

Overview of governance of Russian universities

	Membership size and role	Appointment	Leadership	Responsibilities
State Board of Trustees	vary from institution to institution; advisory role	The procedure for forming the Board of trustees, its term of office, competence, and process for its activities are determined by the charter of the higher educational institution. Examples of several state universities demonstrate that members are nominated by the rector and approved by the Academic Council	The members elect the chair of the Board of Trustees at the first session of the newly formed Board of Trustees.	– assistance in solving current and future problems of the development of a higher educational institution; – assistance in attracting financial and material resources to ensure the activities and development of a higher educational institution, as well as to control the use of such funds; – assistance in improving the material and technical base of a higher educational institution; participation in the development of educational programs of higher and postgraduate vocational education, implemented by a higher educational institution, to ensure that these programs take into account the requirements of interested employers for graduates to fulfill their labor functions.

Flagship universities (Federal/autonomous, national, special status) Board of Overseers Board of Trustees	5 to 11 members; advisory and decision-making role; decision-making is mainly related to major financial activities of HEI; not mandatory, similar to state Board of Trustees	Members are appointed by the institution's founder (the Ministry of Science and Higher Education). As the founder of federal and national HEIs is the government, the members of these organizations are principally appointed by the government. The term of the Board of Overseers is established by the charter of the autonomous institution but cannot be more than five years. Thus, a person may be a member of the Board an unlimited number of times. Similar to state Boards of Trustees	The chair is elected by the members of Boards of Overseers and approved by the Ministry of Science and Higher Education. Typically, the chair of the Board of Overseers is the governor of the region or ministers of sectoral ministries or other high-profile officials. Similar to state Boards of Trustees	- considers proposals of the founder of the head of the autonomous institution regarding organizational, financial, and administrative issues. - some of the issues proposed by the rectors can be supported/declined by the Board of Overseers, but the rector makes the final decision; - items 9, 10, and 12 of Article 11 state that the decisions made by the Board of Overseers are mandatory for rectors. These items include activities related to proposals of the head of the autonomous institution on the conclusion of major financial transactions, transactions in which there is a financial interest for the institution, and issues of auditing of the annual financial statements of an autonomous institution approving selecting audit organizations. Similar to state Boards of Trustees
--	--	---	---	---

(cont.)

	Membership size and role	Appointment	Leadership	Responsibilities
MSU/SPSU Boards of Trustees	MSU: More than 40 members; advisory role SPSU: 29 members; advisory role	MSU: The members are appointed by the decision of the Academic Council headed by the rector SPSU: The members are appointed by the decision of the Academic Council headed by the rector	MSU: The chair is appointed by the Academic Council headed by the rector; the current chair is the president of the Russian Federation SPSU: The chair is appointed by the Academic Council headed by the rector; the current chair is the deputy chair of the Security Council of the Russian Federation	Assistance in: – development of the Russian education system and the implementation of state policy in the field of education, scientific and innovative activities; – strengthening the high status of Moscow State University as one of the world centers of education and science; – cooperation of Moscow University with universities in Russia, with government, public, and business structures; – development of international cooperation of Moscow University in the educational, scientific, technical, and cultural fields; – determination of promising directions for improving the training of specialists and scientific and technical personnel, taking into

account the development of the innovative economy of Russia and the market needs for high-tech services;

- implementation of the strategy of the Development Program of Moscow University;
- revival of the best Russian traditions of patronage and charity;
- attracting funds from extrabudgetary sources;
- the formation of endowment capital within the framework of the development funds of Moscow State University;
- support for new forms, programs, and promising initiatives that contribute to the development of the national education system, the implementation of progressive scientific ideas and discoveries, as well as the improvement of the educational, methodological, educational, and research activities of Moscow State University;

(cont.)

Membership size and role	Appointment	Leadership	Responsibilities
			– the establishment of personal scholarships and awards for students, postgraduates, and employees of Moscow State University; – strengthening the material and technical base of Moscow State University; – assessing the activities of Moscow State University from the point of view of modern international standards in the field of education and science. Funds raised by the Board of Trustees can be directed to: – to the settlement account of Lomonosov Moscow State University; – to the settlement accounts of the development funds of Moscow State University. The funds raised are spent following the terms of their attraction by the decision of the Board of Trustees: – assistance in the formation of a strategy and

- implementation of the development program of the University
- promoting cooperation of the University with government, public, and business structures
 - promoting the development of international cooperation of the University in the educational, scientific, technical, and cultural fields
 - assistance in raising funds from extrabudgetary sources
 - assistance, following the legislation of the Russian Federation, in the formation of endowment capital, the funds of which are used for the development of the University
 - assistance in the development of systems of external and internal audit of the University
 - assessment of the University's activities in terms of the effectiveness of its policy in the field of education, scientific, and innovation activities
-