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**TO RUSSIA –  
ABOUT THE  
WORLD,  
TO THE WORLD –  
ABOUT RUSSIA**





# MGIMO 2030 – A RESOURCE CENTER (UNIVERSITY) FOR INTERNATIONAL ACTIVITIES IN THE INTERESTS OF SECTORAL AND TERRITORIAL DEVELOPMENT OF THE COUNTRY



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## MGIMO starting position 2021

**97.98** - average Unified State Exam score 


**27** network programs with foreign universities 

**53** foreign languages

**13%** foreign students

**2** affiliates abroad – in Tashkent and Geneva

**50 000** alumni across the globe

**University of international initiatives** - Trianon (Russian - French) dialogue; Sochi (Russian – Austrian) dialogue; ASEAN Center, etc. 

**64%** - non-budgetary sources 

**1.8 bln rubles** – MGIMO Endowment



## MGIMO challenges

New identity of international relations vs new identity of MGIMO

Dynamic demand of the government and business communities for new knowledge and international practices amid sanctions protectionism

Stronger competition with top Russian and foreign universities

Need to maintain a balance between professional and traditional linguistic competencies of MGIMO students

Need to ensure a dynamic balance between expansion and exclusivity of education

Need for a deep and rapid digitalization of the socio-humanitarian university



## MGIMO mission

to train leaders and professionals in the international field, ensuring Russia's global competitiveness and its partner-countries' international development.



## MGIMO 2030 strategic goal

to ensure MGIMO's leadership in education and research, to create an efficient channel for sharing best practices between the Russian and foreign university communities, and to establish a University resource center for international activities in the interests of the sectoral and territorial development of the country.

# TARGET MODEL MGIMO 2030 IMAGE



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Eurasian educational and research hub of an



Asian center of academic diplomacy and a key element of Asia's civil dialogues with foreign countries and multilateral institutions



Internationally recognized educational and expert center in the field of the world energy, commodity, agricultural markets and military-technological cooperation



Russian center of competencies in the sphere of legal and economic regulation of ecology and environmental management, resource center in the ESG field



Russian center of competencies in the international field for organs of power and governance of the constituent entities of the Russian Federation, the corporate sector and universities

