marat Ovchinnikov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Recruiting internal post-docks in the field of gravitation and cosmology	Number of internal post-doctoral positions	Department of General Physics-Dmitry Tayursky., Lenar Tagirov, S.I. Nikitin	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Establishing the system of internal post-doctoral positions in areas of stratigraphy and paleoclimatology of sedimentary basins, modeling of oil and gas reservoirs, studying unconventional hydrocarbon resources, development of enhanced oil recovery, development of technology 3D-modeling of the geological environment (2013-2014).	Number of internal post-doctoral positions	Institute of Geology and Petroleum Technologies, Scientific Deputy Director A.A. Galeev	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Tendering for internal post-doctoral positions on "Chemistry" (5 items per year)	Number of internal post-doctoral positions	Scientific Deputy Director	A.Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1	1	1	1	1
05. Establishing the system of internal post-doctoral positions in the field of quantum technologies	Number of internal post-doctoral positions	Department of General Physics -Dmitry Tayursky, S.I. Nikitin	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
06. Establishing the system of internal post-doctoral positions in the field of biomedical research systems by physical methods	Number of internal post-doctoral positions	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1
07. Recruiting a post-doctoral technologist to work with high vacuum equipment, post-dock to work with cryogenic and precision measuring equipment	Number of internal post-doctoral positions	Albert Aganov	Institute of Physics		1	1									
08. Establishing the grant program for writing articles on the theme "Key issues of modern neurobiology"	Number of internal post-doctoral positions	R.N. Khazipov	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
Activity 2.1.3. Development and implementation of programs of recruiting scholars from leading universities and research centers with high scientometrical indices in their subject areas to working at KFU	Number of recruited to working at KFU scholars from leading universities and research centers			10			20			20					
01. Review and revision of existing partnerships. Finding new partners for cooperation among the world's leading universities	Number of recruited to working at KFU scholars from leading universities and research centers	Danis Nurgaliev	All Institutes/ Faculties		1	1	1	1	1	1	1	1			
02. Forming of a working group of the project 03. Preparation and analysis of recruiting post-docks best practices 04. Information support of recruiting specialists (post-docks) 05. Analyzing available grant programs of recruiting post-docks 06. Development / updating the concept of grant programs 07. Formation of generalized plans of recruiting post-docks 08. Development of the concept, rules, regulations of the competition 09. Development of the allocation program of comfortable accommodation for foreign / other cities students, settlement fund and schedule formation 10. Development of the system of indicators (metrics) to	Number of recruited to working at KFU scholars from leading universities and research centers.	Danis Nurgaliev	All Institutes/ Faculties	1											

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value													
				2013			2014										
				10	11	12	1	2	3	4	5	6	7	8	9	10	11
estimate program efficiency																	
11. Development and implementation of exchange programs of recruiting to working at KFU post-docks from leading universities (KU Leuven, Czech University, etc.)	Number of recruited to working at KFU scholars from leading universities and research centers	Institute Director Rustem Latypov	Institute of Computer Mathematics and IT														
12. Recruiting post-docks to work with high vacuum and cryogenic equipment (technologist)	Number of recruited to working at KFU scholars from leading universities and research centers	Department of Solid Physics, Head of the department - Lenar Tagirov	Institute of Physics														
13. Recruiting post-docks for the implementation of the tasks of the project "Nonlinear Photonics: theory, materials, applications"	Number of recruited to working at KFU scholars from leading universities and research centers	Department of Optics and Nanophotonics, Head of the department - Myakzyum Salakhov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1
14. Post-dock program for quantum technologies	Number of recruited to working at KFU scholars from leading universities and research centers	Department of General Physics- Dmitry Tayursky, Sergei Nikitin	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1
15. Recruiting post-docks for the task implementation of the international center of the magnetic resonance "Magnetic resonance for science and applications"	Number of recruited to working at KFU scholars from leading universities and research centers	Department of Physics molecular systems, Head of the department - V. Skirda	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1
16. Establishment of the international center of magnetic resonance "Magnetic resonance for science and applications"	Number of recruited to working at KFU scholars from leading universities and research centers	Department of Optics and Nanophotonics, Head of the department - My-	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		akzyum Salakhov																	
17. Establishment of the laboratory "Molecular pathogenesis", the theme - "The role of efflux systems in the emergence of bacterial resistance to antimicrobial agents". Establishment of the laboratories "Biology and telomeres of chromosomes, genome stability", "Plant biotechnology, pharmaceutical development based on them". Invitation of the laboratory managers: L.M. Bogomolnaya from Texas A&M University (place 153 in the ranking of QS), Eugene V. Shakirov from the University of Texas at Austin (place 71 in the ranking of QS)	Number of recruited to working at KFU scholars from leading universities and research centers	M.R. Sharipova	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
18. Recruiting foreign scientists to conduct joint research projects: Svetlana F. Khaiboullina (University of Nevada, Reno, Whittemore Peterson Institute, Reno, USA). Projects in the field of infectious diseases, chronic fatigue syndrome and autoimmune diseases.	Number of recruited to working at KFU scholars from leading universities and research centers	Linar Latypov, Danis Nurgaliev, Nail Kashapov	SEC of Pharmaceuticals Department of gene and cell technologies				1	1	1	1	1	1	1	1	1	1	1	1	1
19. Recruiting foreign scientists to conduct joint research projects: Levon Abrahamyan (Charles University, Czech Republic). Molecular biology of the interaction of the virus and the host: HIV	Number of recruited to working at KFU scholars from leading universities and research centers	Linar Latypov, Danis Nurgaliev, Nail Kashapov	SEC of Pharmaceuticals Department of gene and cell technologies				1	1	1	1	1	1	1	1	1	1	1	1	1
20. Recruiting foreign scientists to conduct joint research projects: Valente, André Xavier C N and Oliveira, Paulo Jorge (University of Coimbra, Center of Neurosciences and Cell Biology, Coimbra, Portugal). Projects in the field of mitochondrial dysfunctions and their interconnection with Parkinson's disease, chronic fatigue syndrome and autoimmune diseases.	Number of recruited to working at KFU scholars from leading universities and research centers	Linar Latypov, Danis Nurgaliev, Nail Kashapov	SEC of Pharmaceuticals Department of gene and cell technologies				1	1	1	1	1	1	1	1	1	1	1	1	1
21. Post-dock program in oil and gas technologies	Number of recruited to working at KFU scholars from leading universities	Danis Nurgaliev	Institute of Geology and Petroleum				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
	and research centers		Technologies																
22. Post-dock program in the field of physical and supra-molecular chemistry	Number of recruited to working at KFU scholars from leading universities and research centers	V.I. Galkin	Chemical Institute named after A.M. Butlerov				1	1	1	1	1	1	1	1	1	1	1	1	1
Task 2.2. Implementation of programs for recruiting talented young researchers from Russia and abroad																			
Activity 2.2.1. Systematic scheduling of international conferences for the young on KFU priority research areas	The number of international school-conferences held on key areas of researches, units.			3			3			3									
01. Holding international school-conferences in Kazan in the directions of a sedimentology (2013) and a scientific school of sequence stratigraphy (2014).	The number of international school-conferences held on key areas of researches, units.	Galeev A.A. Deputy Director for Science of the Institute of Geology and Petroleum Technologies	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
02. International Youth School "Actual problems of Magnetic Resonance and its applications"	The number of international school-conferences held on key areas of researches, units.	Department of Quantum Electronics and Radiospectroscopy-Professor Marat Tagirov – The Rector of the School	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
03. International Winter Youth School on Gravitation and Cosmology " Petrovskye Chtenija"	The number of international school-conferences held on key areas of researches, units.	Department of the theory of relativity and gravitation-S.V. Sushkov, The Head of the Department of the	Institute of Physics											1	1				

