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## UNIVERSITY ADMINISTRATION SUPPORT PROGRAM (UASP)

EDUCATION | INDEPENDENT MEDIA | CIVIL SOCIETY DEVELOPMENT

### KEY ISSUES AND OBJECTIVES

Support select universities in Russia in implementing administrative and management reforms

### PROJECT RESULTS

- Over 40 senior-level administrators from 25 Russian universities and the Ministry of Education and Science received US research internships to work with their counterparts and to study pertinent management skills and models
- Over 30 UASP alumni and their institutions received pilot project grants of \$20,000 each to jump start university reform projects in their home institutions



### IREX IN RUSSIA

IREX has worked with local Russian partners since 1968 implementing NGO and community development, independent media, child welfare, educational exchange programs and university administration reform programs.

### PROJECT HISTORY

IREX designed the UASP to improve the administration and management of select universities in Russia and Eurasia with support from the Carnegie Corporation of New York. The program began in 2001 and has provided a unique opportunity to university administrators from Russia to gain first-hand experience in US university administration through US research internships and together with their home institution to jump-start administrative reform projects through follow-on pilot project grants. Many participating Russian universities have established direct partnerships with their counterparts in the US and have initiated new administrative reforms in their institutions.

### PROJECT ACTIVITIES

- **Studying and implementing new administrative and management models in Russian universities:** During the US research internships senior-level university administrators from Russia work directly with their counterparts in prestigious US universities by participating and shadowing them in daily activities along with studying administrative and management models in areas such as university strategic planning, financing and budget management, integration of teaching and research, and quality assurance. The UASP fellows created case studies with suggested administrative changes for their home university, which they later implemented.
- **Initiating innovative administrative reform projects:** With follow-on grants the UASP alumni's institutions initiated reform projects that the alumni proposed for their home universities. The grants enabled the universities to jump start innovative administrative projects such as: establishing an alumni center at Samara State University, creating a student research and development incubator at Tomsk State University, and designing a quality assurance system and university strategic plan for Voronezh State University.
- **Developing partnerships between Russian and US universities:** The program promotes collaboration and development of sustainable partnerships between UASP fellows, their US counterparts and their institutions that result in new projects such as administrator and faculty exchanges, credit system recognition, and organization of international conferences.



IREX is an international nonprofit organization providing leadership and innovative programs to improve the quality of education, strengthen independent media, and foster pluralistic civil society development. Founded in 1968, IREX has an annual portfolio of \$50 million and a staff of over 500 professionals worldwide. IREX and its partner IREX Europe deliver cross-cutting programs and consulting expertise in more than 50 countries.



#### **Funder**

Carnegie Corporation of New York

#### **Participating Russian Universities**

- Altai State University
- Far Eastern State University
- Irkutsk State University
- Kazan State University
- Krasnoyarsk State University
- Kuban State University
- Mordovian State University
- Moscow Institute of Physics and Technology
- Moscow State Engineering Physics Institute
- Moscow State Institute of Radio, Electronics, and Automatics
- Nizhnii Novgorod State University
- Novgorod State University
- Novosibirsk State University
- Perm State University
- Rostov State University
- Samara State University
- Saratov N. Chernyshevsky State University
- South-Ural State University
- St. Petersburg State University
- Tomsk State University
- Tver State University
- Tyumen State University
- Ural State University
- Ural State Technical University
- Voronezh State University

#### **Voronezh State University Initiates Administrative Changes**

During the past five years the reform of the higher education system in Russia has become an important part of the government's policy agenda. Many progressive Russian universities have made substantial progress in reforming their institutions by implementing administrative, management, and financial changes. Among them is Voronezh State University (VSU), where the UASP fellows used their US research internship experience and pilot project grants to create a university-wide strategic plan, establish a modern quality assurance system, and revamp research management in the university.

UASP fellow Sergey Zapryagaev, established a strategic planning unit at Voronezh State University that focused on the university's development, coordination, and monitoring of strategic plans and tasks. The project team used their grant to evaluate the university administration, and developed the first VSU mission and strategic plan through 2010. This was a unique undertaking since most Russian universities do not have university-wide strategic plans or missions. The university also initiated a second project that established a university quality assurance office. Kent State University (KSU), where Zapryagaev was hosted during his US research internship, contributed greatly to this reform. Together with his KSU colleagues, Zapryagaev and his team devised the university's self-evaluation system and criteria. Experts from KSU audited the new system and the two universities collaboratively organized two international conferences on this topic.

Integration of teaching and research and the gap between scientific research and industry remain hot topics for the Russian Ministry of Education and Science. UASP fellow Alexander Sidorkin, studied scientific research management and cooperation between universities and industrial enterprises, research institutions and companies while at the University of Maryland, College Park. Sidorkin's research internship and a follow-on grant to his home institution enabled Voronezh State University to change its research management system. A Technology Transfer Center (TTC) that incorporates several scientific centers was established to market the products and technologies produced at the university to industrial enterprises and companies. The TTC and companies in the Voronezh region developed joint projects to implement new scientific research in industry.