

11.2.2026

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Title

Catalysing University Transformation in Publicly Funded Higher Education Institutions : a Case Study From Russia / Dara Melnyk

Publication year

2019

Source/Footnote

In: Internationalisation of higher education : developments in the European Higher Education Area and Worldwide. - 7 (2019) 3, S. 39 - 50

Inventory number

48782

Keywords

Ausland : Rußland : Studentenschaft, Studium ; Ausland : Rußland : einzelne Hochschulen

Abstract

Fully publicly funded higher education institutions (HEIs) are immune to changes. There is no imminent threat of bankruptcy or closing to provoke transformation. Universities await instructions from the federal government and position themselves primarily to compete for state funding. Public funding allocations leave few resources to invest in new initiatives. This article focusses on the lessons learned during the five years of practice, assisting the transformation of top publicly funded Russian universities, which can be applied to other contexts to help HEIs change. (HRK / Abstract übernommen)