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
	searches, units.	Myakzyum Salakhov																	
08. International working meeting –Superconducting Nano-hybrids-SF school June 2014 in common with Institute of Solid State Physics Russian Academy of Sciences (ISSP RAS), Chernogolovka	The number of international school-conferences held on key areas of researches, units.	Department of Solid State Physics - The Head of SSP Department Lenar Tagirov	Institute of Physics												1				
09. Series of International School-Symposiums on the Neurobiology.	The number of international school-conferences held on key areas of researches, units.	School-Symposium-Khazipov R.N.	Institute of Fundamental Medicine and Biology		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
10. Series of international school- symposiums "Evolution and adaptation of complex living systems" with the invitation of scientists-leaders - doctor T. Kikavada (NIAS, Japan), doctor V. Gladyshev (Harvard Medical School, USA), doctor T. Bosh (Univ. of Kiel, Germany), doctor A. Mikheyev (OIST, Japan) and others.	The number of international school-conferences held on key areas of researches, units.	School-symposium – Gusev O.A. , Shagimardanova E.A., Sabirov R.M.	Institute of Fundamental Medicine and Biology							1	1	1	1	1	1	1	1	1	1
11. Annual International Youth Scientific School "Coherent Optics and Optical Spectroscopy".	The number of international school-conferences held on key areas of researches, units.	Department of Optics and Nanophotonics - Myakzyum Salakhov	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
12. Carrying out Summer School on Chemical Information Technology and the International Symposium "Design and Synthesis of Supramolecular Architectures"	The number of international school-conferences held on key areas of researches, units.	Department of Organic Chemistry-Igor Antipin	A.Butlerov Institute of Chemistry	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
13. Organization and carrying out a cycle of youth international conferences, schools, forums with participation of	The number of international school-conferences	Galkin V.I., Director of A. But-	A.Butlerov Institute of	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
foreign scientists and experts of "Brinks of a science", "Kazan Summer School on Chemoinformatics", "International Summer School-Conference", "Advanced materials", "International Summer School for Young scientists on thermal analysis and calorimetry", etc.	held on key areas of researches, units.	Ilerov Institute of Chemistry, Varfolomeev M.A., associate professor of Physical Chemistry	Chemistry												
14. Organization and carrying out Youth School with international participation "Biochemical and biosensor methods of analysis"	The number of international school-conferences held on key areas of researches, units.	Department of Organic Chemistry-Evtyugin G.A.	A.Butlerov Institute of Chemistry												
15 Carrying out traveling exhibitions of KFU achievements with broad international participation in Geology and Petroleum Technologies (Canada - March, Kazakhstan - April, China – October, 2014)	The number of international school-conferences held on key areas of researches, units.	Chukmarov I. A. Deputy Director of Marketing of the Institute of Geology and Petroleum Technologies	Institute of Geology and Petroleum Technologies					1	1	1	1	1	1	1	1
16. International conference "Post-genomic Methods of the Analysis in Biology, Laboratory and Clinical Medicine". Scientists - leaders of the conference: Govorun V.M., Dedov I.I., Gabibov A.G., Tanaka Katsunori, Christoph Borshe, Peter Shtadler, Takahiro Kikavada, Arturas Petronis, Catherine Costello, George Abu Zhaude, Jan Barrandon, Ron Heeren.	The number of international school-conferences held on key areas of researches, units.	Andrei Kiasov, Govorun V.M.	Institute of Fundamental Medicine and Biology					1	1	1	1	1	1	1	1
17. Carrying out "Actual Problems of Biochemistry and Molecular Biology" school-conference	The number of international school-conferences held on key areas of researches, units.	Akberova N.I.	Institute of Fundamental Medicine and Biology					1	1	1	1	1	1	1	1
18. Carrying out the International Conference "Post-genomic Methods of analysis in Biology, Laboratory and	The number of international school-conferences	Kiyasov A.P., Govorun V.M.	Institute of Fundamental					1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value												
				Execution period												
				2013			2014									
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
Clinical Medicine"	held on key areas of re-searches, units.		Medicine and Biology													
Activity 2.2.2. Grant programs for the young researchers	Number of grants, in units.			30	25						25					
01. Develop and update the concepts of granting and the methods of efficiency assessment.	Number of grants, in units.	Danis Nurgaliev, Natalya Zhuravleva	All Institutes/ Faculties		1	1	1									
02. Hold competitions and provide granting program for young researchers	Number of grants, in units.	Danis Nurgaliev, Natalya Zhuravleva	All Institutes/ Faculties				1	1	1	1	1	1				
Task 2.3. Participation in international, Russian, regional and university programs of academic mobility																
Activity 2.3.1. Promotion of participation of KFU staff in international programs of academic exchange	Number of members of KFU academic staff having taken part in exchange programs in a year.			10	20						20					
01. Analyze and reassess the existing partnerships. Search for new collaboration partners among the world leading universities.	Number of members of KFU academic staff having taken part in exchange programs in a year.	Riaz Minzaripov	All Institutes/ Faculties		1	1	1	1	1	1	1	1				
02. Increase academic mobility of KFU academic staff, due to bilateral agreements. Between KFU and foreign universities – those of Canada, British Columbia (USA), North Carolina University (USA).	Number of members of KFU academic staff having taken part in exchange programs in a year.	Galkin V.I. Head of the Institute of chemistry	A.Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1	
03. Academic exchange for teaching staff with the Institute of computer mathematics and information technologies of Check University (Check Republic), Princeton university (USA), Giessen University (Germany), etc.	Number of members of KFU academic staff having taken part in exchange programs in a year.	Head of the institute, Latypov R.Kh.	Institute of Computer Mathematics and IT								1	1	1	1	1	
04. Business trips for academic and laboratory staff (gradu-	Number of members of	Linar Latypov,	Scientific aca-				1	1	1	1	1	1	1	1	1	

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value												
				Execution period												
				2013			2014									
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
ate and post-graduate students) to the world leading universities. Three persons in a year for 1-3 months.	KFU academic staff having taken part in exchange programs in a year.	Danis Nurgaliev, Nail Kashapov	demic centre of pharmaceuticals, department of chemistry													
05. Business trips for academic and laboratory staff to the world leading universities. 3-4 graduate/post graduate students for up to 3 months, 1-2 laboratory/academic staff for 2 weeks – 6 months.	Number of members of KFU academic staff having taken part in exchange programs in a year.	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific academic centre of pharmaceuticals, department of pharmacology				1	1	1	1	1	1	1	1	1	
06. Business trips for academic and laboratory staff to the world leading universities. Three members of the staff (graduate and post-graduate students) in a year for 2 weeks -3 months.	Number of members of KFU academic staff having taken part in exchange programs in a year.	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific academic centre of pharmaceuticals, department of biotechnologies, bioengineering.				1	1	1	1	1	1	1	1	1	
07. Business trips for academic and laboratory staff to the world leading universities. Three to five members of the staff (graduate and post-graduate students) in a year for 2 weeks -3 months.	Number of members of KFU academic staff having taken part in exchange programs in a year.	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific academic centre, department of pharmaceuticals, department of gene and cells technologies				1	1	1	1	1	1	1	1	1	
Activity 2.3.2. organizational and financial support of KFU researchers participating in international conferences and other scientific events	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons.			20	45						45					
01. Participation of researchers in international conferences	Number of KFU re-	Senior professor	Institute of							1	1	1	1	1	1	

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period						Execution period					
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
on mathematics, mathematical and applied statistics, mathematical modeling, physics and plasma technologies, calculus of approximation, functional analysis.	searchers having taken part as lecturers in prestigious international scientific events. Number of persons	Zheltukhin V.S.	Computer Mathematics and IT												
02. Researches in the field of condensed matter physics by methods of radio-frequency spectroscopy and quantum electronics.	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons	Senior professor Marat Tagirov	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1
03. Take part in NATO Advanced Research Workshop (NATO Science for Peace and Security Program); "Broadband Dielectric Spectroscopy and its Advanced Technological Applications" 2015; EUROCLAY 2015; Edinburgh University (Great Britain) July, 5-10, 2015; 9th Liquid Matter Conference (Lisbon, Portugal), July, 21-25, 2014	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons	Department of radio electronics, Vasilieva M.A., assistant)	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1
04. Participate as lecturers in the forthcoming international conferences: 31 URSI General Assembly and Scientific Symposium 2014; (Beijing, China), August,16-23, 2014; 40th COSPAR Scientific Assembly (Moscow, Russia) August, 2-10, 2014 and regular conferences following them; URSI (2017, 2020) and COSPAR (2016, 2018, 2020). Publish the products in special issues of Radio Science and Advance in Space Research	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons	Department of radio astronomy, Yusupov K.M., assistant.	Institute of Physics				1	1	1	1	1	1	1	1	1
05. Choose international conferences in accordance with established criteria to participate as lecturers on promising scientific areas of HIIP Institute of Chemistry (no fewer than 15 a year)	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons.	Galkin V.I. the head of the Institute	A.Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1
06. Choose international conferences in accordance with established criteria to participate as lecturers on promising	Number of KFU researchers having taken	Nurgaliev D.K., the Head of the	Institute of Geology and				1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
scientific areas of HHP (no fewer than 8 a year)	part as lecturers in prestigious international scientific events. Number of persons.	Institute of Geology and Petroleum Technologies	Petroleum Technologies												
07. Choose international conferences in accordance with established criteria to participate as lecturers on promising scientific areas of HHP (no fewer than 15 a year)	Number of KFU researchers having taken part as lecturers in prestigious international scientific events. Number of persons	Andrei Kiasov, the head of the Institute of Fundamental Medicine and Biology	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
Activity 2.3.3. Organization of resonance international conferences at KFU	Number of international conferences held, in units.			2			3			3					
01. Develop a plan of scientific conferences to be held at KFU	Number of international conferences held, in units.	Danis Nurgaliev	All Institutes/ Faculties				1	1	1						1
02. Hold scientific conferences at KFU	Number of international conferences held, in units.	Danis Nurgaliev	All Institutes/ Faculties		1	1					1	1	1		
Activity 2.3.4. Modernization of the programs of continuing professional development for KFU faculty, organization of internships at the leading research centers	Number of members of academic staff having done a training course.			10			30			30					
01. Create a cross-functional working group	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1										
02. Develop a long-term plan for professional development of each department in accordance with the prioritized scientific areas.	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva,	All Institutes/ Faculties			1	1								

