

“APPROVED”

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1. History and Mission

The Federal State Budgetary Educational Institution of Professional Education "The Russian Foreign Trade Academy of the Ministry of Economic Development of the Russian Federation" was established on the grounds of Resolution No. 387 of the Council of People's Commissars dated May 23, 1931. The founder of the Academy is the Government of the Russian Federation, represented by the Ministry of Economic Development of the Russian Federation.

The mission of the Academy is to prepare highly qualified specialists for foreign economic activity to work in government bodies, companies. The Academy traditionally prepares professionals who combine knowledge of the world economy, management, finance, international law and peculiarities of Russian foreign economic activity, who speak foreign languages and can use their knowledge in practice.

The main goal of the Academy is to provide for all necessary conditions for the students of the Academy to get a decent education that will help them to take key positions in their companies, allow for promotion and protection of the interests of the state as a whole.

The Academy successfully operates in the market of educational services for more than 80 years. The Academy specializes in training professionals who develop and implement foreign economic policy of Russia, it provides a full range of training in the area. More than 20,000 specialists graduated from the Academy for the whole period of its activity.

The main structural subdivisions of the Academy are faculties and academic departments. Currently, the Academy has 5 faculties and 20 academic departments, of which 11 are administering ones.

The Academy has its Far Eastern Branch in the city of Petropavlovsk-Kamchatsky, which was established in 1994 and which provides full range of higher professional education, as well as carries out retraining and advanced training of specialists in accordance with the license to conduct educational activities awarded to the branch.

The Academy, employs highly qualified teaching staff with extensive experience in practical, teaching and research work. The Academy uses unique methods of teaching foreign languages which are unparalleled in the domestic educational practice.

The Academy is one of the leading scientific and analytical centers of the country in the field of international trade, law and foreign economic policy of Russia. The experts of the Russian Foreign Trade Academy are involved in development of policy documents for social and economic development of the country and conduct fundamental and applied research in the interests of various ministries and institutions, constituent entities of the Russian Federation, business and international organizations.

The Academy is actively developing partnerships with foreign educational and research centers specializing in global economy, foreign trade, international law, and foreign economic activity.

The Academy traditionally holds leading position in Russian universities' ranking and intends to further maintain its position.

2. Major Challenges

Instability of the world economy challenges the modern educational system and requires institutions of higher education to train qualified economists, managers and lawyers possessing a wide range of fundamental and applied knowledge, those who understand the patterns of socio-economic processes and can apply the acquired skills in practice.

The graduates of the Academy traditionally gain deep knowledge in the area of foreign economic activity, management and international law, in combination with a high level of language training. At the same time, changing conditions, challenges of social and economic development, trends in development of the world economy and international law point up the need to further perfect the quality of training at the Academy, strengthen and ensure the modernity of applied knowledge, strengthen the fundamentals of training, ensure the necessary connection between theoretical knowledge and applied skills of prospective graduates.

An important challenge for the Academy for the coming years is also the expansion of the material and technical base. It is necessary to provide for a gradual increase of both the number of students and academic staff of the Academy, making the most efficient use of the potential currently being formed in the course of implementation of the project within the framework of the Federal Targeted Investment Program.

A separate task is to conduct proactive educational work with students and to ensure their comprehensive development. A graduate of the Academy should possess not only deep fundamental and applied knowledge in the field, but also be well-rounded, well-educated and intelligent individual with a firm civic stand.

Under these conditions, the Academy is to adhere to the development strategy that meets these challenges and is to contribute to continuity in management, coherence of the work of various departments, as well as to the correct development pattern of the Academy.

3. Educational Activities, Improving the Quality of Education

Current situation and strategic objectives

The main documents forming grounds for the activities of the Academy are the Charter of the Academy, the State License and the State Accreditation Certificate.

The current version of the Charter of the Academy was approved by Order No. 115 of the Ministry of Economic Development of Russia dated March 07, 2014, and was registered by Interdistrict Inspectorate of the Federal Tax Service of Russia No. 46 in Moscow (Certificate 77 No. 012090143 of registration in the Unified State Register of Legal Entities dated September 20, 2011, main state registration number 1027739793212). The Academy carries out educational activities on the basis of State license AAA Series No. 002298 dated November 28, 2011, the validity period is of indefinite duration.