## MGIMO 2030

### Five strategic tracks of development

**12 bln**

total annual  
revenue

**1,700**

Scopus/WoS  
publications

**12,000**

students

**1,500**

academic  
staff

**1,5 bln**

revenue from  
R&D

**12%**

R&D share

**200**

place in QS  
ranking

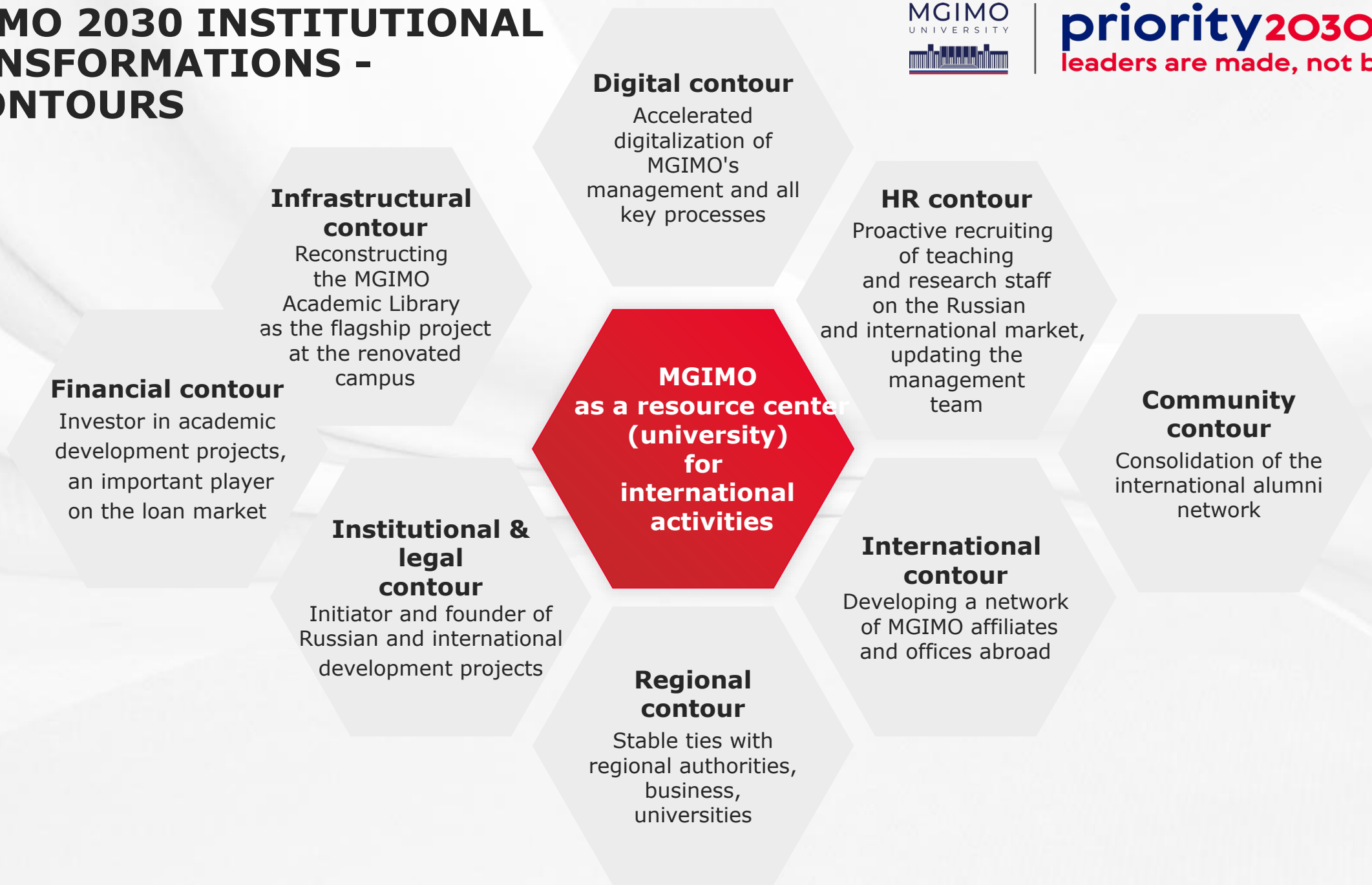
**30%**

share of foreign  
students

# MGIMO 2030 INSTITUTIONAL TRANSFORMATIONS - 8 CONTOURS








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# KEY TRANSFORMATIONS IN ACADEMIC ACTIVITIES, R&D AND INNOVATIONS



## Education

-  Updating MGIMO educational programs in the 2+2+2 format, introducing individual educational trajectories
-  Developing interdisciplinary educational programs to provide training in two majors
-  Launching additional qualification programs – minors – for students and faculty in the field of digital competencies in cooperation with industrial partners
-  Launching MGIMO.Online – a full-format operator and developer of distance education
-  Bachelor's and master's programs in English in all majors
-  A pool of retraining programs in the field of international activities for regions and businesses, highly rated English-language Global MBA and EMBA

▼ Increasing the share of foreign students up to 30%  
100% programs with digital competencies by 2030  
Increasing revenue from further education programs per one faculty member up to 398,000 rubles in 2030

## R&D and Innovations

-  An R&D center to forecast international political and social processes based on big data
-  New international laboratories in all areas of MGIMO research, a pool of graduate students and a network of postdocs
-  An English-language publishing house of Russian academic publications of an international profile
-  An accelerator of student and business projects within the EdTech/Fintech/EcoTech tracks
-  A consulting agency based on the principles of leading international consulting companies
-  A marketplace for the team solution of large business tasks by students, teachers and graduates

▼ Increasing revenue from R&D up to 1.5 bln rubles in 2030  
Increasing Scopus/WoS publications up to 1700 annually by 2030  
Increasing revenue from consulting up to 0.5 bln rubles in

# STRATEGIC PROJECT 1

## GLOBAL RESEARCH FOR A GLOBAL RUSSIA

A global center of excellence in international and socio-economic studies, a hub of academic diplomacy and cross-border civil dialogue.