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value													
				2013			2014										
				10	11	12	1	2	3	4	5	6	7	8	9	10	11
		Pyotr Grachev, Galina Ivshina, Sergey Ionenko															
03. Organize a competition between members of academic staff for obtaining the right for professional development.	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties				1	1									
04. Create a motivation system; include professional development as pre-requisite in the efficient contract.	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties	1	1												
05. Enter the network of federal universities to obtain access to the new professional development technologies.	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties	1	1												
06. Update professional development classes for academic staff on each promising scientific area.	Number of members of academic staff having done a training course.	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties				1	1	1	1	1	1					
07. Organize professional training at the partner universities abroad.	Number of members of academic staff having	Riaz Minzaripov,	All Institutes/ Faculties										1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
	done a training course.	Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko													
08. Professional training courses at the leading universities of Russia and abroad (Russia – Moscow, St. Petersburg, Ekaterinburg)	Number of members of academic staff having done a training course.	Department of Solid State Physics – assoc. prof. E.V. Voronina	Institute of Physics		1	1									
09. Professional training on magnetic resonance at the world leading universities.	Number of members of academic staff having done a training course.	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1
10. Professional training at RIKEN, OIST (Japan), Université Paris-Sud (France)	Number of members of academic staff having done a training course.	Department of General Physics – Dmitry Tayursky.	Institute of Physics		1	1									
11. Professional training on architecture of collective aperture for ionospheric remote sensing and algorithm of data procession of sensing and sorting out ionospheric heterogeneity, the University of Massachusetts Lowell (USA) or University of Colorado (USA)	Number of members of academic staff having done a training course.	Department of radio astronomy, Iusupov K.M. - 2014, Assistant, Ildiryakov V.R.- 2015, assistant, Shestriukov R.O. – 2016, post graduate student	Institute of Physics				1	1	1	1	1	1	1	1	1
12. Professional development on Broadband Dielectric and Electrochemical Impedance Spectroscopy Training Course at the University of Leipsig (Germany)	Number of members of academic staff having done a training course.	Department radio electronics Vasilieva M.A. – 2015, assistant, Gusev Iu.A. - 2014 Assistant professor, Leipsig, 2013 г. –	Institute of Physics				1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		Lunev I.V., Popov I.I., – 2014, Israel University, Nasyrov I.A. -Manchester University – 2016, Exeter University. – Skorinkin A.I.-2015													
13. Competition based professional development of the Institute of Chemistry staff at the world leading universities. on promising areas of development.	Number of members of academic staff having done a training course.	Institute of Chemistry-the Head,Galkin V.I. Heads of departments.	A.Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1
14. Learn new methods and technologies on promising areas of development at the world leading universities and companies.	Number of members of academic staff having done a training course.	Ildus Chukmarov	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1
15. Learn new methods and technologies on promising areas of development at the world leading universities and companies.	Number of members of academic staff having done a training course.	Andrei Kiyasov, the head of the Institute of Fundamental Medicine and Biology	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1
Task 2.4. Increase of international publication activity of KFU academic faculty. Promotion of KFU in QS Ranking by “Number of Papers” indicator															
Activity 2.4.1. Inclusion of KFU journals in WoS and Scopus databases	Number of specialized scientific journals included in WoS and Scopus			2			1								
01. Organizational work to increase the number of citations and the inclusion of scientific publications of KFU in the database of WoS and Scopus	Number of specialized scientific journals included in WoS and Scopus	Danis Nurgaliev, Natalya Zhuravleva, Evgeniy	All Institutes/ Faculties		1	1									

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		Strukov, Linar Latypov, Andrej Krylov													
02. Search external referees or reviewers or creation of Institute of external referees (reviewers)	Number of specialized scientific journals included in WoS and Scopus	Danis Nurgaliev, Natalya Zhuravleva, Evgeniy Strukov, Linar Latypov, Andrej Krylov	All Institutes/ Faculties		1	1									
03. Creating a specialized scientific journals on breakthrough research areas	Number of specialized scientific journals included in WoS and Scopus	Danis Nurgaliev, Natalya Zhuravleva, Evgeniy Strukov, Linar Latypov, Andrej Krylov	All Institutes/ Faculties				1	1	1	1	1	1			
Activity 2.4.2. Encouraging and supporting publication activity of KFU academic faculty.	Number of publications in WoS and Scopus			450			300			300					
01. Creation and approval of the competition of publication activity. Determination of criteria.	Number of publications in WoS and Scopus	Danis Nurgaliev, Natalya Zhuravleva, Evgeniy Strukov	All Institutes/ Faculties			1									
02. Holding regular competition of publication activity	Number of publications in WoS and Scopus	Danis Nurgaliev, Natalya Zhuravleva, Evgeniy Strukov	All Institutes/ Faculties				1	1	1	1	1	1			
03. Organization of support for preparation and presentation of publications in foreign languages	Number of publications in WoS and Scopus	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1
04. Reduction of teaching load of staff members who has at least 3 articles in Scopus per year (after three years)	Number of publications in WoS and Scopus	Linar Latypov, Danis	Center for Pharmacy, dep.				1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		Nurgaliev, Nail Kashapov	Of pharmacology																
SI 3 Attracting talented students, doctoral candidates and young researchers.																			
Task 3.1. Establishing the program of encouragement and support of talented students, doctoral candidates, interns and young researchers																			
Activity 3.1.1. Grant program for support of talented young researchers and students	Number of realized grants to support students			200			250												250
01. Development / update the concept of grants, as well as methodic of efficiency assessment	Number of realized grants to support students	Danis Nurgaliev, Natalya Zhuravleva, Riaz Minzaripov	All Institutes/ Faculties		1	1	1												
02. Holding competitions and implementation of the grant program to support Russian students	Number of realized grants to support students	Danis Nurgaliev, Natalya Zhuravleva, Riaz Minzaripov	All Institutes/ Faculties				1	1	1	1	1								
Activity 3.1.2. Development of the system of contests by majors for undergraduate and doctoral students, interns and young researchers	Number of received grants			500			750												750
01. Annual competition "Best innovative project in the field of Geology and Petroleum Technology" for students, interns and young staff members	Number of received grants	Dmitrij Shaposhnikov (Head of department of Innovative and educational technologies)	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
02. The International Zavoisky Award for scientific achievement in physics	Number of received grants	Albert Aganov	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
03. Competition "Best scientific and research work" in the field of neurobiology	Number of received grants	Laboratory of Neurobiology - Rustem Khazipov	Institute of Fundamental Medicine and Biology		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Grant named after N.A. Livanov	Number of received grants	Rushan Sabirov	Institute of Fundamental				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
			Medicine and Biology																
05. Competition “Best scientific and research work” in the field of chemistry	Number of received grants	Vladimir Galkin (Director of chemical institute n. of A.M. Butlerov)	A. Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1	1	1	1	1
Task 3.2. Internationalization of KFU curricula and academic environment																			
Activity 3.2.1. Development of English-language Master’s degree and doctorate programs in cooperation with international specialists from world-class universities	Number of developed and implemented programs			2			1												
01. Development of English-language educational resources for a new International level Master’s degree program for the Centre of Quantum technologies	Number of developed and implemented programs	Department of Solid State Physics, L.Tagirov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Development of English-language educational resources for researches in the sphere of condensed matter physics by the methods of radio spectroscopy and quantum electronics	Number of developed and implemented programs	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Development of English-language educational resources for Scientific-educational Centre on gravitational physics and cosmology named after A.Petrov	Number of developed and implemented programs	Department of relativity theory and gravity, S.Sushkov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
04. Master’s program “Functional materials”; working out English-language educational resources on the field-oriented platforms (MOODLE and others); Master’s program “Physics of Complex Systems”	Number of developed and implemented programs	Department of General Physics-Dmitry Tayursky.	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
05. Development of English-language educational resources (methodology instructions, textbooks, presentations for 3D Master’s programs on geological modeling together with Schlumberger company (USA) and Calgary University (Canada) in 2014-2015, Master’s program on petrophysics	Number of developed and implemented programs	Boris Chervikov	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
06. English version of Master's program "Cell Biology" – working out the curriculum, programs, attracting specialists	Number of developed and implemented programs	O.Ilyinskaya, P.Zelenikhin, R.Sabirov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
07. English-language Master's Program in bioinformatics, criminology, biochemistry	Number of developed and implemented programs	F.Alimova, N.Akberova, O.Kravtsova	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1	1
08. Start English and Russian languages Master's Program "Pharmacology"	Number of developed and implemented programs	Linar Latypov, Danis Nurgaliev, Nail Kashapov	Scientific-educational centre of pharmacy, department of pharmacology												1				
Activity 3.2.2. Training Master degree and doctoral students to pass international English language tests and receiving program certification	Percentage of masters and postgraduates receiving certificates			20			10			10									
01. Development of the motivational system for masters and postgraduates to pass international English language tests and receiving program certification	Percentage of masters and postgraduates receiving certificates	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1	1	1	1											
Activity 3.2.3. Enhancing language skills of KFU faculty, students and administrative staff	Number of students and administrative staff completed the training			10			35			35									
01. Including the requirement for enhancing language skills into the operational performance indicator of efficiency contract of employment	Number of students and administrative staff completed the training	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina,	All Institutes/ Faculties		1	1	1	1											

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value																	
				Execution period																	
				2013			2014														
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
		Sergey Ionenko																			
02. Organization of the training (students, stuff) in the Linguistic Centre of KFU	Number of students and administrative staff completed the training	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties						1	1	1	1	1	1	1	1	1	1	1		
Activity 3.2.4. Development of the student exchange programs with the leading universities of the world	Number of exchange program members			30			100			100											
01. Analysis and reevaluation of the existing partnership. Searches for new partners for cooperation among the leading universities of the world	Number of exchange program members	Riaz Minzaripov, Linar Latypov	All Institutes/ Faculties		1	1	1	1	1	1	1	1	1								
02. Specifying exchange program partner universities	Number of exchange program members	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1	1	1														
03. Specifying the specialities and areas of training for exchange	Number of exchange program members	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties					1	1	1	1										
04. Providing conditions for living and study for exchange students	Number of exchange program members	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina,	All Institutes/ Faculties										1	1	1						