The Far Eastern Branch was established by Order No. 328 of the Ministry of Foreign Economic Relations of the Russian Federation dated July 04, 1994 under the name of the Far Eastern Branch of the Russian Foreign Trade Academy on the material and technical base of the Kamchatka Institute of International Business. By order No. 142 of the Ministry of Trade of the Russian Federation dated May 03, 2000, the Branch was renamed the Far Eastern Branch of the Russian Foreign Trade Academy.

The Moscow campus of the Russian Foreign Trade Academy is formed by 5 faculties providing training for those seeking Bachelor or Master degree in 3 areas (13 programs) and 2 areas of training for postgraduates (4 programs), 4 MBA programs, 5 programs of second higher education, more than 10 specialized programs of language training, more than 10 programs of professional development and professional retraining for civil servants and representatives of the business community.

The educational programs of the Academy in the field of economics and jurisprudence are the most popular among the prospective students. For several years in a row, the Academy has been at the top of the ranking of Russian universities in terms of the Unified State Exam GPA demonstrated by those enrolled.

The graduates of the academy are in demand in the labor market due to the high level of practical knowledge and applied professional skills. It is especially important under the conditions of global instability, when there is a critical need for professionals, top-class specialists in the labor market. Their role in international business and in the area of foreign economic activity is especially important.

The strategic objectives of the Academy in terms of development of educational activities are:

- improving the quality of education;
- updating of curricula and their adaptation to modern specificity of foreign economic activity and the situation in the global economy;
- development of new educational forms, introduction of new educational technologies;
- involvement of employers in training process and determining graduate requirements.

Planned Activities

The main task of the educational activities of the Academy is to fulfill the mission of the leading specialized institution of higher education for training of specialists in foreign economics to solve socially important tasks of foreign trade; fundamental and applied research based on modern innovative intellectual technologies, improving the quality of education.

Achievement of the designated goal involves a series of activities to modernize the educational process itself, including:

- introduction of a modern and effective system of remuneration of the faculty on the basis of performance indicators and quality of work;
- development of undergraduate, graduate and postgraduate programs;
- extensive use of advanced practices of international educational programs in the field of economics, management and law;
- strengthening of fundamental training vector in the field of advanced mathematics and economics;
- conducting annual update of the content of educational programs;
- involvement of employers in the process of training students and post-graduate students: specific forms of interaction: teaching of special subjects by employer specialists, organization of special courses, participation in development of curricula;
- active involvement of foreign professors and teachers;
- engaging specialists and experts from industry-specific organizations for implementation of graduate and postgraduate programs, providing students and post-graduate students with practical knowledge and skills, reducing adaptation and additional training period for young specialists who get employment with these organizations upon graduation;
- development of an effective system for recruiting foreign students and post-graduate students;
- holding international conferences and seminars on foreign trade issues;
- development of a new model of postgraduate study, development of conditions for retention of post-graduate students and young scientists and teachers at the university;
- reforming dissertation councils;

- development of a pre-university training system by expanding the list of activities for attracting prospective bachelor degree seekers through implementation of annual programs preparing for the Unified State Exam and State Final Examination, participation in face-to-face and Internet Olympiads.

4. Internship and Employment, Increasing the Demand for Graduates

Current situation and strategic objectives

Having received a quality education in the field of foreign economic activity, graduates of the RFTA, have broad opportunities for employment and are in demand in the labor market. Organization of internship and support in further employment is the responsibility of the Graduate Employment Assistance Division - the Career Center of the RFTA.

The Career Center of the RFTA is actively engaged in organization of compulsory pre-diploma internship for undergraduate and graduate students, as well as in summer introductory practical training, in organization and holding Career Days, organization of lectures, presentations and workshops by the companies, as well as in search for new contacts among employers, concluding Cooperation Agreements with them, and in keeping employers' database.

The strategic objective of the Academy in terms of development of internship opportunities and employment is to increase the demand for graduates.

Planned Activities

For the purpose to improve the efficiency of the Career Center, a number of activities are planned in several areas:

- expanding the pool of potential employers;
- increased access of students to events, lectures, seminars and meetings with potential employers;
- strengthening cooperation with the Ministry of Economic Development of Russia, organization of internships and employment of the Academy graduates with the Ministry and its offices abroad.

5. Scientific Activities, Strengthening the Position of the Scientific Center

Current situation and strategic objectives

The Academy is actively developing scientific activities. The work aimed at improving the efficiency and development of the scientific potential of the team is systematically carried out. At the same time, special attention is given to conducting fundamental and applied research, providing scientific support to state policy in the field of foreign economic activity, strengthening scientific competence of the researches, faculty and students of the Academy, developing and strengthening material and technical base, and introducing the results of scientific research into practice.