### Some of the partners:

- Institute of World Economy and International Relations of the Russian Academy of Sciences
- Kurchatov Institute
- Lebedev Physical Institute
- Russian Institute for Strategic Studies
- Private Law Research Center under the President of the Russian Federation named after S. Alekseev
- Institute of Computational Mathematics and Mathematical Geophysics of the Siberian Branch of the Russian Academy of Sciences

### Objectives



Conducting breakthrough interdisciplinary research in the areas of excellence



Developing mechanisms for the commercialization of intellectual activity results, consulting activities, participation in grants and interinstitutional collaborations



Integrating advanced scientific knowledge into the educational process



Strengthening the MGIMO academic staff



Supporting talented young researchers and postgraduates, engaging students in research activities

### Projected Outcomes

10 new interdisciplinary laboratories and basic departments

1,500 academic papers listed in Scopus and Web of Science annually

R&D-generated revenue per one faculty member increasing three-fold from 279,000 to 880,000 rubles

Civil and academic dialogues with 30 countries and multilateral institutions

At least 2 Russian journals published internationally in the digital format with MGIMO University contribution

# STRATEGIC PROJECT 2

## *RUSSIAN INTERNATIONAL SCHOOL*



*Russian International School* is an academic integrator to ensure the presence of Russian-language education abroad, to create a new image of Russian education as an effective mechanism of socialization and value solidarity with Russia. The Russian International School project operates at all levels, including general, career-oriented and further education.

### **Some of the partners:**

- Russian Academy of Education
- Moscow Institute of Physics and Technology
- Sirius University
- Prosveshcheniye Group of Companies
- Rostelecom
- Worldskills Russia

### **Objectives**



Establishing a network of pilot Russian-language schools abroad established by Russian universities, with the support of the MGIMO consortium



Building a corps of teachers and designing a staff training system to serve the needs of Russian-language schools and university affiliates abroad, through specialized master's programs related to education engineering, business management and administering international education



Establishing a virtual library to serve the needs of Russian-language schools and career-oriented education abroad



Developing a program of publications for Russian-language and Russia-centric (foreign language) segment of book market abroad



Launching a specialized training and research center "Open Preuniversarium"

### **Projected Outcomes**

5,000 students enrolled in pedagogical programs, including 3,000 international students

50,000 international students enrolled in further training programs

15 Russian-language schools abroad sponsored by MGIMO University Consortium

3 mln students enrolled in online courses through MGIMO.Online

# STRATEGIC PROJECT 3

## ***RUSSIAN INTERNATIONAL RESOURCE CENTER FOR ESG TRANSFORMATION<sup>1</sup>***

A Russian international center for sustainable development and ESG which systematizes and develops the best research, educational, administrative and regulatory practices in the field of environmental, social, and managerial responsibility and which strengthens the contribution of the Russian Federation to its development.

### **Some of the partners:**

- Moscow Institute of Physics and Technology
- Rostec State Corporation
- Rosneft Oil Company
- Transneft
- VEB.RF
- Norilsk Nickel
- Russian Railways
- Ural Mining and Metallurgical Company
- Russian Union of Insurers
- Rostelecom
- Mother and Child.

1. Environmental, Social, and Corporate Governance

### **Objectives**



Establishing a resource center for sustainable development



Organizing an annual open international conference on ESG



Developing national management standards and professional ESG standards



Providing consulting services on introducing ESG standards into the corporate sector



Establishing an independent ESG-rating of Russian companies and publishing an annual report



Developing master's educational programs and the introduction of ESG disciplines in the educational process



Developing and implementing educational and project activities for young people

### **Projected Outcomes**

The image of Russia as one of the leaders of the world legal and economic regulation and ESG practice, the leadership in post-Soviet Eurasia

A national system of state and corporate ESG norms and practices that is compatible with the general international ESG field

50 ESG-related publications in Scopus annually

5 new ESG education programs



# STRATEGIC PROJECT 4

## WORLD AGRICULTURAL MARKETS

A Russian expert and education center at the intersection of international and national regulation of agricultural markets, international political processes and global economic trends, foreign trade practices and specialized industry competencies.