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value												
				Execution period						Execution period						
				2013			2014									
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
		Sergey Ionenko														
05. Selection of exchange members, setting the number of exchange members	Number of exchange program members	Riaz Min-zaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties										1	1	1	1
Task 3.3. Design and implementation of a system of attracting prospective international and promising Russian applicants																
Activity 3.3.1. Establishment of cooperation with international recruiting agencies and consortia, alumni associations and career centers for recruiting international students.	Number of recruited international students on priority areas			20			50			50						
01. Signing partnership agreements with recruiting agencies from Kazakhstan, China, Vietnam, Turkey, etc.	Number of recruited international students on priority areas	Riaz Min-zaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1	1	1	1	1							
02. Publishing information about KFU on international educational portals	Number of recruited international students on priority areas	Riaz Min-zaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1	1	1	1	1							
03. Organization of special events for recruiting international students	Number of recruited international students on priority areas	Riaz Min-zaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina,	All Institutes/ Faculties						1	1	1	1	1			

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
		Sergey Ionenko																	
Activity 3.3.2. Establishment of the KFU representative office in social networks and organization of a package plan of social media marketing	Number of active users of KFU resources in social network, thousand of people								1	1	1	1	1	1	1	1	1	1	1
01. Hiring a specialist to promote the university's website and web pages in social networks and search engines	Number of active users of KFU resources in social network, thousand of people	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties All Institutes/ Faculties													1	1	1	
02. Analysis of target audience, policy formation	Number of active users of KFU resources in social network, thousand of people	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties	15			25									25			
03. Hiring an external contractor to design web pages in social networks	Number of active users of KFU resources in social network, thousand of people	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties		1	1	1												
04. Filling and updating the web pages with popular content	Number of active users of KFU resources in social network, thousand of people	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/ Faculties				1	1											

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value															
				Execution period															
				2013			2014												
				10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
05. Maintenance of activity of the web pages in social networks	Number of active users of KFU resources in social network, thousand of people	Riaz Minzaripov, Linar Latypov, Olga Timofeeva, Pyotr Grachev, Galina Ivshina, Sergey Ionenko	All Institutes/Faculties						1	1	1	1							
Activity 3.3.3 Development and implementation of a grant program for support of international students	Number of grants for foreigners (number of foreigners involved), involved in Master and doctorate programs, unit				1	1	1	1	1	1	1	1	1	1					
01. Development and conformation of the policy of giving grants to foreign students of Master and doctorate programs																			
02. Defining number of grants for foreign students of Master and doctorate programs																			
03. Performing contest procedures to choose foreign students of Master and doctorate programs to get grants	Number of grants for foreigners (number of foreigners involved), involved in Master and doctorate programs, unit	Danis Nurgaliev, Natalya Zhuravleva, Riaz Minzaripov	All Institutes/Faculties	5			5							5					
04. Involving out-of-town and foreign students	Number of grants for foreigners (number of foreigners involved), involved in Master and doctorate programs, unit	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties		1	1													
SI 4 Development of breakthrough areas of research coupled with phasing out of inefficient activities							1	1	1	1	1	1	1	1	1	1			
Task 4.1. Creation of the points of generating the world-class research and developments Organizing international research centers in collaboration with leading foreign and Russian universities and companies					1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.1.1. Development of the procedures and implementation of international expertise of KFU large-	number of expertise, unit				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Strategic initiative / Task/ Activity/ Detailed plan	Performance indicator	Responsible persons	Institute / Faculty	Result indicator value											
				Execution period											
				2013			2014								
10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
scale projects.															
01. Development of the procedures of international expertise of projects, preparation and conformation of the expertise board regulations	number of expertise, unit	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties	2											
02. International expertise of KFU large-scale projects by International expertise (academic) board	number of expertise, unit	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties		1	1									
03. Establishment of International Academic Council in the areas of Biomedicine, Pharmaceutics, Nuclear Medicine. Scholars to be invited to participate in the Council: Aaron Ciechanover (Israel), Marat Usupov (France), R.Z. Sagdeev	number of expertise, unit	Andrei Kiasov	Institute of Fundamental Medicine and Biology		1	1									
04. Establishment of a research and clinical board – area: Biomedicine, Pharmaceutics, Nuclear Medicine. Board members: prof. Galyavich A.S. prof. Vizel A.A., prof. Valeeva F.V., prof. Ahtyamov E.F., prof. Govorun V.M.	number of expertise, unit	Andrei Kiasov	Institute of Fundamental Medicine and Biology		1	1									
Activity 4.1.2. Development of mechanisms of participation in international grant and other research programs.	Number of grants (projects), unite					1	1								
01. Formation of a working group of a project	Number of grants (projects), unite	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties			1	1								
02. Preparation – making a list of grants, KFU is determined to apply for	Number of grants (projects), unite	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties					1	1	1	1	1	1	1	1
03. Analysis of the conditions to win a selected grant	Number of grants (projects), unite	Danis Nurgaliev, Linar Latypov	All Institutes/Faculties					1	1	1	1	1	1	1	1
Activity 4.1.3. KFU participation in international collaborations and implementation of large-scale international R&D projects	Number of completed projects, units			2				2							
01. Monitoring of international innovation projects.	Number of completed projects, units	Linar Latypov, Danis Nurgaliev, Nail Kashapov	All Institutes/Faculties	1	1	1	1	1	1	1	1	1	1	1	1

02. STATEMENT ON THE inclusion PROCEDURE of KFU into the projects.	Number of completed projects, units	Linar Latypov, Danis Nurgaliev, Nail Kashapov	All Institutes/ Faculties	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
03. SEARCHING FOR partners and signing contracts on participation of the faculty of the Institute of Chemistry in joint projects with leading universities and research institutions	Number of completed projects, units	V. Galkin, Director of the Institute of Chemistry	A. Butlerov Institute of Chemistry		1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. Participation of KFU researchers in innovative Russian projects implemented in cooperation with Russian leading universities, research institutions and companies; research in condensed matter physics using radio spectroscopy and quantum electronics methods	Number of completed projects, units	A. Salakhov, N. Boltakova, L. Tagirov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
05. Research in condensed matter physics using radio spectroscopy and quantum electronics methods	Number of completed projects, units	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
06. Attracting young KFU researchers in the project "Development of new composite materials and their application in aircraft and automotive industries"	Number of completed projects, units	Albert Aganov	Institute of Physics		1	1	1	1	1									
07. Participation in the French project on studying complex systems	Number of completed projects, units	Department of General Physics, Dmitry Tayursky.	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
08. Establishment of the KFU-Agilent Center for High-Tech Development	Number of completed projects, units	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
09. Educational and research programs in cooperation with the University of Pennsylvania (PenState, USA)	Number of completed projects, units	Joint Virtual Laboratory, Oleg Gusev	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1
10. "ENSOR - Evolving Nanocarbon Strategies in (bio-) Organic Remits" Framework Program	Number of completed projects, units	Department of Bio-Chemistry, Timur Abdullin	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1
11. Research programs in cooperation with the University of Pennsylvania (Philadelphia, USA) and its central hospital on "Study of the hemostatic system of healthy volunteers with the latest biochemical, biophysical and genetic techniques" for 2013-2014.	Number of completed projects, units	Renad Zhdanov	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1
12. REMODELLING THE Bio-Chemistry of Nucleic Ac-	Number of completed projects, units	Z. Abramova,	Institute of				1	1	1	1	1	1	1	1	1	1	1	1

ids Research Laboratory into the Molecular and Biochemical aspects of Programmed Cell Death (normal/pathology) Research Laboratory in cooperation with the University of d'Abomey-Calavi (Benin) and Rutgers University (USA)	jects, units	J. Skibo	Fundamental Medicine and Biology																
15. Development of collaboration together with the leading universities of the UK and the U.S. – within the framework of existing and planned international projects (current project under the 7th Framework Programme FP7-PEOPLE-2010-IRSES-269267, a transnational project under the ERANET project, projects under the EU Programme “Horizon”). Key foreign partners: University of Brighton, University College London, University of Cambridge, Fox Chase Cancer Center.	Number of completed projects, units	Linar Latypov, Danis Nurgaliev, Nail Kashapov	REC of Pharmaceuticals, Department of Biotechnology and Bio-Engineering				1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.1.4. KFU membership in international academic associations	Number of associations, units			2			1												
01. Entry of KFU into the Optical Society (OSA)	Number of associations, units	Department of Optics and Nanophotonics, M. Salakhov	Institute of Physics				1	1	1	1	1	1							
02. Entry of KFU into the international academic associations: European University Association (EUA), Eurasian Universities Union (EURAS), Utrecht Network, Coimbra Group (Coimbra Group), Association of Engineering Universities	Number of associations, units	Linar Latypov, Riaz Minzaripov, Danis Nurgaliev, Nail Kashapov	All Institutes/Faculties					1	1	1	1	1	1	1	1				
03. Participation of the researchers of the Institute of Geology and Petroleum Technologies in joint innovative international projects of the Deep Drilling Association on deep continental drilling and earth's magnetic field study	Number of associations, units	A. Galeev, D. Shaposhnikov	Institute of Geology and Petroleum Technologies				1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.1.5. Implementing cooperative agreements for joint projects with leading world companies	Number of cooperation agreements with leading research centers and companies, units			2			2												
01. ANALYSIS AND Review of the existing partnerships. Finding new partners for cooperation among the world's leading universities	Number of cooperation agreements with leading research centers and companies, units	Danis Nurgaliev	All Institutes/Faculties		1	1	1	1	1	1	1	1							