The Academy has a Center for Fundamental Scientific Research that carries out research work, including the government task to the Ministry of Economic Development of Russia. In addition, the Academy is actively involved in implementation of contractual research and development work including those gained as the result of competitive selection (for federal executive bodies, enterprises and organizations).

The RFTA develop international scientific cooperation with international research and educational centers. Among other projects, joint projects are being implemented with the Korean Institute for International Economic Policy (KIEP), with the International Institute of Trade at the University of Bern (WTI) and the University of Barcelona (UB).

The main objectives of the Academy are to increase the involvement of students, post-graduate students and faculty members in research work, as well as the necessity to increase publication activities of the academic staff. In addition, it is necessary to intensify participation of the RFTA experts in the activities of expert and advisory bodies.

Planned Activities

For the purpose of further development and improvement the effectiveness of research activities in the Academy, it is necessary to put into action the following measures:

- to introduce a modern and effective system of remuneration of research workers based on performance indicators and quality of work;
- to increase the number of research projects performed, i.e. to expand the list of topics of fundamental, applied and specific research works carried out by the staff of the Academy;
- to boost publication activity of the academic staff in Russian and foreign scientific journals;
- to provide for regular publications on the most pressing economic issues. Formation of the list of regular and one-time publications;
- to increase the number of publications and presentations done by the Academy specialists in the leading Russian media;
- to enhance participation of the RFTA experts in the work of expert and consultative platforms in the interests of various levels of government;
- to more actively involve teachers, students and post-graduate students in research work;
- to boost international scientific cooperation, joint research projects, conferences and seminars with international universities

6. Development of «Russian Foreign Economic Journal»

Current situation and strategic objectives

The "Russian Foreign Economic Journal" is a leading Russian language publication, specializing in publication of articles on foreign economic relations of Russia, on development of the export base, on economic, legal, monetary, financial and transport issues of the world economy and international trade. The journal is included in the List of periodical scientific and technical publications, which are recommended for publication of the main findings of dissertations for candidate and doctoral degree in economics.

The most important task is to further improve the quality of publications, to step up the requirements for the journal bringing it to the level of leading databases of scientific periodicals (Scopus, Web of Science, etc.).

Planned Activities

To achieve the above goals it is necessary to implement the following activities:

- Intensification of participation of foreign scientists in the editorial board of the journal;
- presence of the journal on the lists of international rankings of scientific journals (Scopus, Web of Knowledge, etc.);
- regular issue of thematic issues of the journal;
- improving the efficiency of organizational work, including improvement of the journal web-site (navigation, search by keywords, the English version of the journal, etc.);
- increase of number of publications by foreign authors, including publications by researchers, representatives of business community and specialists invited to the Russian Foreign Trade Academy to give regular or one-time lectures.

7. State-of-the-Art Library

Current situation and strategic objectives

The library of the Academy has more than 185 thous. copies, including educational, scientific literature, courseware and fiction, magazines, newspapers, electronic publications and audiovisual materials.

The library is completed with literature in the following areas: economics, economic theory, economic history, world economy, finance and credit, management, statistics, taxes and taxation, accounting and auditing, international settlements, currency and credit relations, financial and management analysis, international trade, foreign trade of the Russian Federation, legal regulation of foreign economic activity, jurisprudence.

The key task to increase the efficiency of the library is introduction of modern technologies, acquisition of the library fund and broader introduction of electronic library systems in the educational and scientific process.

Planned Activities

For the purpose of further improvement of the efficiency of the RFTA library, it is necessary to conduct the following activities:

- optimization of the acquisition process, with consideration of access to electronic libraries;
- technical re-equipment of the library;
- expansion of (electronic) subscriptions to leading foreign journals of the Academy profile.

8. Development of the Academy Website

Current situation and strategic objectives

The Academy website was created in 1999 with the aim of informing applicants, students, graduates, teachers and employers about the latest news, current and planned events, educational and career opportunities, rules and conditions of admission, student life news, and more. The website contains sections devoted to electronic resources of the RFTA and the journal of the Academy - “Russian Foreign Economic Journal”. An English version of the Academy website is also available.

