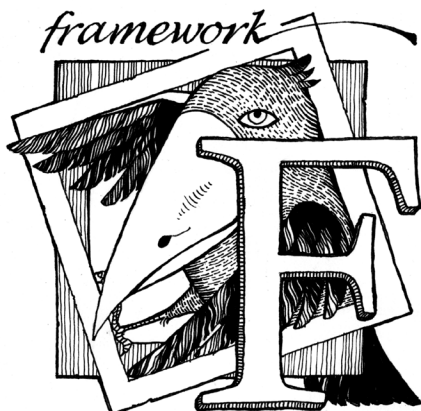


"To design is to communicate clearly  
by whatever means you can control or master."

— Milton Glaser



avouring economics and social sciences from its start as a university, Higher School of Economics strives for a diverse range of research and education spheres. We are glad to present one of the unique Faculties formed during the recent merger at HSE the Faculty of Communications, Media and Design through interviews with two Deputy Deans from different Schools. They tell about varying approaches to development of international cooperation and attracting faculty and students, and share their plans and projects. As the summer signals an end to the academic year, HSE students and alumni finish casting their votes for the best teachers of the year, and The HSE Look shares with its readers in English the history of the award and the recent changes in procedure, initially covered by Okna Rosta.

We hope that this issue of The HSE Look will prompt you to make new exciting plans for the autumn, and we present the announcements of short-term visits for the start of the academic year, and hope that you will keep a slot of your time open for HSE Day.

**Yulia Grinkevich**  
Director of Internationalisation

## Faculty of Communication, Media and Design

**Iliya Kiriya**, Deputy Dean of the Faculty of Communications, Media and Design, told The HSE Look readers about the Faculty's current projects and plans.

### How did the Faculty change after the merger of different Schools?

The Faculty of Communications, Media and Design is very diverse, and while it makes the management process more challenging, it also offers a lot of potential for collaboration. We have three Schools – Media, Design and Integrated Communications, which are very different in terms of their structure, teaching, and research.

The School of Media is almost a faculty in miniature, offering 5 educational programmes, with three of them – for graduate students. It has a rather traditional academic model of studying, which we greatly developed in the last five years. The School of Integrated Communications is an innovative approach to a new academic track, similar to communication studies abroad. Their domain is everything that is related to strategic communication management, conflict

resolution rather than to mass media and media communication. A very unique case is the School of Design, which offers very practical, hands-on education in different areas of design – and that is what they are renowned for in the professional community, rather than for academic publications. It is not easy to combine such diverse and sometime diverging interests, but we negotiate and come up with solutions which try to take different interests into account.

### **What are the current challenges?**

It's difficult to build joint learning tracks, and we've only started developing faculty-wide courses which can be chosen by undergraduate students from any track. We have several joint courses for graduate students, for example, on strategic media management for the students of media and integrated communications. It was initially designed as a practical course, but more than 90 students signed up, so I had to change the format of classwork, and students present five stages of a project over one module.

### **Is there a joint supervision of students by different Schools?**

That depends on the topic and the programme, but we are expanding the option for cross-School collaborations. Some of the projects each School is offering will be available for all students of the Faculty, provided that they have the required skills and knowledge. One of the large-scale projects is a mass media which is run by students, and there are plenty of opportunities for participation and for using resources of the Media Centre.

### **What about international student mobility opportunities?**

We have several active partnerships, and we are exploring on how to attract more exchange and full-degree international students. The majority of the Faculty's exchange agreements were "inherited" from the School of Media, and several practice-oriented opportunities are cultivated by the School of Integrated Communications.

We have a partnership agreement with KTH Royal Institute of Technology (Sweden) which also has a

programme on media management, and each year we get a lot of applications from students who want to go there. This year KTH won an Erasmus + grant and two students from HSE can receive scholarships to study there for a semester; we've recently finalized the selection process.

Another long-standing partnership that the Faculty has is with the Cologne School of Journalism in Germany. A group of about 20 students from Cologne comes to visit HSE, and the other way around. Our students spend one week learning about the mass media in Germany and visiting major editorial offices in Cologne, Dusseldorf, and Bonn, such as Deutsche Welle, Tagesblatt, etc.

Speaking about new initiatives, we are currently discussing how to harmonize the curriculum for a double degree programme with Iona College (New York state, USA) and drafting the agreement. If we successfully launch the programme, students will be able to go to Iona College for their 4th year of studies (provided that they cover the tuition costs) and get their bachelor degree from two institutions.

