



Marat Fatkhullin works in Europe, Africa, Middle East, Central Asia, Russia, establishing international collaborations in science and health. He works with federal and regional government ministers, universities and funding agencies. Marat has worked with Elsevier since 2011 and is now Vice President of Global Strategic Networks.

Marat has worked on many successful collaborative projects including developing regional economies through evidence-based partnerships between industry and universities, advising universities' transformations into entrepreneurial modes and facilitating the adoption of successful programmes to focus and improve research output quality.

Background:

1. Many Governments want economic growth and dream of innovative economy.
2. They realize that (i) Research should be in a Heart of framework, (ii) current model does not work and need (iii) research community/university lead regional growth (NOT suck the state budget).
3. Transforming Universities into entrepreneurial mode, increasing its global visibility, driving Academia-Industry Cooperation, building bottom-up responsibility of Academics for National Priorities – that's what True leaders do. Like:
 3. UK (neither richest by \$ nor largest by Academics in the world) is very successful in Research driven innovations = Top4 out 10 Universities in THE/QS rankings are from UK. Many years ago, UK had same challenges that Emerging economies face now.
 4. Success was built on evidence and adoption best practices from oversees. Some people who lead this and know engine room are:
 - i. Sir Edwards – former Imperial College, who raised it to Top5 best global Universities - [https://en.wikipedia.org/wiki/Christopher_Edwards_\(clinician\)](https://en.wikipedia.org/wiki/Christopher_Edwards_(clinician))
 - ii. CRUK (1BLN £ Foundation) Chairman before 2023 - Professor Sir Leszek Borysiewicz - https://en.wikipedia.org/wiki/Leszek_Borysiewicz
 - iii. John T Green – founder of the Royal Academy of Medical Sciences and of snowball Project - <https://snowballmetrics.com>
 - iv. Scott Rutherford – Senior Advisor (Research & Innovation) at Dubai Health - <https://www.linkedin.com/in/scott-rutherford-46a384a0/?originalSubdomain=ae>
 5. We analyzed lessons learned with key people and adopt best practice to other locations, non English speaking and not so mature in research.

Elsevier supports university leaders by providing evidence-based advice, facilitating collaborative projects such as:

1. Advising Governments on how to incentives strong research behavior VS. imitation, like clinical trial on long COVID between Sechenov Medical School and University of Cambridge.
2. Evidence based approach to invest in spots of excellence and DIVEST in imitation.
3. Build sustainable (not fast and painful but TRUE) transformation to start picking real research and collaborate internationally in the interest of the Nation.
4. Work with Academic resistance to leave “zone of comfort” and adopt them to Advocates.

What we suggest?

We are eager to connect with key leaders at ETF and from the Serbian research Ecosystem, who are driving innovation and research excellence. Together, we can explore opportunities for collaboration, pilot new initiatives, and establish workshops to engage a critical mass of researchers.