

The Universities Project of the Salzburg Seminar
Visiting Advisors Program

Report of the Visit to International Independent University of Environmental and Political Sciences (IIUEPS) Moscow, Russian Federation April 26 – May 1, 2003

Team Members:

William Baker (Team Leader), Vice President Emeritus, University of California System, USA
Alfred Ebenbauer, Former, Rector, University of Vienna; President, Austrian Academic Exchange Service, Vienna, Austria
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Helene Kamensky, Director, Russian Higher Education Programs, Salzburg Seminar, Austria

Introductory Remarks

The Visiting Advisors Program (VAP) Team spent several impressive and rewarding days at the International Independent University of Environmental and Political Sciences (IIUEPS) in Moscow. We met with the Rector, Vice Rectors, Deans, faculty members, representatives of student body, and the University's central administration to discuss various aspects of university governance, management and development. The discussions at the IIUEPS were characterized by a spirit of openness and dedication, making the visit a very positive experience for the members of the Team.

The VAP Team was very impressed by the general quality of the IIUEPS; the faculty members and staff appear to be a group of very committed people. We do, however, have some uncertainties concerning the mixture of full time IIUEPS faculty "borrowed" from Moscow State University. The long-term danger is that two separate faculty cultures will develop. Although we can't predict the outcome, one group may emerge as the "first class" faculty group and the other the second or "lower class" group. However, the interdisciplinary approach to education at this University is very striking. Although we could have only limited exposure to the institution during our visit, the quality of faculty and administrative staff seems excellent.

The VAP Team was very impressed with the openness and thoroughness of preparation exhibited by all of those with whom we engaged in discussion.

The friendly hospitality and facilities provided for us were very much appreciated.

We wish to point out that while research is a very important component of IIUEPS, due to the limits of time, no discussion took place regarding this topic. Thus, we have no comments or recommendations regarding research.

The Team also wishes to acknowledge the financial difficulties facing the University. While this may not help the situation, it should at least be comforting to understand that nearly every university in America and Western Europe also faces difficult situations. From the VAP Team's own institutions at the University of California, the University of Vienna, and Wroclaw University, we can testify that all suffer financial shortages. One way to try and overcome this problem is to develop a specialization for the University. It seems to the VAP Team that the ecological issue presented by the IIUEPS is extremely important to the country and this might be used by the Rectorate to obtain special grants from the Russian Federation for future development of the University.

Issues and Recommendations

1. Organizational Structure

The organizational structure for the management of administrative and academic matters for IIUEPS, as it is understood by the VAP Team, appears to be overly complex and complicated.

The decision-making process is unclear, and there appears to be far more administrative positions than are normally required to manage an institution of this size. The number of vice rectors and deans is excessive. A typical American or Western European university of the size of IIUEPS would not have more than three vice rectors and three deans.

It is recommended that the organizational structure be significantly reduced in size, over time. Vice rector and dean positions could be eliminated and a consolidation of functions made as individual people leave IIUEPS though retirement or for other reasons. Such a reduction in administrative and academic management positions would free scarce resources that could then be used for high priority needs.

On a separate matter, there appears to be a lack of long range budgetary planning. In order to efficiently and wisely manage the University, it is critically important to develop a long range budget plan for a term of at least five years.

Such a plan will serve as a financial roadmap for the University. Annual revisions to the five year budget plan to reflect actual results and changes in assumptions will permit intelligent financial decisions to be made.

2. Continuing Education and Distance Learning

It was demonstrated to us that IIUEPS has already started to use information technology in its teaching methodology and that in this respect it may be one of the best in Russia. As the needs for a trained workforce in environmental clean-up, environmental tourism and knowledge of environmental law increases, the University will be in perfect position to provide this necessary training. The training in these important fields should be research-based, which means that IIUEPS should increase its efforts to establish research projects (subsidized by governmental money). There seems to be a chance to combine public interest (environment, tourism, law, etc.) with the objectives of the University. The special scientific fields of IIUEPS present opportunities for the University to expand its educational offerings to a much broader market. But IIUEPS can of course only be successful in competition with other higher education institutions if the quality and standards are high.