With consideration of the current dynamics of digital technologies development, there is a need for integrated solutions to create information systems. It is important to ensure not only availability of diverse and meaningful site content (including information graphics, videos, teasers, etc.) with the obligatory operational feedback channel, but also the presence of the Academy in social networks (Facebook, Twitter) for effective communication and, primarily, for information of student community about important events of academic and extracurricular life.

Planned Activities

To perform these tasks, it is necessary to implement the following activities:

- to increase traffic and citation of the Academy website;
- to widely introduce interactive content;
- to develop electronic resource system of the Academy;
- to develop the English version of the Academy website, including the section related to the RFTA Journal.

9. Expansion of International Cooperation

Current situation and strategic objectives

International cooperation of the Academy is carried out through implementation of the projects related to all types of international internships and study programs offered by the Academy, as well as through programs for foreign students at the Academy, participation in development of international contacts and cooperation of the Academy with foreign and Russian partners and organizations, including European Council on Business Education, work as a part of the Commission on International Activities of the Council of Rectors of Moscow and the Moscow Region.

The Academy cooperates with major international universities and research centers in France, Germany, Spain and in the UK. Also, among major foreign partners of the Academy are organizations and centers that carry out the qualification examinations and issue relevant certificates and documents, as well as the authorized centers for accreditation of educational programs of educational institutions, Russian trade missions abroad and trade missions of foreign countries in Russia and abroad.

However, at the moment, the level of integration of the Academy in the international educational and research process remains quite low. The ratio of foreign students enrolled in undergraduate and graduate programs to the total number of full-time students is 2.8%. There is a critical deficiency of foreign teachers and professors.

Planned Activities

Priority steps for development of international cooperation of the Academy are as follows:

- development of strategic partnerships with reputable foreign educational and research centers;

- raising international status of educational programs of the Academy through international accreditation of curricula with relevant organizations;
- development of an effective recruitment system, increase in the number of foreign undergraduate, graduate and post-graduate students;
- development of educational programs for foreign students, introduction of courses taught in foreign languages: (English, German, French) into the educational process;
- active involvement of foreign professors and teachers;
- enhance international scientific cooperation, through joint research, conferences and seminars with the participation of researchers, teachers, students and graduate students.

10. Personnel Policy of the Academy

Current situation and strategic objectives

The Academy employs scientists, professors and highly qualified practitioners who provide training in all areas in accordance with the state standards and basic educational programs. Teachers working in the Academy are sufficiently proficient in modern forms and methods of organizing the educational process using teaching methods based on computer technology and multimedia equipment.

Control over the qualifications of the faculty of the Academy is carried out through competitive selection of academic staff based on current legislation, regular reports on implementation of individual plans, as well as through monitoring the quality of teaching. Such monitoring is realized through visits of classes by the heads of departments and students' feedback from questionnaires. Questioning of students and postgraduates is carried out at the end of each semester and is aimed at identification of students' opinions about the quality of teaching. According to the results of the survey, the best lecturers are identified and encouraged.

Much attention is given to enhancing professional skills of teaching staff. Teachers of the Academy participate in scientific conferences and seminars.

For further development of human resources and improvement of the efficiency of the Academy, it is important to carry out a gradual transition to the modern and effective remuneration system based on performance indicators and quality of work. Moreover, it is necessary to provide for regular training and internships for the faculty of the Russian Foreign Trade Academy.

Planned Activities

To achieve the above objectives, the following tasks are to be carried out:

- introduction of a modern and effective system of remuneration of employees based on performance indicators and quality of work;
- provision for competitive wages of teaching staff and researchers in the regional labor market;
- continuous professional development and professional retraining of researches, pedagogical and administrative staff;
- attraction of personnel from the areas of science and real business;
- active involvement of foreign professors and teachers

11.Extracurricular and Educational Work

Current situation and strategic objectives

Social development of young people and students in particular comprises the processes of changing social qualities of a person in transition from one status (young students) to another (professional in international trade) with new specific lifestyle, social identification and spiritual make-up. Besides, a graduate must demonstrate the qualities of a socially mature personality in the chosen professional sphere.

To achieve the educational objectives, the Russian Foreign Trade Academy implements a whole range of extracurricular activities, including students' educational and research activities, cultural work among the students, promotion of healthy lifestyle and the development of student government.

In addition, the RFTA, work actively to develop the alumni community of the Academy.

The main objectives of the Academy in the area is further development of proactive educational work with students, as well as building of capacity of work with the graduates, including formation of the Board of Trustees of the Academy.