02. SIGNING partnership agreements with the Institute for Solid state Physics (Chernogolovka); Institute of Physics (N. Novgorod); Institute of Physics (Ekaterinburg)	Number of cooperation agreements with leading research centers and companies, units	Institute for Solid State Physics, Lenar Tagirov	Institute of Physics			1	1	1	1	1	1	1	1	1	1	1	1	1	1
03. Agreement on KFU-RIKEN scientific cooperation	Number of cooperation agreements with leading research centers and companies, units	Department of General Physics, Dmitry Tayursky.	Institute of Physics	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04. KFU participation in innovative development programs together with “NT-MDT” company (Moscow, Russia)	Number of cooperation agreements with leading research centers and companies, units	Department of optics and nanophotonics, Myakzyum Salakhov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.1.6. Participation of researchers and young faculty in implementation of international and Russian R&D projects, implemented together with leading world universities, research organizations and companies	Number of KFU researchers involved in collaboration, pers.			20			10						10						
01. Monitoring of international innovative R&D projects	Number of KFU researchers involved in collaboration, pers.	Danis Nurgaliev	All Institutes/Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Creating mechanisms for participation of researchers and young faculty	Number of KFU researchers involved in collaboration, pers.	Danis Nurgaliev	All Institutes/Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Competitive selection of young researchers (PG students and the faculty younger than 35)	Number of KFU researchers involved in collaboration, pers.	Danis Nurgaliev	All Institutes/Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
04. Provision the faculty with business trips if relevant	Number of KFU researchers involved in collaboration, pers.	Danis Nurgaliev	All Institutes/Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.1.7. Establishment of the Center for Technology Transfer	Current technology transfer center, number of existing licence agreements, units			2			2						3						
01. Invitation of an external employee having experience in managing the Center for Technology Transfer	Current technology transfer center, number of existing licence agreements,	Marat Safiullin, Andrei Khashov, Raisa Mul-	All Institutes/Faculties				1	1	1										

	units	lakaeva, Gulnaz Sibgatullina, Dilyara Israfilova																		
02. DRAWING-UP OF a sustainability plan for the Center for Technology Transfer and increasing commercialization	Current technology transfer center, number of existing licence agreements, units	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties							1	1	1	1	1	1	1	1	1	1	1
Task 4.2. Organizing research centers (laboratories) on the basis of leading KFU institutes for eminent world-class scientists																				
Activity 4.2.1. Implementation of “Named research centers” program (large long-term projects with international scholars or compatriots having international working experience)	Number of world-class scientists working in the established centers (laboratories), pers.			6	3															3
01. Establishment of the Chemoinformatics and Molecular Modeling Laboratory on the basis of the Department of Organic Chemistry of Butlerov Institute of Chemistry (KFU) and the Chemoinformatics Laboratory of the University of Strasbourg (France) – supervised by prof. Varnek; establishment of the Chemical Genomics Laboratory on the basis of the Department of Organic Chemistry of Butlerov Institute of Chemistry (KFU) and the Department of Urology of the University of Vancouver (Canada) – supervised by prof. A. Cherkasov; establishment of the Chemical Genomics Laboratory on the basis of the Department of Organic Chemistry of Butlerov Institute of Chemistry (KFU) and the RIKEN Institute, Tokyo (Japan) – supervised by prof. Tanaka	Number of world-class scientists working in the established centers (laboratories), pers.	Department of Chemistry, Igor Antipin, A. Kurbangalieva	A. Butlerov Institute of Chemistry		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
02. Inviting leading international experts to supervise collaborative projects and laboratories within the units of KFU. Establishment of a world-class Electron-Beam Lithography Laboratory. International supervisor – Bezryadin Alexei, professor of the Laboratory for Micro and Nanotechnology at the University of Illinois at Urbana-Champaign	Number of world-class scientists working in the established centers (laboratories), pers.	Department of Solid State Physics, Lenar Tagirov, Dmitry Tayursky., Myakzyum Salakhov	Institute of Physics				1	1	1	1	1	1								

03. Establishment of the International Center of Spin Superfluidity and Nonlinear Magnetic Resonance	Number of world-class scientists working in the established centers (laboratories), pers.	Institute of Physics, Research Laboratory of MRS and QE named after S. Altshuler, Prof. Tagirov (KFU, Russia), Prof. Bunkov (France)	Institute of Physics					1	1	1	1	1	1						
04. Megagrant of the Dielectrics Laboratory	Number of world-class scientists working in the established centers (laboratories), pers.	Albert Aganov	Institute of Physics					1	1	1	1	1	1						
05. Establishment of the International Research and Education Center for Gravitational Physics and Cosmology named after A. Petrov	Number of world-class scientists working in the established centers (laboratories), pers.	Department of Theory of Relativity and Gravitation, A. Starobinsky, S. Sushkov, S. Odintsov	Institute of Physics					1	1	1	1	1	1						
06. Establishment of research centers jointly with the following scientists: Ildar Gabitov, University of Arizona (USA), Sergei Kazarian, King's College London (UK)	Number of world-class scientists working in the established centers (laboratories), pers.	Department of General Physics, Dmitry Tayursky, Atom and Molecule Physics, Myakzyum Sallakhov	Institute of Physics					1	1	1	1	1	1						
07. Attracting leading foreign experts to supervise joint projects, laboratories, and research and education centers of KFU	Number of world-class scientists working in the established centers (laboratories), pers.	Albert Aganov	Institute of Physics					1	1	1	1	1	1						
08. Attracting leading foreign experts to supervise Interdisciplinary Strategic Research - Jorg Schneider (2014) and Isotope Studies laboratories - Helmi Vayssert (2015)	Number of world-class scientists working in the established centers (laboratories), pers.	Department of Natural History and Stratigraphy,	Institute of Geology and Petroleum Technologies					1	1	1	1	1	1	1	1	1	1	1	1

		V. Silantiev																	
Activity 4.2.2. Organizing joint research laboratories and research-and-training centers (RTC) in KFU with participation of eminent scholars in priority areas	Number of new and joint laboratories and REC (per year), units			5															
01. Establishment of a scientific laboratory for the development of catalysts for the petrochemical industry jointly with Nizhnekamskneftekhim Company	Number of new and joint laboratories and REC (per year), units	Department of Non-organic Chemistry, R. Amirov	A. Butlerov Institute of Chemistry				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Joint research laboratory “Material Test Center” (MTC) for the development, research and testing of new types of materials together with the companies Composite, Sidon, etc.	Number of new and joint laboratories and REC (per year), units	Department of Industrial Chemistry, A. Lamberov	A. Butlerov Institute of Chemistry																
03. Establishment of scientific laboratories in the field of nanophotonics, quantum and nanooptics and optical spectroscopy; establishment of the Agilent interdisciplinary research center at KFU; establishment of the research laboratory of Materials Design Company at KFU	Number of new and joint laboratories and REC (per year), units	Department of Optics and Nanophotonics, Myakzyum Salakhov, Department of General Physics, Dmitry Tayursky	Institute of Physics				1	1	1	1	1	1	1	1	1	1			
04. ESTABLISHMENT OF Joint laboratories with the institutes of KSC RAS	Number of new and joint laboratories and REC (per year), units	Department of Solid State Physics, Lenar Tagirov	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1	1			
05. Establishment of the joint laboratory “Signal Cell Systems” with the Institute of Bio-Chemistry and Bio-Physics of KSC RAS; establishment of joint laboratories with the institutes of KSC RAS	Number of new and joint laboratories and REC (per year), units	Department of Radio Electronics, N. Kotov, Department of Optics and Nanophotonics, Myakzyum Salakhov	Institute of Physics		1	1	1	1	1	1	1	1	1	1	1	1			
06. Joint Laboratory for Biomedical Applications of NMR with the IOPC KSC RAS	Number of new and joint laboratories and REC (per year), units	Albert Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1				