The VAP Team recommends that distance learning should not replace face-to-face teaching, but should compliment the direct, traditional methods of learning and teaching. The concept will be of a great interest and IIUEPS should try to establish contact with one (or more) of the international associations for distance learning, e.g. the International Council for Open and Distance Education (ICDE) in Oslo or the World Alliance in Distance Education (WADE) in the United Kingdom (http://www.wade-universities.org).

The Team believes that continuing education and distance learning represent an ideal opportunity to serve greater educational needs and produce an important source of income. It would be a good idea to combine distance learning with the aspect of life-long learning that contributes to human fulfillment and positive social change. IIUEPS should support and strive toward a more humane world made possible by the diverse practices in helping adults acquire the knowledge, skills and values needed to lead productive and satisfying lives. IIUEPS should try to become a leader in the field of adult and continuing education by expanding opportunities for adults to advance and improve; unifying adult education; fostering the development and dissemination of theory, research, information, and best practices; promoting identity and standards for the profession; and advocating relevant public policy and social change initiatives.

3. Entrance Standards

Reform of the university entrance system is a must and should precede any revision of teaching methods at high schools and tertiary institutions. There are a number of problems inherent in the traditional selection systems.

As the University strives to grow in quality and stature it is critically important to maintain high admission standards. There is danger in accepting students who may not qualify for admission to other universities, particularly Moscow State University; the danger is that in its efforts to maintain full-size classes, IIUEPS may be tempted to accept students of low ability. In the course of time

the University might develop the reputation of being a university of second choice and thus carry the image of a low-quality institution.

IIUEPS has to keep in mind that the selection methods for university entrance have recently become very serious educational problems in many countries, which means that the quality of the accepted students should be in accordance with international levels. In practice this is a very difficult task because one has to clarify what students must be able to know and to do and how to align standards, assessments, textbook selection and accountability measures.

There is a market for higher education and the only chance to "survive" in this market is quality. The entrance standards should be comparable with the entrance standards of other Russian universities and also international private universities.

4. Private Fundraising

Sufficient funding for the University will be an ever-increasing challenge. Funding from tuition, industry, or government sources may be adequate for the bare minimum operation of a university of average quality, but not for a university that strives for excellence. At the University of California, for example, it is the private fundraising that provides the "margin of excellence".

The IIUEPS should embark upon a private fundraising campaign. The key to successful fundraising lies in a systematic approach by professional staff dedicated solely to this effort.

Fundraising is a long-term process and the first step is "friend raising." Private fundraising in a university setting requires the long-term cultivation of the friends of the University. Who are these friends? They are alumni; businesses that seek IIUEPS graduates for employment; organizations with strong beliefs in the mission of IIUEPS, particularly relating to environmental issues; organizations that benefit from research conducted by the University; and other benefactors who believe in the value of education in societal and economic health and progress.

Cultivating friends of the University in a thorough and consistent way will produce private contributions over the long-term.

An important aspect of private fundraising is a government provision to permit a tax deduction for private gifts to a university. The IIUEPS should join with other universities in Russia to convince the government to modify tax laws so that private gifts for higher education purposes will be tax deductible.

It is in the best interest of the Russian government to give consideration to such a tax plan. A well funded university system will produce a well educated society and work force, which in turn will develop a healthy society and a healthy economy.

5. Internationalization

The VAP Team recognizes that the faculty, administration and students all consider internationalization of the University to be a high priority. Moreover, universities that increase their awareness of European or/and international activities by incorporating them into institutional polices can be better prepared to respond to the effects of globalization and the need to compete in the wider educational market.

The IIUEPS currently has several partnerships with other foreign universities, which appear to be excellent. However, partnerships with other universities represent only one approach to internationalization. Other approaches include student exchanges, scholarship opportunities at foreign universities for both students and faculty members, and collaborative research projects.

