

***REPORT ON***

***PACIFIC NATIONAL UNIVERSITY***

***KHABAROVSK, RUSSIAN FEDERATION***

***June 14 to 19, 2008***

# **SALZBURG GLOBAL SEMINAR**

**VISITING ADVISORS PROGRAM**



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### **Visiting Advisors Program**

#### **Report of the Visit to the Pacific National University Khabarovsk, Russian Federation June 14-19, 2008**

#### **Team Members:**

**Professor Dr. Brigitte Winklehner** (Team Leader), President, The Eurasia-Pacific University Network (UniNet), Salzburg, Austria

**Professor Dr. Un Na Huh**, former President, Information and Communications University, Daejeon, Korea

**Dr. Helene Kamensky**, Program Director, Salzburg Global Seminar, Austria

#### **Introduction**

The Pacific National University (hereafter referred to as “PNU” or the “University”) is located in the city of Khabarovsk, Khabarovsk Krai, Far Eastern Federal District of the Russian Federation. Khabarovsk Krai is a young and dynamic region of the Russian Far East with significant natural resources.

The Pacific National University is one of the largest universities in the Far Eastern Federal District. It was founded in 1958 as a Highway Institute. In 1962, it was developed into a Polytechnic Institute and became a center of higher education in the Russian Far East. PNU provides training for specialists for enterprises, institutions, and organizations of the Far East and Eastern Siberia. The University trains students in 26 fields of study to obtain a bachelor's degree, 24 fields of study to obtain a master's degree and 54 majors of basic higher professional education, as well as in 40 scientific majors for post-graduate education.

PNU is a forward-looking university striving with confidence to strengthen its position in the Far Eastern Federal District of the Russian Federation. One of the strategies at PNU is the establishment of pertinent international linkages with selected universities and companies worldwide. The PNU issues double degree programs, certification programs, and training programs abroad, with several universities including the Northeast Agricultural University, Harbin, China; Northeast University, Shenyang; Jilin Russian Language Institute, Changchun; as well as the Changchun University of Technology. The development of scientific research is one of the major priorities of the University as well. There is a scientific infrastructure consisting of over 40

scientific laboratories and center at the university. The University is well led by the Rector, Professor Dr. Sergey N. Ivanchenko who has a firm vision and enjoys the great confidence and support of his administrative team and of the regional government.

The Visiting Advisors team appreciated the privilege of visiting the Pacific National University, and are most grateful to the Rector and his team, particularly, to Dr. Nikolay Sorokin, Head of the International Department, for the exceptional hospitality and impressive cultural program including a boat trip on the Amur River and the tour of the city of Khabarovsk. The PNU administration, faculty members, and staff were gracious hosts and did a superb job of making the visit as pleasant and productive as possible. We appreciate the engagement of the faculty and staff at the discussions and commend the Rector and his team for the comprehensive preparation to the visit.

### **Visiting Advisors: Purpose of the Visit**

This visit took place at the invitation of the Rector, Professor Dr. Sergey N. Ivanchenko, to assist the University in the process of self-assessment and change. This was the eighty-second visit conducted under the auspices of the Visiting Advisors Program (VAP) of the Salzburg Global Seminar. The VAP offers assistance to higher education institutions in the Russian Federation and CIS countries. VAP consists of consultant visits, at the request of a host university, by an international team of experienced university leaders who volunteer their time and expertise to provide strategic support and advice to their colleagues in a host university on matters related to the modernization of higher education. In doing that, the Salzburg Global Seminar hopes to promote a broader understanding of the challenges facing higher education institutions in respective regions in advancing their higher education systems and institutions, to share examples of good practice, to strengthen the reform impetus at the host university, and to encourage professional and international linkages.

In preparation of the visit, PNU produced background materials including the SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). The materials provided by PNU in advance helped the Team to get an understanding of the challenges and strategic choices the University is currently facing, taking into account the specifics of the Khabarovsk Krai.

As a result of the SWOT-analysis, the University leadership identified several issues they sought advice on. The main issues included:

- Academic Structure and Governance within the University
- Technology in Higher Education

For each of these issues PNU produced a detailed list of topics to be discussed and explored during the working group meetings, although due to time limitations not all topics could be covered in the same degree of detail.

The Team is fully aware that a sit visit of less than a week is very short period to become fully acquainted with the University and the environment in which it operates. However, the goal of the VAP visit was not to perform a formal evaluation of the University; rather, the aim was to discuss the issues that are of primary importance for the University in light of its mid- and long-term development and to offer an external and international perspective on the effectiveness of current practices and strategic priorities.

