

## **Challenges and opportunities of organisational change in Russian universities**

Madeleine Block (Saint-Petersburg State University, Saint-Petersburg, Russia)

Tatiana Khvatova (Peter the Great Saint-Petersburg Polytechnic University, Saint-Petersburg, Russia)

In this paper we investigate the evolution of the roles and activities of Russian universities as participants of the Triple Helix interaction model. Nowadays, systems of higher education worldwide are experiencing fundamental changes, moving from the traditional Humboldt-type model of the science-based university towards a new business model.

Being part of the world's educational landscape, universities of Russia cannot avoid these global trends. The period of economic boom (2000-2008) seems to be over. The integration of Russia into the international educational system is gathering pace: competition for students is increasing, with foreign educational institutions offering many opportunities for Russian students to study abroad. Currently much attention is focused on increasing the international competitiveness of Russian universities by making Russia's educational system more open to collaboration and more integrated into international activities. To provide an evolutionary impulse for change, the state has financed several federal programmes.

The aim of the present research is to investigate into trends and institutional reforms in the Russian higher education system in time of crisis and to demonstrate a policy tendency. Analysis is guided by both the Kingdon's theory of agenda setting and by the Triple Helix concept, in order to understand the actual state of education from the perspectives of universities, governments and business. Furthermore, it is pertinent to discover how the reforms of higher education are converted into practice in Russian universities. Therefore, general policy tendency is demonstrated with the help of a representative case study: the policy process of the State Programme '5-100-2020' of a large Russian university.

The present paper enables university managers to be more acutely aware of the challenges and opportunities of organisational change. This research helps to track the evolution of the university landscape in the light of growing marketization, and raises the important policy issues associated with becoming top international universities.