We also have a three-party agreement with Science Po in Lyon together with Public Policy Department at HSE, and we have a rather rigorous selection procedure, so that this academic exchange and internship really benefits the students.

Apart from exchanges based on partnership agreements, we also offer tuition-based programmes related to our professional education degrees. New York Film Academy has an office in Moscow, and offers courses jointly with HSE, as well as an opportunity to go for a two-week workshop to New York. Centre Factory, a Lyon-based film school, also provides an opportunity to participate in producing movies, which are later shown at the film festival in Lyon.

### **Do you invite international lecturers to the programmes in Moscow?**

We've started inviting visiting professors in 2011, and we think that it's very important for students to be exposed to international professors and professionals from the media industry as well as to Russian ones. Of course, we had to make English a requirement for students, because even if they know other languages, some of their courses will be taught in English.

For example, last year we invited Barbara Giudice who was teaching the students about aural environment, how to make different types of audio materials, etc. This year Tatiana Rakhmanova held a series of lectures and workshops on documentaries and film production (see The HSE Look issue from May 2016).

Now that the research commission of the Faculty of Communications, Media and Design can allocate funds for inviting visiting professors, the process became at once easier and more difficult. We can

be more flexible than the central commission and accept applications on the rolling basis. We support different types of visits, ranging from 2-3 weeks which supplement a specific course, to 2-3 days of a practical workshop. However, now the responsibility rests with us as well, and it is difficult to make decisions when we cannot support all the applications, because we need to keep different interests balanced and make sure that it is a joint decision of the commission.

## The School of Design: Taking a Closer Look

**Tatiana Rivchun**, Deputy Dean of the Faculty of Communications, Media and Design talked with The HSE Look about the School of Design and its international projects.

### **The School of Design is unique in many ways at HSE. What does it mean for you in terms of international dimension of learning and teaching?**

I would say that the whole Faculty of Communications, Media and Design is rather different from other faculties. Our knowledge and skills are essentially practical and project-based, and our contribution to the reputation of HSE worldwide is our reputation as practitioners rather than researchers. It means that we want to be an attractive design school for fellow professionals and students, at the same time, and to bring our projects to exhibitions and give talks and workshops all over the world.

Nearly twenty years ago international activity of HSE used to be a project of its own, because we were building partnerships, looking for the best practices to implement and adapt, and I am very happy to see that now internationality is embedded in the University.

### **How do you make sure that students are in touch with the global trends?**

Our students are very much interested in what is going on in the design world, and we've started holding open lectures with the best designers, artists, photographers, etc. Lectures are not only for our students, but are open to everyone, so everyone is

welcome, whether you study at another university or just interested in design. And by design we do not mean only "pictures" or other visuals, it is also environmental design, fashion, architecture, and design thinking in general. We also encourage our students and lecturers to participate in exhibitions, whether they are in Moscow, regional, national or international, and we regularly share information about upcoming events and application deadlines.

### **Do you have international students?**

Students from universities and art schools abroad visit HSE quite frequently. These are usually short visits for one or two weeks, and are very good for sharing experience and learning from each other. Currently we have about 40 full-degree international students, mostly from CIS countries, and also from Latvia and Estonia. It's not much, but we are a very young school, only four years old, and we want to take grand steps only when we are ready, so that they do not undermine the reputation we are working hard to build. For HSE to become one of the top 100 design schools we need to be not only well known and sought after among colleagues and students, but also to become a place where people would want to bring their works for an exhibition. It applies to all the programmes we have, be it visual design, animation, fashion, environment design, and the new study tracks which we are planning to launch, such as design and futurology, and design and contemporary art.

One of the challenges we face is that our building at Pionerskaya street is rather old and not fit for exhibitions, so in the meanwhile we are holding events at Bakhrushin Museum nearby. We are hoping to finish renovations which will enable us to have our own exhibition space soon. There are quite a lot of requests from design professional and student from different countries who would like to exhibit their work with us, and this is what constitutes the international dimension of our work, along with roundtable discussions and workshops.

### Are you participating in other international events at HSE?

We have not yet held a session within HSE's major event, the April Conference. However, this year we

started discussing what our participation would look like, and we would like to hold a session on contemporary design and technologies, mostly through displaying projects and discussing them. HSE has a lot of public design and branding projects for schools, museums and Moscow districts, and our Design Lab has a lot to show.

As I've said before, we are mostly focused on projects, but we do have plans to develop research as well. It is going to be a PhD school in art history, and the idea is to involve colleagues at HSE who are already working in cultural studies, art historians from the Faculty of Humanities. It would be very important for us to study not only classics but also contemporary art, as it is very closely related to current social and economic situation and its challenges.