## **Issues under Discussion**

The strategy of the Pacific National University is “to develop the university into a large scientific-educational complex on the basis of innovation methods of solving management problems by 2013, hence to form the University into a innovation-research-status, providing continuous training of high-qualified specialists for the region.” Accordingly, the working group meetings were structured around the discussions on issues and priorities on the way to the implementation of this strategy including the rights of the autonomous university and centralization and decentralization of the administrative function. The issues under discussion were explored in light of the University’s strengths and weaknesses, its structure, current and future growth and its improvement potential in order to be able to develop and implement efficient university development strategy.

Beginning on June 16<sup>th</sup> with the presentation of the University and its strengths and innovations, there were then a number of discussions on issues related to the further development of the Pacific National University as well as the finding, naming, and searching for possible solutions to the existing problematical issues in the University structure.

The rector of the Pacific National University agreed with the members of the VAP Team by articulating the hope to find joint solutions to the problem of the University’s future development by efficient involvement of and consultation with international experts.

During the visit the Team met with Dr. Alexander B. Levintal, Minister for Economic Development and Foreign Relations of the Khabarovsk Krai, who is a graduate of the Pacific National University. As mentioned by Dr. Levintal, Khabarovsk Krai is not well known, despite being the fourth largest region in the Russian Federation with 1.4 million inhabitants. According to the Minister, the Khabarovsk Krai region is facing problems that are similar to other areas in the Russian Federation, such as the migration of the qualified experts and immigration of the less qualified ones to Khabarovsk Krai. The low living standard, as compared to other Russian regions, is one of the reasons for migration of the highly qualified scientists to other countries or regions in Russia. Since the Government of Khabarovsk Krai is very eager to hold the people in the Khabarovsk region, it has been working on plans for the support and development of the Far East Regions in form of beneficial conditions for enterprise and business.

Despite the low living standard and other difficulties people in Khabarovsk Krai have to face, this region has also specific advantages such as the geographic location with proximity to China and Japan and good routes of transportation to those countries; Tran-Siberian Railway and tunnels and transportation routes that should open new possibilities for the Khabarovsk Krai; waterways that can to be used; and, of course, the natural resources such as forest industry that can become more developed in the future. Overall, wood processing is of major importance for the region.

The Minister stressed the point that Khabarovsk Krai is rich in charcoal resources that should be utilized. An aluminum factory for processing and producing aluminum products, and the construction of an aircraft factory are currently planned to be built.

The Government of Khabarovsk Krai considers its good education system to be one of the advantages of the region. Accordingly, the Government provides considerable support to strengthen the education system in the region, in particular, in the area of vocational training. As mentioned by the Minister, the percentage of people with higher education degrees in Khabarovsk Krai is higher than in other regions of the Russian Federation.

The Minister recognizes the fact that there is need for improvement at different levels. In September 2008, the “International Economic Forum” will be visited by experts from Asia and Europe to discuss various development strategies for the Russian Far East. The VAP Team agrees that the efficient development strategy is of paramount importance for the Russian Far East Region including the advancement of the education system in the region. The team commended the current joint initiative of the higher education institutions and the Government of Khabarovsk Krai for supporting excellent scientists by giving housing allowances and granting scholarship awards. In the framework of this initiative, support was also requested from the Russian Central Government.

The University carries out the integration of academic programs of secondary vocational educational institutions of Khabarovsk Krai and academic programs of the University. Training given in accelerated academic programs is also the University’s responsibility.

As to the regional component of education, the University is striving to re-profile the existing majors offered, and to open new majors and specializations in accordance with the need of the Far East and Khabarovsk Krai. Furthermore, the University plans to extend the target training of specialists as requests are made to them.

The Team feels strongly that as PNU moves ahead in the realization of its strategic plan, including the advancement of the education process, it will be important to consider how it moves forward towards greater compatibility with the European higher education system. The efficient implementation of the Bologna Process Reform Agenda and the Lisbon Strategy is of major importance in Europe. The team suggests that PNU considers “twinning” with

at least one comparable European university in order to gain direct practical experience of trends in European higher education through mutual exchange and learning.

In the framework of strategy discussions, the team discussed the issue of **university financing**. PNU has a multi-channel system of financing. Forty-five percent of the budget comes from the Central Government, and they specify exactly for which fields of study the money has to be used. This (the specification) may become an obstacle in attempting to develop other fields of study. Fifty-five percent of the annual budget comes from other sources, such as tuition fees and others. However, in the field of mechanical engineering, financial resources have been lost through the politics of Perestrojka.

Expenses of the University are as follows:

- 56-58% salary
- 15% facilities
- 7% communication
- 13% equipment
- 7% library development

From this perspective, the search of new and effective tools to increase the University revenues, including the tuition fee, was discussed.

The Team discussed at length how to enhance **the use of technology** at PNU. Overall, the University pays a great deal of attention to enhancing its IT system within the institution. The PNU has established an IT complex, which includes local intranet, external distribution network, automated control system of educational process, automated control system of the university, IT-supported teaching system, electronic documentation management system, and IT-supported library complex. All students, from the time they register at the University, are enrolled in the computer system of the University. This system has been in effects since 1999, and wider application of computers has helped to improve the quality of the educational process.