The Internet contains a wealth of information regarding these kinds of opportunities. The VAP Team recommends that the University create an Internet Information Center staffed by a fulltime knowledgeable person for this purpose, and should also consider establishing an office for student exchange. The University of Wroclaw, for example, has such a system in place, as has the University of Vienna. The IIUEPS may wish to call upon these universities for assistance or advice. Of utmost importance in internationalization is proficiency in the English language. The VAP Team recommends that the IIUEPS emphasize this importance in all of its educational programs (offering courses in foreign language and improving the language skills of academic staff).

The VAP Team would like to call to the attention of the IIUEPS a European program called TEMPUS, conducted through the Commission of the EU (in Brussels). This program is designed to assist non-EU universities in improving their management practices and curriculum development and in acquiring basic administrative equipment, including computers, fax machines, copy machines, etc.

Also of interest is the SOCRATES/ERASMUS program, which is a student and faculty exchange program. The aims of the SOCRATES program are to foster international cooperation and mobility in education. It should be mentioned that since 1997, any university wishing to participate in the SOCRATES program has been required to submit a single application outlining its institutional-wide exchange and cooperation activities, and this becomes the basis for an institutional contract between the European Commission and the university. A European Policy Statement (EPS) is required as additional material to support the application. The EPS is a very important document and it serves to demonstrate proper management and administrative capacities to deal with the SOCRATES grants according to the rules and guidelines. The VAP Team strongly recommends that the IIUEPS consider participating in the SOCRATES program.

6. Image and Reputation

It is important that the University be considered as an institution of very high quality. An impressive image and sound reputation will bring to the University the highest quality of faculty and students. This issue is very important to the IIUEPS, which is a relatively young university and operates in the Moscow region in competition with many state and private institutions. External expert advisers should be engaged to assist the Rector in development of an image campaign. An additional effort to enhance institutional reputation could be made through accreditation by a foreign organization. The VAP Team believes that image- and reputation-building along with private fundraising should be high personal priorities for the Rector.

At many European and American universities a very important role is played by the Office for Promotion, which also includes a Public Relations Unit (or a person responsible for public relations). The VAP Team strongly recommends the creation of a staff unit, which should collaborate carefully with the Rector. In the present day with heavy competition in educational markets, the good image of the University is extremely important.

Concluding Remarks

The Team thoroughly enjoyed the opportunity to visit IIUEPS, and we greatly appreciated the hospitality extended to us throughout our stay. The Team wants to express special thanks to the chief organizers of the visit: Professor Stanislav A.Stepanov, Rector of the IIUEPS and Professor Arkadiy T.Nikin, Vice Rector for Scientific Activities and Postgraduate Education. Also, the VAP Team want express special thanks to Professor Elena Lavrina for her great hospitality and establishing the very welcoming atmosphere for the Team during our time in Moscow. We applaud the eagerness of the Rector to embrace new ideas and seek solutions to current problems. It is our hope that our comments and recommendations may be of assistance in meeting the many challenges ahead. The Team is confident that IIUEPS will succeed, and wishes it well in the exciting and challenging period at the beginning of the 21st century.

Visiting Advisors

William B. Baker, USA - Team leader



Mr. William B. Baker is vice president emeritus of the University of California System. He was vice president of the University of California System for fourteen years, where his responsibilities included the negotiation and management of operating and capital budgets, governmental relations at state and federal levels, communications with the media and general public, and alumni and fundraising activities. Under his responsibilities at the University of California, the operating and capital budgets totaled 12 billion dollars. Mr. Baker is a nationally recognized expert on alternative dispute resolution, and a frequent lecturer on arbitration and mediation. He has served as a faculty member for the American Arbitration Association, and as lecturer at the University of California Graduate School of Business and School of Law, and at the Golden Gate University, San Francisco. Mr. Baker has been a consultant to many higher education institutions throughout the USA on issues of governance, governmental relations, planning and budgeting, and management and executive leadership. He also led the VAP Team in the visit to Kiev Politechnical Institute in Kiev, Ukraine. Mr. Baker holds a B.Sc. in civil engineering from the University of California, Berkeley. He is an alumnus of the Universities Project 16th Symposium on Social and Civic Responsibilities of the University, February 2001.