## HSE Best Teacher Award: New Rules

In April 2016 the HSE Academic Council approved the new regulations for awarding performance bonuses to faculty members who are selected by students and alumni as the best teachers of the year. The University bulletin "Okna Rosta" prepared a long-read about the history of the project and the changes in how the best teachers are selected, and The HSE Look is glad to offer the English version to its readers.

Over the past decade HSE has been developing as a research university, aiming to increase the quality of its publications and to establish its academic reputation globally. However, teaching practices still receive a lot of attention, dating back to the time of HSE being a rather small institution with a focus on Master's degree education, and the University offers different incentives to those who excel at teaching innovations and quality.

Naturally, there are many ways to find out who is "the best" teacher; it could have been a recommendation from a Dean or an academic director of the programme, or a decision of an expert committee. While these methods are valid, HSE gives the choice to the students, since they spend the most time with the teachers, and to alumni, as they can say how valuable their learning experience was for professional success.

The first Best Teacher elections were held in 2011, and the principle remains the same: students and alumni can select up to two lecturers and workshop supervisors. The winners receive not only the recognition and respect of the University community, but also a bonus to their salary.

**Elena Artyukhova**, *Deputy First Vice Rector, who helped to launch the project six years ago, talks about the changes which happened over the years.*

In 2011 the students were voting on paper forms, and the process very much resembled regular elections; the turnout was 32%, and we spent a lot of time processing the results. Impressively, 236 faculty members received the "Best Teacher" award, and it quickly turned into an important university event, with its history displayed at <https://www.hse.ru/en/best/>.

Many students wrote letters of gratitude to the teachers on the back of the voting forms, and in 2012 we turned this idea into a regular project, offering the opportunity to students. It is especially important for meaningful relations between students and teachers, and while the voting became electronic in 2012, paper letters remain a tradition. Last year students wrote 250 letters, some teachers got as many as 10 each!

In the next years we took different measures to make the elections more accurate and easily accessed by students. The Centre for Institutional Research developed software for voting which was installed in certain classrooms - "voting stations" - and helped to count votes quickly and eliminate mistakes.

In 2012 the students had two weeks to vote for the best teachers, and the schedule for voting stations availability was synchronized with the timetable of each study year, and it allowed us to raise the turnout to 41%. Next year we modified the vote counting procedure so that it provides more equal chances for faculty members who teach at large undergraduate programmes and small graduate programmes. We introduced a multiplier system based on the number of students at the programme, and kept fine-tuning it, so that all teachers have equal chances.

In 2014 international students (both full-degree and exchange students) are also able to vote for their favourite teachers. If the students stay at HSE only for the winter semester, we hold a special election session for them at the end of December, and these results are added to the main voting session in June. This way we make sure that we do not overlook a major target audience of the courses taught in English.

The success, as well as the increase in participation rate (from 39% in 2011 to 49% in 2015) was a joint effort of many HSE staff members: managers of programmes offices organise the voting, the Centre for Institutional Research provides technical and methodological support, IT Office maintains the "voting stations" computers in HSE buildings, Office of Public Relations and Online Media and HSE Website helps to raise awareness about the voting dates, procedures and results, and Financial Planning and Accounting Offices implements the decisions about salary bonuses.

The Best Teacher Award became very important for both faculty and students, and in 2016 the procedure underwent another transformation.

**Igor Chirikov**, *Deputy First Vice Rector*, tells the readers about the changes in the Best Teacher Award introduced in 2016.

We introduced the procedural novelties in order to tackle four challenges: make the voting more user-

friendly, raise the turnout, and make the procedure less resource-consuming and more transparent. It is important for us that the voting procedure is convenient for students, so that more of them can choose their favourite teachers. Over the last years the students kept suggesting that we make the voting accessible online, without the need to come to one of HSE's computer classrooms. Otherwise, we create extra difficulties for students in their final year of studies since they have little to no classes in the 4th module. The technical opportunity presented itself in 2016, when Teaching Quality Assessment interface was added to the students' Learning Management System (LMS) accounts. This year we launched the Best Teacher voting together with Teaching Quality Assessment, and after completing the assessment form the students are prompted to select two best lecturers and workshop supervisors. Unlike Teaching Quality Assessment, voting is not obligatory and the students can leave the form blank, but we hope that a greater number of them will choose to name the best teachers after they've rigorously assessed the year's courses and teaching quality.