That said, the Team recognized that there is still much to be done to enhance the current IT status within the University. A systemic, centrally-planned approach is needed with a clear understanding of the goal of the informatization and communication process. When the goal is defined, the decision should be made on pertinent areas and priorities. Overall, the advantage of the efficient use of IT is an opportunity to “open” the University to the outside world, i.e. to make the University transparent; as well as to foster teaching and learning process. The development of an effective homepage is essential in this process. The Team strongly recommends exploring the best international experience in the field of effective use of information and communication technology at universities, particularly, of the universities in South Korea.

## **A Concluding Comment**

In conclusion, we wish to emphasize our commendation for the initiative the Rector has undertaken in raising the issues of self-assessment, strategic planning, and setting priorities. We commend the University on its accomplishments to-date and wish to encourage the Rector and his team to continue along the lines they have set forth. We hope that our advice and comments will be of assistance to PNU for its further advancement and development. We conclude by expressing our best wishes for the future development and continued advancement of the Pacific National University.

## Visiting Advisors:

### **Brigitte WINKLEHNER (Team Leader)**

**Austria**

Brigitte Winklehner is president of the Eurasia-Pacific University, an international network founded in 2000, which aims to establish contacts and scientific partnerships between Austrian universities, universities of applied sciences, other research institutions, and member institutions in East Asia, Central Asia, South Asia, and the Pacific region. Professor Winklehner is also the dean of the Chinese Studies Center at the University of Salzburg. Her previous positions include serving as vice president of the Advisory Board for Austrian Universities of Applied Sciences and vice rector for International Relations at the University of Salzburg. She has also served as an advisor and honorary professor at several universities in China and Mongolia. Professor Winklehner holds a Ph.D. in romance languages and literature from the University of Innsbruck. She has participated in several of the Salzburg Global Seminar's Universities Project symposia and Visiting Advisors Program visits to the Russian Federation.



### **Un Na HUH**

**Republic of Korea**

Un Na Huh is the former president of the Information and Communications University in Daejeon, Korea, a position she held from 2004 until November, 2007. She previously served as a member of the 16<sup>th</sup> National Assembly of Korea from 2000 to 2003 and served as professor of educational technology at Hanyang University from 1983 to 2004. Dr. Huh is involved with a variety of organizations, including serving as chair of the Information and Communication Committee for the Korean National Commission of UNESCO, chair of the International Forum for University Presidents on Information and Communication Technology Education, and chair of the Korean Ministry of Unification's IT Exchange Committee of South and North Korea. Some of her past work includes serving as a member of the Korean National Assembly's Science, Technology, Information and Communications Committee and first president of the International Parliamentarians' Association for Information Technology. Dr. Huh holds a Ph.D. in educational technology from Florida State University in the USA.





**Helene KAMENSKY****Austria**

Helene Kamensky is a program director at the Salzburg Global Seminar where she is responsible for the development and direction of academic programs and initiatives focused on collaboration between universities, businesses, industries, and governments to foster innovation and entrepreneurship. In this framework, Dr. Kamensky develops and implements international conferences, training sessions, and strategic meetings in Salzburg and elsewhere for senior leadership in government, academic, corporate, philanthropic, research, and NGO sectors. In addition, Dr. Kamensky is responsible for the Salzburg Global Seminar's Visiting Advisors Program, which has provided consultancy visits to senior university leadership in transition countries since 1997. Before joining the Salzburg Global Seminar, Dr. Kamensky served as an adjunct professor of philosophy at the Institutes of Philosophy at the University of Salzburg and the University of Vienna. Previously, she was research fellow at the Institute of Scientific Theory at the Salzburg International Research Center. Dr. Kamensky holds a Ph.D. in philosophy with a focus on logic and epistemology. Her area of research interest is higher education policy and management.