07. Establishment of joint laboratories with IZMIRAN (Moscow-Troitsk), or RRPI (Nizhny Novgorod), or the Institute of Solar-Terrestrial Physics SB RAS (Irkutsk)	Number of new and joint laboratories and REC (per year), units	Department of radio Astronomy, A. Akchurin	Institute of Physics					1	1	1	1	1	1	1	1	1			
08. Establishment of practice-oriented Master schools “Industrial Chemistry”, “Technology of production of drugs” with the participation of specialists of petrochemical industry (Nizhnekamskneftehim, Kazanorgsyntez, etc.)	Number of new and joint laboratories and REC (per year), units	Institute of Chemistry, V. Galkin	A. Butlerov Institute of Chemistry																
09. 1) Establishment of the Biomedical Nanostructures Engineering Laboratory, Heterocyclic Compounds Laboratory, Chemistry, Technology, and Biological Activity of Natural Renewable Raw Materials Laboratory on the basis of the Department of Organic Chemistry of Butlerov Institute of Chemistry (KFU) and the Institute of Organic and Physical Chemistry of Kazan Scientific Center RAS. 2) Joint Research Laboratory “Hybrid organic-inorganic materials” with the Institute of Organic and Physical Chemistry named after A. Arbuzov of KSC RAS	Number of new and joint laboratories and REC (per year), units	Department of Organic Chemistry, Igor Antipin, Department of Non-organic Chemistry, N. Amirov	A. Butlerov Institute of Chemistry									1	1	1	1	1	1	1	1
10. Establishment of the Compound Unconventional Reservoirs Laboratory including Shale Strata and “Tight” Reservoirs Laboratory in partnership with Argosy; establishment of the Interbedding Combustion Laboratory together with RITEK and Lukoil companies; establishment of the REC “New technologies of development of natural hydrocarbons and technology of their underground processing (refining)” in partnership with the leading universities of Canada, the U.S. and China	Number of new and joint laboratories and REC (per year), units	Department of Geology, Oil and Gas named after Academician Torofimuk, B. Plotnikova, department of the Institute of Geology and Petroleum Technologies, D. Shaposhnikov	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
11. Establishment of fundamental departments at the Institute of Geology and Petroleum Technologies (KFU): Department of Chemistry and Oil at the Institute of Organic Physics and Chemistry (IOPC) (2014), and the Department of Physics of Minerals at the Kazan Physical and Technical Institute (KPTI) (2015)	Number of new and joint laboratories and REC (per year), units	Institute of Geology and Petroleum Technologies, A. Galeeva	Institute of Geology and Petroleum Technologies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Three joint laboratories in partnership with the KSC RAS (2) and the Institute of Biomedical Problems of RAS (1)		Shagimardanova and the faculty of respective departments and laboratories of KRC and IMBP	Biology																	
04. Virtual joint laboratory. Subjects: “Optical methods in neurobiology”	Number of new departments, units	R. Khazipov and the faculty of respective departments and laboratories of the KRC	Institute of Fundamental Medicine and Biology				1	1	1	1	1	1	1	1	1	1	1	1	1	1
Task 4.3. Development and implementation of procedures of evaluating the performance of the current academic programs and R&D projects.																				
Activity 4.3.1. External expertise of KFU academic programs	Number of educational programs that have passed the expert proceedings, per annum, units			2			5													5
01. Drawing-up of cross-functional working group	Number of educational programs that have passed the expert proceedings, per annum, units	Riaz Minzaripov	All Institutes/Faculties		1															
02. Drawing-up of the list of current educational programs supporting promising research directions	Number of educational programs that have passed the expert proceedings, per annum, units	Riaz Minzaripov	All Institutes/Faculties			1	1													
03. Analysis of the content of selected educational programs, comparison of the disciplines with those in the reference higher education institutions and the best Russian universities. Rating educational programs of KFU	Number of educational programs that have passed the expert proceedings, per annum, units	Riaz Minzaripov	All Institutes/Faculties				1	1	1											
04. Development of proposals by the institutes for the introduction of new educational programs to support promising scientific fields	Number of educational programs that have passed the expert proceedings, per annum, units	Riaz Minzaripov	All Institutes/Faculties					1	1											
05. Drawing-up and approval of a plan to finalize current educational programs and develop new educational programs	Number of educational programs that have passed the expert proceedings, per annum, units	Riaz Minzaripov	All Institutes/Faculties								1	1	1	1	1	1				

(DEAN, HUMANE and others) at individual and institutional level (access to the best internship databases, conferences, probation, consulting and others)	staff members undergone the internship, persons		Faculties																
02. Organization of master –classes with visiting specialists	Number of management staff members undergone the internship, persons	Andrei Krylov	All Institutes/ Faculties		1	1		1	1	1	1	1	1						
03. Participation in the programs of NFPK, “New Euroasia“ and others (trip internships for university management)	Number of management staff members undergone the internship, persons	Andrei Krylov	All Institutes/ Faculties		1	1		1	1	1	1	1	1						
Activity 5.1.2. Involving specialists with working experience in the leading Russian and foreign universities and research organizations to the managerial positions (heads of departments and units)	Number of involved specialists having experience of work in leading foreign and Russian universities and scientific organizations, persons			2				2											2
01. Determination of attracting mechanism – personal invitations, announcing of open contest (KFU site, recruiting agencies, foreign associations of education management)	Number of involved specialists having experience of work in leading foreign and Russian universities and scientific organizations, persons	Andrei Khashov, Linar Latypov, Andrei Krylov	All Institutes/ Faculties		1	1													
02. Development of requirements for the specialists and documents design on visiting specialists registration	Number of involved specialists having experience of work in leading foreign and Russian universities and scientific organizations, persons	Andrei Khashov, Linar Latypov, Andrei Krylov	All Institutes/ Faculties		1	1													
03. Staff hiring	Number of involved specialists having experience of work in leading foreign and Russian universities and scientific organizations, persons	Andrei Khashov, Linar Latypov, Andrei Krylov	All Institutes/ Faculties					1	1	1									
Activity 5.1.3. Detecting active competent faculty members with working experience in the leading Russian and foreign universities and research organizations,	Number of managers included in the staff reserve of KFU (The end of the			10				10											10

recommending them to be included in KFU personnel pool	year), persons																		
01. Development of competence maps on management positions	Number of managers included in the staff reserve of KFU (The end of the year), persons	Andrei Khashov, Marat Safiullin, Linar Latypov	All Institutes/Faculties		1	1													
02. Development of the systems on regulations and motivation	Number of managers included in the staff reserve of KFU (The end of the year), persons	Andrei Khashov, Marat Safiullin, Linar Latypov	All Institutes/Faculties		1	1													
03. Development of the selection system including the Selection Board Assignment	Number of managers included in the staff reserve of KFU (The end of the year), persons	Andrei Khashov, Marat Safiullin, Linar Latypov	All Institutes/Faculties		1	1													
Activity 5.1.4. Establishment of the Recruiting Office; hiring a recruiting advisor with international headhunting experience	Number of persons, involved by the recruiting service			5			5												
01. Foundation of the recruiting committee	Number of persons, involved by the recruiting service	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties		1	1													
02. Design of the requirements to the management	Number of persons, involved by the recruiting service	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties				1	1	1										
03. Management staff hiring	Number of persons, involved by the recruiting service	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties							1	1	1	1						

01. Determination of the group of persons, infrastructure objects, partners and state establishments that will undergo the changes	The organized processes	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1													
02. Design and approval of the detail implemented project with the key responsible persons. Determination of possible risks of the project implementation and the ways of the risks decrease	The organized processes	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1													
03. Formal approval of the transformation project in the status of the Rector order with the following assignment of responsible persons and the time of the project implementation	The organized processes	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1													
04. Approval of the report system on transformation procedure running: the report calendar, the documentation package and responsible persons	The organized processes -	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1													
05. Information recording about running business-projects by means of the maps, determination of necessary transformations in the business processes to move to the target model	The organized processes	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1													
06. Design of the communications plan on the key activities of the transformation with all responsible and target	The organized processes	Marat Safiullin, Andrei Khash-	All Institutes/Faculties	1	1	1													

Activity 5.2.5. Organization of regular activity of the project management	Completed activity			1	0	0													
01. Implementation of the transformation plan with the weekly analysis of transformations and their correction on the basis of database of the report system	Completed activity	Marat Safiullin, Andrei Khashov, Raisa Mullakaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Task 5.3. To transform the university management system in accordance with the best world experience																			
Activity 5.3.1. Organization of International Academic Council	Executing International Academic Council			1		1													
01. Approval of the regulations on International Academic Council, design of activity regulations	Executing International Academic Council	Danis Nurgaliev	All Institutes/Faculties		1	1	1	1	1	1									
02. Development of the system motivation for International Academic Council	Executing International Academic Council	Danis Nurgaliev	All Institutes/Faculties					1	1	1	1	1	1	1	1				
03. Search and hiring of International Academic Council members	Executing International Academic Council	Danis Nurgaliev	All Institutes/Faculties												1	1	1	1	1
Activity 5.3.2. Conclusion of effective contracts with top-managers, heads of administrative offices and institutes	The number of the top-managers of major services and the heads of the Institutes and Departments performing the effective contract, %			30				50											
01. Conclusion of the effective contracts with the top-managers and Institutions and faculty managers	The number of the top-managers of major services and the heads of the Institutes and Departments performing the effective contract, %	Andrei Khashov Marat Safiullin Raisa Mullakaeva	All Institutes/Faculties		1	1	1	1	1	1									
Activity 5.3.3. Development of inner regulations and procedures (on the basis of international experience) necessary for implementation of the project of competitive growth and reduction of bureaucracy	The number of regulations.			100				50											
01. Analysis of international and other universities experience	The number of regulations.	Andrei Khashov Marat Safiullin	All Institutes/Faculties		1	1	1												