Using LMS for both the voting and the quality assessment allows us to display the list of teachers for each student with greater accuracy, as the system holds information about the students' courses. It also helps us not to place an extra burden on programme managers, who no longer need to supervise voting stations, register students etc. After all, the end of the academic year is already a stressful time, and freeing up at least some of the managers' time for preparing exam sessions and supervising quality assessment implementation was an important incentive for us.

Finally, one of the benefits of the new regulations for Best Teacher Award is clearer criteria for selecting the best after the voting results are counted. To qualify as one of the Best Teachers of the year you need to have at least 8 student votes from one year of one programme, and you need to get a qualifying percentage of votes. This percentage is the same for all university programmes, and ensures that the number of potential awardees is neither less no more than the total award budget for salary bonuses. In April 2016 the HSE Academic Council endorsed the new regulation of performance bonuses for teachers, and it contains the new rules for Best Teacher Award bonuses as well.

## New rules for Best Teacher bonuses

In 2011 we had 236 awardees, and bonuses were paid only to those who worked at HSE full-time. If a colleague was voted Best Teacher, they received a bonus of 10 000 rubles per month if they had another academic performance bonus and 20 000 rubles if they had no other bonus. In 2015 we had a very different situation: more than 500 people received the Best Teacher Award, and other academic performance bonuses do not have any influence. The division of bonus grades depended on whether the teacher worked at HSE full-time or part-time, and the new regulation preserves this principle. HSE Academic Council decided that the Best Teacher Award should not be cancelled when the awardees change their contract type or situation at HSE (full-time or part-time, parenting leave, etc.), and the bonus should be adjusted to the new employment status.

However, as far as the voting itself goes, contract types do not matter, as students choose those whom they consider the best teachers who gave them the best knowledge and skills, and anyone can become the Best Teacher.

## Best Teacher awardees share their tips for success in classroom

**Dmitriy Dagaev**, *Associate Professor of the Department of Higher Mathematics and Deputy Vice Rector*

Firstly, teaching success depends greatly on the thorough preparation for every class you teach. The first years are the hardest and most time-consuming, but after that you acquire a certain momentum. There is a catch here, though, of becoming too assured in your knowledge and forgetting important details or not looking up new research on the topic. Secondly, you need to give the teaching your best and to give as much time and attention to the students who want to learn as they need to understand the topic fully. Thirdly, you need to spark the students' interest and show how it could be useful to them in the future.

**Anna Pashkevich**, *Associate Professor at the Department of Sociological Research Methods, Faculty of Social Sciences*

I would like to take this opportunity to express my gratitude to our students for their positive attitude, interest in education and trust, as well as my respect to all of our staff for their teamwork, which is both significant and valuable in my eyes. As you probably know, we are now living in a time when such ideas as "leadership", "outward success" and "highly qualified professional" reflect our current development. With age, it is more clear to me that the idea of the "crème de la crème" ("the best of the best") is not all that clear cut, as the idea of exclusiveness, from the very start, is directly associated with being better than others in competition, comparing one with another. This perplexes me somewhat. Over the years, I have learnt to think about it differently. For me, it is about working hard with diligence with no ambitions. And I would like to thank all of our students, teachers and mentors for this opportunity just to work and simply live my life.

**Danil Fedorovykh**, *Senior Lecturer at the Department of Theoretical Economics, Faculty of Economic Sciences*

A good teacher has time for students outside of classroom and the course schedule. My students know that their questions do not need to wait till the next lecture or seminar, and they can ask them via e-mail or social network messenger, and I do my best to reply promptly. Of course, sometimes I am flooded by dozens of messages per day, usually right before the exams or a deadline for a hometask. Still, I choose to spend the time answering these questions, even if they repetitive, rather than take the risk that somebody will not have an opportunity to ask something very important for their understanding of the topic.

**Milana Hachaturova**, *Senior Lecturer at the Department of General and Experimental Psychology, Faculty of Social Sciences, and Academic Director of the Doctoral School of Psychology*

The crux of the matter is that I very much love teaching and my students. My greatest reward is to see them enjoy learning something new and understanding how it will be useful to them. If there is any "secret tip", it's that teaching was never a burden for me; it is the most interesting and favourite part of my work at the university. Teaching provides space for creativity, inspiration, positive environment, for a chance to listen to your students and to be heard and understood by them.