## Schedule:

Time	Topic	Participants	Location
<b>June 14th, Saturday, Arrival Day</b>			
16.20	Team arrives	Sorokin N.	
	Free time		
19.00–21.00	Welcome Dinner	Rector Ivanchenko S., pro- rector for scientific work Rimlyand V., Sorokin N.	Korea-House Restaurant (Intourist Hotel)
<b>June 15th, Sunday</b>			
09.00–10.30	Breakfast in a hotel		Intourist Hotel
10.30	Departure to the boat trip on the Amur river	Balyuk N.	
11.00–13.00	A boat trip along the Amur river	Rector, pro-rectors, Balyuk N., Sorokin N.	
13.30–15.00	Lunch	Balyuk N., Sorokin N.	Red Hall Rest. (Intourist Hotel)
15.30–18.00	Excursion around the city , visit to the Territorial Museum	Balyuk N.	
19.00	Dinner	Volod'kin P., Sorokin N.	Maliy Otel Restaurant
<b>June 16th, Monday, 1<sup>st</sup> Day of Program</b>			
07.30–08.15	Breakfast		Intourist Hotel
08.30	Transfer to PNU		
09.00–10.15	Meeting with the Rector, Presentation of the program.	Rector, University administration	206 (c)
10.15–10.30	Coffee break		
10.40–11.00	Visit to the Scientific Library of PNU		Scientific Library
11.00	Departure to Administration of Khabarovsk Krai	Ivanchenko S., Volod'kin P., Sorokin N.	
11.30–12.30	Meeting with Deputy Chairman of the Khabarovsk Krai Government, Minister of Economic Development and Foreign Relations A.B.Levintal		Administration of Khabarovsk Krai
12.30–13.30	Lunch		Red Hall Rest. (Intourist Hotel)
13.30	Transfer to PNU		
14.00–15.15	Working group #1		206 (c)
15.15–15.30	Coffee break		
15.30–16.45	Working group #1		206 (c)
16.45	Transfer to Hotel		
17.15–18.00	Team Debriefing Meeting	VAP team	Hotel
19.00	Dinner	Volod'kin P., Sorokin N.	
<b>June 17th, Tuesday, 2<sup>nd</sup> Day of Program</b>			
07.30–08.15	Breakfast		Rest. Intourist
08.30	Transfer to PNU		
09.00–10.30	Working group #2		206 (c)
10.30–11.00	Coffee break		
11.00–12.30	Working group #2		206 (c)

12.30–13.30	Lunch	Sorokin	PNU's dining room
13.30–15.00	Working group #2		206 (c)
15.00–15.30	Coffee break		
15.30–16.45	Meeting with students		315 (l)
16.45	Transfer to Hotel		
17.15–18.00	Team Debriefing Meeting	VAP team	
19.00	Dinner	Volod'kin P., Sorokin N., Luchkova V., Zubarev A., Voronin V., Baluk N.	Zaimka Plusnina Restaurant
<b>June 18th, Wednesday, 3<sup>rd</sup> Day of Program</b>			
07.30–08.15	Breakfast		Resturant Intourist
09.00–12.30	Team Debriefing Meeting Preparation of the Oral Report		Hotel
12.30–13.30	Lunch	Sorokin N.	Red Hall Restaurant (Intourist Hotel)
13.30	Transfer to PNU		
14.00–15.30	Presentation of the Oral Report to the Rector and the University Team	Rector, University administration, VAP team, members of the working groups	315 (l)
15.30–16.30	Press Conference	Rector, VAP team	206 (c)
16.30–19.00	Free time		
19.00	Farewell Dinner	Rector, University administration	Parus Restaurant
<b>June 19th, Thursday, Departure Day</b>			
07.30–08.15	Breakfast		Restaurant Intourist
08.45	Team departs	Sorokin N., Baluk N.	

## **THE UNIVERSITIES PROJECT OF THE SALZBURG GLOBAL SEMINAR**

Universities throughout the world are undergoing systemic changes in their governance, academic design, structure, and mission. From 1998 to 2003, the Salzburg Seminar's Universities Project focused on higher education reform in Central and East Europe, Russia, and the Commonwealth of Independent States (CIS) as universities in these regions redefined their relationships with governments and try to become more integrated into the global intellectual community.

The Universities Project was 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 focused 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

## **THE VISITING ADVISORS PROGRAM (VAP)**

The Salzburg Global Seminar launched this enhanced aspect of the Universities Project in the autumn of 1998. Under the VAP, 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. To date, eighty-four visits have been held at universities in Central and East Europe, Russia and CIS countries.

## **THE RUSSIAN HIGHER EDUCATION PROGRAM (RHEP)**

In 2003, in response to the need for continued engagement, the Salzburg Global Seminar and the Ministry of Education of the Russian Federation initiated a five-year partnership (2003-2008) designed to promote the exchange of knowledge and best practices between the higher education leadership of the Russian Federation and their counterparts from North America, Western Europe and Central-Eastern Europe, Commonwealth of Independent States (CIS) and Eurasia. The Russian Higher Education Program consisted of two symposia per year, which took place in Salzburg and in the Russian Federation. Each symposium convened senior representatives of universities, higher education organizations, service organizations, governmental structures, and stakeholders. The Russian Higher Education Program centered around five main topics:

- Russian Program of Modernization in the Context of Global Education Reform
- Higher Education Governance Reform: Issues and Challenges
- Strengthening the Role of Russian Universities in Service to Society

- Quality Assurance in Higher Education: Sharing International Experience
- Higher Education and Research (Networks, Linkages, Best Practices)

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#### **FOR MORE INFORMATION**

For more information regarding Salzburg Global Seminar programs, please contact one of the Seminar's offices below.

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