

Recommendations of the SibFU International Advisory Council (IAC) Third Meeting, Krasnoyarsk, September 10-23, 1917.

Members of the Council present at the meeting:

Hans Ågren (Sweden), Gregor Berghorn (Germany), Joel Guiot (France), Malcolm K Hughes (USA), Jacek Oleksyn (Poland).

Introductory comments

First, we congratulate the University on the constructive, frank and free-ranging discussions that took place during our meeting, engaging not only the Rector and his team members but also the Directors of SibFU Schools. We view this as very positive. This was coupled with some admirably frank appraisals of progress so far and identification of urgent tasks. Indeed, it fell to us to prompt a discussion of the many very positive recent achievements of which you should be proud.

We appreciated the presentations concerning recent results, the roadmap for 2018-2020, student enrollment, approaches to competitiveness and science development, and the two Strategic Academic Units. We have a number of specific suggestions for you but first we will make a more general recommendation. This provides the context within which our other suggestions should be considered.

Primary recommendation

Our primary recommendation is that you give the highest priority to sustaining and enhancing your efforts to identify, encourage and develop those faculty and researchers who are most promising as members of an internationally recognized university. The early fruits of this are already evident in the presentations given concerning the two existing Strategic Academic Units. Bringing faculty together to achieve a defined and jointly accepted mission gives them agency, that is, it empowers them in their own future and so amplifies their contributions to teaching and research.

As we understood the concept of the Strategic Academic Units, there is a delegation of various kinds of authority to these units, coupled with a corresponding accountability from them to the University as a whole. We encourage you to continue and, judiciously, to expand this experiment as a way of releasing the potential of your faculty members. The Strategic Academic Unit approach, with its foundation in mission-oriented organization, collaboration and accountability, provides a potentially invaluable framework for mitigating or resolving issues of resource allocation, duplication of effort or institutional inertia, such as those you mentioned in the area of economics.

Specific recommendations

- i. We note that SibFU is in a good position with regards to its connections with active collaboration with industry, government agencies and the joint chairs and joint laboratories it has with the institutes of the United Scientific Center of the Russian Academy of Sciences. We strongly encourage the continued development of these links that provide a significant part of SibFU's attraction to foreign researchers, postdocs and graduate students.

- ii. The structure of Strategic Academic Units can provide a testbed for linking resources and esteem to a new culture of publication in peer-reviewed journals in fields with different models of faculty recognition (for example patents).
- iii. We encourage the continued development of your successful program of ~15 summer schools that attracted a good fraction of participants from abroad and from other parts of Russia. We suggest you step up your efforts to have foreign lecturers contribute to these schools, not least as a means to spread word of the research and teaching activities at SibFU.
- iv. In the same spirit, a program of Chairs of Excellence could be designed to attract international level researchers to help develop new teams or laboratories in the university. These Chairs would have a duration of one year to a few years.
- v. Similarly, existing teams or laboratories could be refreshed and sustained by short term fellowships of visiting scientists (one month to a few months' duration) for intense programs of lectures.
- vi. In this context we should also mention that the parallel lectures given by the international committee the last day of this meeting was an excellent initiative and could be developed in the future to seed the initiative of short term fellowships.
- vii. Following on the successful collaboration with the Royal Technical University in Stockholm, Sweden, we encourage development of further double-diploma degrees with foreign universities, especially at the Master's degree level.
- viii. The facilities at the university and its field stations and industrial partners provide a good potential for internships for Russian and foreign students. Investigation of the necessary procedures, including visa questions, should be made.

Final comments

We re-iterate our appreciation of your serious and frank self-evaluation of recent progress and problems. We were gratified to hear also of your successes, notably the innovative and forward-looking thinking developing in the two Strategic Academic Units, not only on questions of internal organization, but more especially on the educational approaches needed for the 21st century.

M. K. Hughes October 13, 2017.