### Some of the partners:

- Stavropol State Agrarian University
- Kuban State Agrarian University
- Federal Center for Export Development of Agricultural Products of the Russian Federation
- Russian Agricultural Bank
- Agrocomplex named after N. I. Tkachev
- Cherkizovo Group
- Corteva Agriscience Rus
- Rostelecom

### Objectives



Developing new master's and further education programs in foreign trade regulation, agricultural and trade law, 'green' agricultural production



Creating a channel to spread up-to-date knowledge of national, sectoral and international agricultural production and agribusiness management practices and of trade in agricultural products on world markets



Developing an up-to-date analysis and projection matrix for international agricultural markets, their sectoral, regional, and country segments, integrating the solutions into the National platform "Digital Agriculture"



Establishing an applied competencies and consulting center

### Projected outcomes

6 new master's and further education programs

200 million rubles revenue of the MGIMO Institute of World Agricultural Markets from R&D

70 million rubles revenue from further education programs by 2030

4,000 master's degree students enrolled for the MGIMO Institute of World Agricultural Markets programs

# STRATEGIC PROJECT 5

## INTERNATIONAL 'SHERPA' FOR RUSSIAN TOURISM



Promoting Russian regions as destinations of international inbound tourism through involvement of regional universities that are able to reveal the recreational, cultural and investment potentials of the respective regions and provide training to multiply the effect of regional attractiveness

### Some of the partners:

- Russian International Olympic University
- Agency for Strategic Initiatives
- Far Eastern Federal University
- Pyatigorsk State University
- Sochi State University

### Objectives



Developing modular bachelor's, master's and further education programs including MBA, as well as network programs based on a group of pilot regional higher education institutions



Developing a new generation of MGIMO educational standards in tourism activity and hospitality



Maintaining and developing the system and mechanisms of intellectual volunteering in tourism and communication activity to promote regions



Organizing open international conferences, festivals and hackathons "Discover the Region"



Developing specialized educational programs "Think globally" for Russian regions and corporations

### Projected outcomes

Training specialists and executives for tourism - at least 2,500 people overall (master's programs and MBA);

Training specialists and executives for tourism - at least 10,000 people overall (further education programs)

Engaging regional universities in the promotion of the constituent entities of the Russian Federation, their tourist and recreational opportunities

Engaging more than 50,000 international participants in annual international conferences, festivals and hackathons "Discover the Region"

# PLAN FOR THE IMPLEMENTATION OF THE DEVELOPMENT PROGRAM



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	Stage 1 2021 – 2023 <b>Creating a resource center</b>	Stage 2 2024 – 2027 <b>Building capacities</b>	Stage 3 2028 - 2030 <b>Return on investment</b>	
<b>Education</b>	Reform of the MGIMO educational program portfolio in the format 2+2+2	Developing programs for majors and minors	Bachelor's and master's degree in English in all majors	
	Transition to a flexible bachelor's degree and a specialized master's degree programs; development of interdisciplinary areas of training; development of digital competencies		Individualization of educational trajectories Pool of retraining programs in the field of international activities for regions and business, Global MBA and EMBA	
<b>R&amp;D</b>	Big data forecasting center	English-language publishing house of Russian scientific publications of international profile Accelerator of student and business projects within the EdTech/Fintech/EcoTech tracks	Developing an international consulting agency A marketplace for solving problems of large business by students, teachers and graduates	
	Reforming the procedure of the academic staff recruitment and career tracks	Recruiting top professors, postdocs and cluster recruiting New international laboratories in all MGIMO majors	The system of retraining in the field of international activities for regions, business and universities	
<b>Digital Transformation</b>	Creating an integrated digital environment of MGIMO, optimization and digitalization of management	Development of specialized services within the framework of projects and consortia strata	MGIMO.Online – a resource center for content and infrastructure solutions for regions, businesses, universities and Russian educational centers abroad	
	Developing the MGIMO.Online infrastructure. Creating an open digital resource center based on the updated MGIMO library			
<b>Global Research for a Global Russia</b>	Launch of consortiums	Supporting talented young researchers and postgraduates Conducting breakthrough interdisciplinary research	A network of distributed international research centers in regional universities	
<b>Russian International School</b>		A network of pilot Russian-language schools abroad	A specialized training and research center "Open Preuniversarium"	
<b>Russian International Resource Center for ESG Transformation</b>		Developing specialized master's programs for Russian schools abroad and Russian-language career-oriented education		
<b>World Agricultural Markets</b>		Creating a national ESG rating Annual open international conference on ESG	Master's and further education programs	Developing Russian negotiating positions on the topic of sustainable development and ESG
		Analysis and forecasting matrix of international agricultural markets	Master's and further education programs	Forecasting and moderating the Russian agenda on international agricultural markets
<b>International 'Sherpa' for Russian Tourism</b>		Bachelor's, master's, further education, MBA		Mechanisms of intellectual volunteering in tourism
		International events "Discover the Region"		