Planned Activities

In order to improve the efficiency of extracurricular activities, it is planned to implement the following tasks:

- organization of proactive scientific and methodological activities of the faculty for education and development of students' personality;
- Intensification of educational work with students through organization of guest lectures, business seminars, meetings and master classes with the well-known economists, lawyers, scientists,

political analysts, and businessmen;

- creation and maintenance of the RFTA graduate databases;
- organizing regular thematic meetings of graduates with students, post-graduate students and the faculty;
- creation of the Board of Trustees of the RFTA.

12. Inventory and Logistics Management

Current situation and strategic objectives

The development of the material and technical resources of the Academy is carried out in accordance with the Concept of Socio-Economic Development of the Russian Federation until year 2020, approved by order No. 1662-p of the Government of the Russian Federation dated October 17, 2008 “On the Concept of Long-Term Socio-Economic Development of the Russian Federation until year 2020” in education, as well as in accordance with the Concept of development of the material and technical resources of the Academy (decision of the Board of the Ministry No. 1 dated April 6, 2004, approved by order No. 60 of the Ministry of Economic Development of Russia dated February 27, 2004) and Decree No. 183 of the Government of the Russian Federation dated February 28, 2009 (as amended by Resolution No. 1362 of the Government of the Russian Federation of December 21, 2012 “On Amendments to Resolution No. 183 of the Government of the Russian Federation of February 28, 2009”).

One of the main tasks of the Academy is to expand material and technical resources. Federal Targeted Investment Program until the year 2018, provides for reconstruction and construction of facilities with a total area of 42 thous. sq. meters, including reconstruction and improvement of the existing buildings at the addresses: 4a Pudovkina st., (to a dormitory for 200 people) and 8 Vorobyevskoye Shosse st., (to training facilities and accommodation of administrative and technical staff), as well as construction of a new high-rise academic building with a modern educational infrastructure, including: an assembly hall, conference-halls, public catering unit, lecture and seminar rooms, language laboratories, underground parking and construction of a library with bookstores for 415 thous. units, reading room and Internet-facility.

Planned Activities

Important measures to develop inventory and logistics management of the Academy should be:

- provision of all students in need with accommodation in the Academy dormitories;
- expansion of training areas;
- carrying out necessary measures to maintain the existing fixed assets of the Academy;
- provision of all departments with the necessary state-of-the-art equipment.

Supplement. Key Performance Indicators of the Academy

Area	Target	Unit	Target value					
			2014 (acct)	2015	2016	2017	2018	2025
<i>Overall performance</i>								
	Academy revenue from all sources per one academic staff member	Thous. RUR	2220	3000	3020	3040	3060	3500
	The proportion of funds received by the scientific organization from extra budgetary sources	%	41	41	44	48	50	55
	The ratio of average monthly salary of the RFTA teaching staff and average monthly salary in the constituent entity of the Russian Federation	%	117	133	150	200	200	200
	The ratio of average monthly salary of academic staff of the educational institution (all types of financial support) and average monthly salary in the region	%	150	133	158	200	200	200
<i>Education</i>								
	Average teaching staff number	ppl	305	380	380	390	480	550
	The proportion of administrative and support staff in total number of employees	%	39	38	38	37	37	37

Area	Target	Unit	Target value					
			2014 (acct)	2015	2016	2017	2018	2025
	The proportion of academic staff members who have undergone the certification procedure in the relevant year	%	27	50	80	80	80	90
	The average score of Unified National Examination demonstrated by students admitted to under-graduate and specialist programs as per the results of the UNE for full-time state-subsidized education and for education on fee-paying basis	score	78	80	80	82	82	85
	The number of students in higher education system	ppl	2791	3375	3437	3488	4375	4500
	The number of a given contingent of students enrolled in the RFTA educational programs per teaching staff member	ppl	9.2	8	8	8	8	7
Research								
	Average number of researchers	ppl	39	40	40	40	40	50
	R & D volume per one academic staff member, not less than	Thous. RUR	234	300	310	330	350	400

Area	Target	Unit	Target value					
			2014 (acct)	2015	2016	2017	2018	2025
	The number of articles in scientific periodicals, indexed in the Scopus and Web of Science citation system, per 100 academic staff members	ea	3.2	2	2.2	2.4	2.6	3
	Number of publications in RSCI per 100 academic staff members	ea	79	50	53	56	60	70
<i>Material and technical support</i>								
	Provision of accommodation in dormitories to students in need	%	100	36	36	36	53	60