		Raisa Mullakae-va																	
02. Design of inner regulations and procedures necessary for the implementation of the project on competence growth	The number of regulations	Andrei Khashov Marat Safiullin Raisa Mullakae-va	All Institutes/ Faculties -					1	1	1	1	1							
Activity 5.3.4. Implementation of new human resources practice and academic search toolkit	Implemented system of academic search toolkit			1				0											0
01. Implementation of new practice of working with the staff and academic search toolkit	Implemented system of academic search toolkit	Andrei Khashov Marat Safiullin Raisa Mullakae-va Danis Nurgaliev	All Institutes/ Faculties					1	1	1	1	1	1	1	1	1	1	1	1
Activity 5.3.5. Design and improvement of the departments' programs of development	Improvement of the departments development programs			20				10											10
01. Design and improvement of the departments development programs	Improvement of the departments development programs	Andrei Khashov Marat Safiullin Raisa Mullakae-va Danis Nurgaliev	All Institutes/ Faculties																
Activity 5.3.6. Determination of major fields of transformation in current university management system and enhancement of the organizational structure	Analytical reports with the assessment of business processes in the university on the results of the management system transformation, score			1				2											3
01. Diagnostics of existent organizing structure including the factors analysis: i. Functional fullness; ii. Number in the terms of the functiins iii. Analysis on the subject of functional doubling; iv. Control ratio; v. Subordination levels	Analytical reports with the assessment of business processes in the university on the results of the management system transformation, score	Marat Safiullin, Andrei Khashov, Raisa Mullakae-va, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/ Faculties		1	1													
02. Design of the target organizing structure, including the following:	Analytical reports with the assessment of business	Marat Safiullin, Andrei Khash-	All Institutes/ Faculties					1	1	1	1								

i. Analysis of the target model adequacy to the model of business processes, roles and on the results of the transformation ii. Development of the proposals on the optimization of the staff number; iii. Development of the target organizing structure and the staff number. iv. if necessary, organizing structure and the roles correction	processes in the university on the results of the management system transformation, score	ov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova																		
03. Development of activities plan and the target system of management implementation	Analytical reports with the assessment of business processes in the university on the results of the management system transformation, score	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties							1	1	1	1	1	1	1	1	1	1	1
Activity 5.3.7. Audit and optimization of the business processes	Number of optimized business processes, %			0		25														25
01. To organize tender and the choice of contractor for audit performing and design of the business processes	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties				1	1	1											
02. To found the university team for the business processes optimization and to organize the communication about the project	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties							1	1									
03. To determine the limits of the project	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina,	All Institutes/Faculties																	1

		Dilyara Israfilova																		
04. To develop the plan and to form the work groups on the optimization of the business processes	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties									1								
05. To analyze the running processes	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties									1	1	1						
06. To develop the description of a new model of business processes	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties												1	1	1			
07. On the basis of international experience the development of the regulations and procedures	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties																1	1
08. To test and edit the model of business processes according to business requirements	Number of optimized business processes, %	Marat Safiullin, Andrei Khashov, Raisa Mullaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties																	

		Gulnaz Sibgatullina, Dilyara Israfilova																		
02. Preparation of methodological basis for IFRS report system development	Completed regular report system of IFRS	Marat Safiullin, Andrei Khashov, Raisa Mullakayeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/ Faculties					1	1	1										
03. Preparation of data meeting the requirements on IFRS for 2013 report system	Completed regular report system of IFRS	Marat Safiullin, Andrei Khashov, Raisa Mullakayeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/ Faculties					1	1	1	1	1	1							
04. Implementation of the transfer program for the process of regular report system preparation	Completed regular report system of IFRS	Marat Safiullin, Andrei Khashov, Raisa Mullakayeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/ Faculties										1	1	1					
Task 5.4. KFU Social system foundation																				
Activity 5.4.1. Regular surveys among KFU students, faculty and managers, as well as employers; analysis and improvement of KFU strategy according to the results of the surveys.		Number of participants in the total number of target respondents, %			30															30
01. Development and approval of survey organizing poli-	Number of participants in	Andrei Khashov	All Institutes/										1	1	1	1	1	1	1	1

department on forecasting the development of science, technology and the market of educational services	number of reports.																		
01. Determination and hiring of the staff of scientific environment for analysis and prognosis of science development, technology and educational services.	Founded departments, the number of reports.	Marat Safiullin, Andrei Khashov, Raisa Mullakaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties		1	1													
02. Determination of the key fields for KFU development	Founded department, the number of reports.	Marat Safiullin, Andrei Khashov, Raisa Mullakaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties				1	1	1	1	1	1							
03. The research organization. Preparation of regular reports.	Founded department, the number of reports.	Marat Safiullin, Andrei Khashov, Raisa Mullakaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties				1	1	1	1	1	1							
Activity 5.5.4. Unification and development of IT systems, implementation of LMS.	The adequacy level of informational system in accordance with SOBIT classification			2			2												
01. The analysis and correlation of IT strategy with the university strategy	The adequacy level of informational system in accordance with SOBIT classification	Marat Safiullin, Andrei Khashov, Raisa Mullakaeva, Gulnaz Sibgatullina, Dilyara Israfilova	All Institutes/Faculties		1	1	1												
02. The analysis and correction of the processes and their	The adequacy level of	Marat Safiullin,	All Institutes/					1	1	1	1								

Activity 5.6.4. Establishment of the association “KFU alumni”	Number of registered in the association graduates, persons			1000	2500	2500												
01. Statement of association activity, formation of the working group, drawing up the plan of events and their implementation	Number of registered in the association graduates, persons	M. Safiullin, A.Khashov, R.Mullakaeva, G.Sibgatullina, D. Israfilova	All Institutes/ Faculties				1	1	1	1	1	1	1	1	1	1	1	1

SI 6 Development of University infrastructure and services

Task 6.1. Development of attractive infrastructure of academic environment

Activity 6.1.1. Creating new vacancies for researchers and post-doctorates in laboratories equipped in accordance with world-class standards	Number of equipped working places, units			67	100	100												
0.6. Research positions for post-doctorates in laboratories	Number of equipped working places, units	D. Nurgaliev	Institute of Geology and Petroleum Technologies	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
01. Creating new vacancies for postgraduates in scientific laboratories at the Non-organic chemistry chair; technical equipment of the laboratory for postgraduates “Analytical chemistry”, “Physical chemistry”, “Organic chemistry”, ”Hetero-organic chemistry”, “Industrial chemistry”, “Technology of pharmaceuticals’ preparation”.	Number of equipped working places, units	V.Galkin	A.M. Butlerov Institute of Chemistry															
02. Scientific laboratory facilities with new equipment, software, service personnel hiring for the projects. Centres for programme engineering, for intellectual data analyses, for information safety, Machine Learning centre; centre of supercomputer modelling.	Number of equipped working places, units	Director of institute R. Latypov	Institute of Computer Mathematics and IT				1	1	1	1	1	1	1	1	1	1	1	1
03. Research vacancies for post-doctorates in the centre of quantum technologies, for post-doctorates in the project “Non-linear photonics”:theory, materials, applications.	Number of equipped working places, units	A. Aganov	Institute of Physics				1	1	1	1	1	1	1	1	1	1	1	1
04. Certification of microbiological block in the Institute of fundamental medicine and biology IFMB in KFU. (re-construction of rooms at the chair of microbiology for	Number of equipped working places, units	O. Ilyinskaya	Institute of Fundamental Medicine and	1	1	1												

meeting the requirements)			Biology																
05. Interdisciplinary laboratory Open Lab-complex research in ageing biology, anabiosis, biology of development and symbiosis by modern methods of genomics, bioinformatics, molecular biology.	Number of equipped working places, units	O. Gusev, E. Shagimardanov	Institute of Fundamental Medicine and Biology	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 6.1.2. Modernization of KFU telecommunication infrastructure	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broad access to the Internet, %			38			25			25									
01. Modernization of telecommunication system	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet, %	Department director D. Burmistrov	All Institutes/Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
02. Project and construction of telecommunication system	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet, %	Department director D. Burmistrov	All Institutes/Faculties		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
03. Project and construction of fiber-optic communication line between KFU buildings	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet, %	Department director D. Burmistrov	All Institutes/Faculties				1	1	1	1	1	1							
04. Modernization of computer aid	Share of lecture-room fund, studying and research rooms in KFU with quick access to network	Department director D. Burmistrov	All Institutes/Faculties		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

	resources of KFU and broadband access to the internet , %																		
05. Lecture room equipment with multimedia and interactive facilities	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet , %	Department director D. Burmistrov	All Institutes/ Faculties All Institutes/ Faculties MP				1	1	1	1									
06. Modernization of telecommuting nodes	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet , %	Department director D. Burmistrov	All Institutes/ Faculties		1	1	1	1	1	1	1	1							
07. Purchase of license software	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet , %	Department director D. Burmistrov	All Institutes/ Faculties		1	1													
08. Introduction of technical safety complex (video surveillance)	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the internet , %	Department director D. Burmistrov	All Institutes/ Faculties						1	1	1	1	1	1	1	1			
09. Introduction of personal data safety complex	Share of lecture-room fund, studying and research rooms in KFU with quick access to network resources of KFU and broadband access to the	Department director D. Burmistrov	All Institutes/ Faculties		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

	internet , %																		
Activity 6.1.3. Creating support service for publication activity (translations, technical correspondence with Publishers, publication data base)	Established support service, unit.			1		0													
01. Creating support service and infrastructure, personnel recruiting, instructions workout	Established support service, unit.	I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/ Faculties				1	1	1	1	1	1							
Activity 6.1.4. Organization of e-library of intellectual products in KFU, including online resources	Total volume of e-library, storage unit			1000		2500													
01. Estimation of need and requirements to infrastructure	Total volume of e-library, storage unit	D. Nurgaliev, E.Strukov	All Institutes/ Faculties	1	1	1													
02.Preparation and launch of e-resource	Total volume of e-library, storage unit	D. Nurgaliev, E.Strukov	All Institutes/ Faculties	1	1	1													
Activity 6.1.5. Creating the service for foreigners' adaptation	Established and functioning service			1		1													
01. Creating the service for foreigners adaptation	Established and functioning service	R. Minzaripov, D.Nurgaliev	All Institutes/ Faculties				1	1	1										
02. Working out a plan and schedule of activities for new foreigners	Established and functioning service	R. Minzaripov, D.Nurgaliev	All Institutes/ Faculties							1	1	1	1						
Task 6.2. Forming housing stock for invited foreign professors and talented KFU staff and students																			
Activity 6.2.1. Providing good living conditions for students, postgraduates, trainees and young researchers	Total room square, sq.m.			1000		2000													
01. Estimation and formation of KFU needs for placing above mentioned categories	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties		1	1													
02. Refurbishment in KFU dormitory rooms	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties				1	1	1	1	1	1	1	1	1	1	1	1	1
03. Extra places for placement at the expense of new building construction in the Universiade village	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties																
04. Providing with infrastructure (Internet access, to library resources and other)	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties		1	1	1	1	1	1	1	1							
Activity 6.2.2. Forming housing stock for invited foreign researchers and talented KFU staff	Total room square, sq.m			1000		1500													
01. Estimation and formation of KFU needs for placement of invited scientific and educational staff (SES)	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties		1	1													
02. Refurbishment of housing stock	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties		1	1	1	1	1	1	1	1							