Alfred Ebenbauer, Austria



Dr. Alfred Ebenbauer served for three terms as rector and one as vice rector at the University of Vienna. He is president of the Austrian Academic Exchange Service and the Viennese Eco-Social Forum, and member of the board of the Sigmund Freud Society. He has been named honorary senator of the University of Vienna, and recently concluded a visiting professorship at Washington University in St. Louis, Missouri, USA. Dr. Ebenbauer holds an honorary doctorate from the University of Tirana, Albania, and a Ph.D. in German and history from the University of Vienna. He is an alumnus of the Universities Project 19th Symposium, *Placing Universities in a Social Context*, in 2001.

Zdzislaw Latajka, Poland



Dr. Zdzislaw Latajka is rector of Wroclaw University, where he was vice rector for research and foreign relations from 1995 to 1999. He is head of the Department of Theoretical Modeling of Chemical Processes in the Faculty of Chemistry and professor for the Institute of Chemistry at the University. Professor Latajka has been vice chair of the Users Council of the Wroclaw Supercomputer Center, a member of the Main Council of Higher Education, and chair of Wroclaw University's Senate Committee for Organization and Development. He holds a Ph.D. in chemistry and a D.Sc. in physical chemistry from Wroclaw University. Professor Latajka is an alumnus of Universities Project symposia in 1997 and 1999.

Helene Kamensky, Austria



Dr. Helene Kamensky is the director of the Russian higher education programs of the Salzburg Seminar. Before joining the Salzburg Seminar, Dr. Kamensky served as an adjunct professor in philosophy and Russian studies at the Universities of Salzburg and Vienna. Previously, Dr. Kamensky was research fellow at the Institute of Scientific Theory at Salzburg International Research Center. From 1985 to 1989 she was dean of the Faculty of Foreign Languages at Novosibirsk State Pedagogical University, Russian Federation. She also served that same institution as associate professor in the department of philosophy. Dr. Kamensky's area of research interest is higher education policy and management. She holds a Ph.D. in philosophy from the department of logic and epistemology at the Russian Academy of Sciences, which was authenticated by the University of Salzburg, Austria in 1993.

Schedule of the Visit

Monday, April 28	**Event**	**IIUEPS participants**	**Topic**
7.30-8.15	*Breakfast*		
8:30	Departure to the IIUEPS		
9:00-10:00	Meeting with the Rector and his team	Rector Stanislav A. Stepanov Vice-rector Arkadiy T.Nikitin Vice-rector Liliana V.Podkolzina Vice-rector Valeriy V.Burinsky Vice-rector Sergei S.Stepanov Vice-rector Luidmila K.Zhigunova and heads of the groups	Concerns and goals; Problem list; How the University tries to solve these problems Review of the schedule Main issues to be discussed
10:00-12:00	Working group N 1 Academic structure and management inside the IIUEPS (development of managerial and advisors' structures, problems of academic freedom and university autonomy, central power of the rector, role of markets in teaching and research priorities)	Working group N 1 Chair: Vice-rector Arkadiy T.Nikitin Co-chair:	Working group N 1 Academic structure and management inside the IIUEPS (development of managerial and advisors' structures, problems of academic freedom and university autonomy, central power of the rector, role of markets in teaching and research priorities)
12:00-12:10	*Coffee break*		
12:10-14:10	Working group N 2 Administration and finance of the University (general organizing problems, budget and accountant systems, allocation of budget resources, planning and management of income, including strategies of fund raising)	Working group N2 Chair: Dr. Sergei S. Stepanov	Administration and finance of the University (general organizing problems, budget and accountant systems, allocation of budget resources, planning and management of income, including strategies of fund raising).
14:30-15.30	Lunch		
15:30 16:00-18:00	Debriefing meeting		Departure to the Hotel
19:00 22:00	Cultural program Dinner		
Tuesday, April 29	**Event**	**IIUEPS Participants**	**Topic**
7.30-9.15	*Breakfast* Preparation to the discussions		
9:30	Departure to the IIUEPS		
10:00-12:00	Working group N3 "Technologies in higher education (usage of technologies to improve	Working group N3 Chair: Vice-rector Liliana V. Podkolzina	"Technologies in higher education (usage of technologies to improve administrative and general services, contribution to the