## Visiting Scholars



The HSE Look is happy to promote upcoming **short-term visits to HSE by international scholars**, which were supported by institutional or faculty funding based on the hosting departments' applications. The following visits are scheduled for September and October. For details, please, contact the hosting department or [visiting scholar@hse.ru](mailto:visiting scholar@hse.ru)

**Eric Reuland**, Distinguished professor of language and cognition (Emeritus), Utrecht University Utrecht Institute of Linguistics OTS  
 Hosting department at HSE: School of Linguistics, Faculty of Humanities  
**Dates: September 12 – 22, 2016**

**Monika Wohlrab-Sahr**, Professor at University of Leipzig  
 Hosting department at HSE: School of Sociology, Faculty of Social Sciences  
**Dates: September 19 – 25, 2016**

**Susanna Witt**, Associate Professor, Senior Research Fellow, Uppsala Centre for Russian and Eurasian Studies, Uppsala University  
 Hosting department at HSE: School of Philology, Faculty of Humanities  
**Dates: September 23 – October 2, 2016**

**Stefan Helmreich**, Professor and Chair of Department of Anthropology, Massachusetts Institute of Technology  
 Hosting department at HSE: School of Cultural Studies, Faculty of Humanities  
**Dates: September 25 – October 1, 2016**

**Joachim Rudolf Otto Kupper**, Professor at Free University of Berlin  
 Hosting department at HSE: School of Philology, Faculty of Humanities  
**Dates: September 25 – October 5, 2016**

**Stefan Napel**, Professor at University of Bayreuth, Germany  
 Hosting department at HSE: The International Laboratory of Decision Choice and Analysis, Faculty of Economic Sciences  
**Dates: October 9 – 15, 2016**

**Johan van der Auwera**, Professor of theoretical linguistics, University of Antwerp  
 Hosting department at HSE: School of Linguistics, Faculty of Humanities  
**Dates: October 10 – 14, 2016**

## Doing Media and Semiotics Research at HSE

**Dr. Renira Gambarato**, Assistant Professor at the School of Media, the Faculty of Communications, Media and Design, shared her research and teaching experience at HSE with the readers of The HSE Look.

### What are your research interests?

My research interests are broad and include digital media, digital culture, Peircean semiotics, film analysis, and especially the design and analysis of multiplatform media production. My current research revolves around transmedia storytelling analysis, and the complexity of transmedia experiences. I also teach two courses a year within the Media Department master's programs and I supervise BA and MA students. Currently, my students are working with themes such as gamification, virtual reality, transmedia storytelling in Russia, transmedia strategies applied to journalism, activism, education, etc.

### Do you collaborate also with colleagues from other departments at HSE?

I collaborate with colleagues both inside my department and with other universities. For instance, I have a close cooperation with Tallinn University, Estonia, where I worked before coming to Russia,

and we just finished a two-year international research project "Russia-Brazil Major Sporting Events: Social Commotion in Global Media" with Federal University of Minas Gerais, Brazil. The fact that I am Brazilian facilitated the coordination of this project.

### What would you advise to new colleagues who will be joining HSE in September? Any hints on how to quickly integrate into the life of their department/programme?

My research/teaching career is being developed in six countries: Brazil, Germany, Canada, Qatar, Estonia, and Russia, therefore I have already experienced integration (or lack of) several times. From my point of view, integration anywhere in the world is a long process that requires patience, effort, and good will. As a practical advice to international colleagues moving to Moscow, I would suggest to learn the Cyrillic alphabet (for the ones who do not speak Russian) before arriving. This will prove very helpful to use the metro system, for instance.

## Save the Date for the HSE Day

On September 8th, 2016 for the fifth time HSE will hold a celebration for the University and the city to commemorate the start of the academic year. Traditionally it is a day off for faculty and students, so that they can join the events and activities which start at Gorky Park at 2 p.m. HSE Day has something to offer for all audiences, be it dancing, calligraphy workshops, presentations of faculties, a showcase of martial arts from different parts of the world, or lectures of HSE professors. Starting from 3 p.m. international faculty members will tell the audience about their research at HSE Open Talks – and if you would like to be one of the presenters, please, write to [ifaculty.support@hse.ru](mailto:ifaculty.support@hse.ru) before August 5th with your suggestion of the topic.

Another prominent English-speaking space at the HSE Day is Russian Tearoom where you can get traditional pastry and tea, but only if you demonstrate your knowledge of the Russian language and culture - there are tracks for beginners and advanced learners, so that everyone can participate in the trivia games and mingle with fellow international faculty and students. Do not miss the HSE Day announcements on the website in late August – and in the meanwhile you can get an idea of what the celebration looked like the previous year at <https://www.hse.ru/en/day2015/>. We'll be glad to see you there on September 8th, so save the date!