03. Providing invited SES with infrastructure and services (vacancies, internet access, library resources access and other)	Total room square, sq.m	L. Safiullin, A. Krylov	All Institutes/ Faculties		1	1	1	1	1	1	1	1							
SI 7 University exposure in the world media																			
Task 7.1. Turning KFU web-portal into a popular Internet-resource, a communication platform for the University applicants, academic staff, hi-tech businesses and governmental bodies for discussing the issues of education, science and culture																			
Activity 7.1.1. KFU portal reorganization		Created English communication services for discussing the issues of science and education. A number of external references to the portal (Yahoo), raising number relative to 2012, %			1		2												2
01. KFU portal audit		Created English communication services for discussing the issues of science and education. A number of external references to the portal (Yahoo), raising number relative to 2012, % %	Yu. Alaev, D. Burmistrov, I. Karimov, L. Latypov	All Institutes/ Faculties			1												
02. Work on portal modernization by the audit results		Created English communication services for discussing acute problems of science and education. A number of external references to the portal (Yahoo), raising number relative to 2012, %	Yu. Alaev, D. Burmistrov, I. Karimov, L. Latypov	All Institutes/ Faculties		1	1	1	1	1	1	1	1						
03. Design the mobile application in KFU		Created English communication services for discussing acute problems of science and education. A number of external references to the portal (Yahoo), raising number rela-	Yu. Alaev, D. Burmistrov, I. Karimov, L. Latypov	All Institutes/ Faculties				1	1										

	tive to 2012, %																		
04. Monitoring of changes efficiency, amendments and correction	Created English communication services for discussing acute problems of science and education. A number of external references to the portal (Yahoo), raising number relative to 2012, %	Yu. Alaev, D. Burmistrov, I. Karimov, L. Latypov	All Institutes/Faculties																
Activity 7.1.2. Development of strategy; organizing the marketing center with access to international market entry in KFU activity areas	Created marketing centre, unit			1				0											
01. The formation of marketing centre, stuff recruiting	Created marketing centre, unit	A. Khashov, M. Safiullin, A. Krylov	All Institutes/Faculties																
02. Development of the channels spectrum of the KFU promotion	Created marketing centre, unit	A. Khashov, M. Safiullin, A. Krylov	All Institutes/Faculties																
03. The formation of communication plans on the basis of corresponding strategies, their annual updating, reports on results of work	Created marketing centre, unit	A. Khashov, M. Safiullin, A. Krylov	All Institutes/Faculties																
Activity 7.1.3. Organization at KFU of high-profile international events with participation of eminent men of science, culture, art and media	Number of events, unit			2				2											
01. Ceremony of International Arbuzovs' prize award for outstanding research in the field of Organo-phosphorous Chemistry with RT President's participation and also foreign scientists, scientific council of KFU, 30 academicians of RAS and the Academy of Sciences of RT and others.	Number of events, unit.	V. Galkin	A. Butlerov Institute of Chemistry																
02. International school workshop "Superconducting Nano-hybrids SF-2014"; All Russian conference "Radio-wave propagation" on the KFU basis	Number of events, unit.	L. Tagirov, O. Sherstyukov, O. Nasyrov, I. Akchurin, M. Salakhov	Institute of Physics																
03. International conference "QiQUM – Quality information for quality Use of Medicines" (each five years, conference language Russian and English) Symposium	Number of events, unit.	L. Latypov, D. Nurgaliev, N. Kashapov	Pharmacy department																

150 – 200 participants, 50-70 –are foreigners, 2015, 2020																				
04. International seminar on evidence-based medicine (each two years, the language – Russian and English). Symposium 50 -70 participants, 20-30 –are foreigners. Held in: 2015, 2017	Number of events, unit.	L. Latypov, D. Nurgaliev, N. Kashapov	Pharmacy department																	
05. International conference «Sequence stratigraphy», devoted to prof. Golovkinsky N.A.	Number of events, unit.	D. Nurgaliev.	Institute of Geology and Petroleum Technologies														1	1		
Task 7.2. Active promotion of KFU brand to the global information space																				
Activity 7.2.1. Establishment of unified KFU publishing house	Publishers, unit																			
01. KFU Editorial activity optimization: establishment of joint editorial board of scientific editions of KFU (instead of the present ones)	Publishers, unit	Scientific library of KFU, director E. Strukov	All Institutes/ Faculties		1	1	1	1	1											
02. Development and introduction of Web-platform of KFU e-book and journal publishers on the basis of Open Journal System, allocation of e-versions of the leading journals at the domain KFU.RU	Publishers, unit	Scientific library of KFU, director E. Strukov	All Institutes/ Faculties		1	1	1	1	1											
03. Establishment and evolvement of KFU scientific publishers site and Internet-shop "KFU Science store" with possibility of ordering the print of the selected document in the version Print on Demand	Publishers, unit	Scientific library of KFU, director E. Strukov	All Institutes/ Faculties		1	1	1	1	1	1	1	1	1							
04. Establishment of institutional free access repository for KFU scientists' works with possibility of documents downloading on the basis of Open Source solutions (e.g. D Space).	Publishers, unit	Scientific library of KFU, director E. Strukov	All Institutes/ Faculties		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 7.2.2. Establishment of a special subdivision for forming the targeted university image	Established subdivision for the formation of targeting university image, the amount of information about KFU, published in foreign mass media																			
01. Establishment of PR subdivision of KFU, staff recruitment	Established subdivision for the formation of targeting university image, the amount of information	I. Karimov, A. Khashov, A. Krylov	All Institutes/ Faculties																	

	about KFU, published in foreign mass media																			
02. Development of information and communication policy of KFU (collaboration with partners, press, bloggers), policy of brand application, schedule of public events	Established subdivision for the formation of targeting university image, the amount of information about KFU, published in foreign mass media	I. Karimov, A. Khashov, A. Krylov	All Institutes/Faculties																	
Activity 7.2.3. Annual publication of specialized expert-analytical proceedings of KFU SES in Russian and English	Number of proceedings per year, unit			1																
01. Annual publication of proceedings “Quantum Technologies in KFU”	Number of proceedings per year, unit	Department of General Physics-D. Tayursky.	Institute of Physics																	1
Activity 7.2.4. Preparation and publishing of a series of books about scientific and cultural heritage of scholars who worked in KFU, “Made in Kazan University”, and their translation into foreign languages	Number of published and uploaded books per year, unit			1																
01. Annual publication of a series of books “Made in Kazan university”, translated into foreign languages	Number of published and uploaded books per year, unit	D.Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties																	
Activity 7.2.5. Preparation of a series of popular science video materials, on-line booklets; posting them in popular mass media and social networks.	Number of prepared material per year, unit			1																
01. Annual preparation of video materials about scientific and cultural heritage of scientists, who worked and are working in KFU and posting them in popular mass media and social networks	Number of prepared material per year, unit	D.Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties																	
Activity 7.2.6. Establishment of the intellectual property items base	Developed base, unit. Intellectual property items			100																
01. Catalogue organization, data base for systematization, storage and regulations for IPI collection	Developed base, unit. Intellectual property items	D. Nurgaliev, N. Kashapov	All Institutes/Faculties																	
Activity 7.2.7. Encouraging participation of KFU staff in non-KFU dissertation and other scientific councils and editorial boards of scientific magazines	Number of KFU staff – foreign journal editorial board members and regu-			10																

	lar massmedia experts and social networks bloggers																		
01. Development of stimulation system of SES participation in external boards, editorial boards, at the KFU site and in the international social networks	Number of KFU stuff – foreign journal editorial board members and regular mass media experts and social networks bloggers	D. Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties		1	1		1	1										
Activity 7.2.8. Active collaboration with international ranking organizations, expert centers	Number of contracts on interaction with international ranking organizations, unit			1				1											
01. Analyses of requirements for presenting QS, THE data for ranking	Number of contracts on interaction with international ranking organizations, unit	D. Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties		1	1		1	1										
02. Appointment of the responsible for annual QS, THE data presenting	Number of contracts on interaction with international ranking organizations, unit	D. Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties		1	1		1	1										
03. Preparation of the necessary infrastructure (revision of IT systems, preparation of document patterns etc.) for annual data presenting	Number of contracts on interaction with international ranking organizations, unit.	D. Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties							1	1	1	1						
04. Development and introduction of the process and regulation of data presenting	Number of contracts on interaction with international ranking organizations, unit.	D. Nurgaliev, I. Karimov, Yu. Alaev, D. Burmistrov	All Institutes/Faculties													1	1	1	1