	administrative and general services, contribution to the curriculum)"		curriculum)"
12:00-12:10	*Coffee break*		
12:10-14:10	Working group N 4 "Needs of students and their role in institutional matters (introduction of interdisciplinary courses, system of academic credit and transfer of credits between universities, assessment of the faculty by the students, cost of education and related problems)"	Working group N 4 Chair: Vice-rector Luidmila K.Zhigunova	"Needs of students and their role in institutional matters (introduction of interdisciplinary courses, system of academic credit and transfer of credits between universities, assessment of the faculty by the students, cost of education and related problems)"
14:30-15:30	Lunch		
15:30	Departure to the hotel "Rossia"		
16:00-18:15	Debriefing meeting. Team meets to prepare the preliminary report		
19:00 – 22:00	Cultural program		
22:00	Dinner		
Wed., April 24	**Event**	**IIUEPS Participants**	**Topic**
7.30-8.30 8:30-9:15	*Breakfast* Continuation. Team meets to prepare the preliminary report		
9:30	Departure to the IIUEPS		
10:00-12:00	Working group N 5 "The role of the University in the appearing civil society (development of relations with other institutions of civil society, development of the commission of advisors to help the process of reforms)"	Working group N 5 Chair: Vice-rector Valeriy V.Burinsky	"The role of the University in the appearing civil society (development of relations with other institutions of civil society, development of the commission of advisors to help the process of reforms)"
12:00-12:10	*Coffee break*		
12:10-14:10	Final meeting and discussions Presentation of the preliminary report to the Rector and his team	The rector, vice-rectors and heads of the working groups Chair: Vice-rector Arkadiy T.Nikitin	
14:30-15:30	Lunch		
16:00-18:00	Discussion of the preliminary report	The rector, vice-rectors, and heads of the groups	
19:00	Farewell dinner with the Rector and his team	The rector's team	
Thursday, May 1	**Departures**		

THE UNIVERSITIES PROJECT OF THE SALZBURG SEMINAR

Universities throughout the world are undergoing systemic changes in their governance, academic design, structure, and mission. The Salzburg Seminar's Universities Project focuses on higher education reform in Central and East Europe, Russia, and the Newly Independent States as universities in these regions redefine their relationships with governments and try to become more integrated into the global intellectual community.

The Universities Project is a multi-year series of conferences and symposia convening senior representatives of higher education from the designated regions with their counterparts from North America and West Europe. Discussion in the Project's programs focuses on the following themes:

- University Administration and Finance
- Academic Structure and Governance within the University
- Meeting Students' Needs, and the Role of Students in Institutional Affairs
- Technology in Higher Education
- The University and Civil Society

OBJECTIVES

Universities and other institutions of higher learning are seeking to reshape themselves in ways that will prepare them more fully for the twenty-first century. Even as these institutions are considering extensive systemic changes in their academic design, structure, and mission, all desire autonomy in governance and in their intellectual life. Accordingly, the Universities Project aims to promote the higher education reform process by inviting senior administrators to participate in conferences and symposia concerning issues of university management, administration, finance, and governance.

THE VISITING ADVISORS PROGRAM (VAP)

The Salzburg Seminar launched this enhanced aspect of the Universities Project in the autumn of 1998. Under this program, Teams of university presidents and higher education experts visit universities in Central and East Europe and Russia at the host institutions' request to assist in the process of institutional self-assessment and change. By the end of 2003, more than sixty VAP visits will have taken place to universities in East and Central Europe and Russia. A full schedule of visits is planned for 2004. The addition of the Visiting Advisors Program brings to the Universities Project an applied aspect and serves to enhance institutional and personal relationships begun in Salzburg.

The Salzburg Seminar acknowledges with gratitude the William and Flora Hewlett Foundation and the W.K. Kellogg Foundation, which are funding the Universities Project and the Visiting Advisors Program respectively.

FOR MORE INFORMATION

For more information regarding the Salzburg Seminar's Visiting Advisors Program, the Universities Project, and Salzburg Seminar programs, please contact one of the Seminar's offices below.

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