



New Models for Norwegian - Russian Education and Research Cooperation in the Field of Energy

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The High North Center for Business and Governance

"The establishment of the High North Centre at Bodø Graduate School of Business is a concrete expression of the capacity for renewal — and a highly valued initiative."

Jonas Gahr Støre, Norwegian Minister of Foreign Affairs,
March 15, 2007.



*In Education and Research stimulate
International Business Cooperation
- for sustainable value creation in the High North
Building competence –
For applying competence*

- ☐ *Utilize existing competence at Bodø Graduate School of Business and partners*
- ☐ *Make this competence available for Norwegian, Russian and International enterprises*
- ☐ *Network center for challenges connected to do business in the High North*



Brief History:

Norwegian- Russian Projects in Business and Management

Period 1: (1991 – 1993)

West meets East and East meets West

Period 2: (1993 – 1997)

Courses, student exchange and research cooperation

Period 3: (1997 – >

Combining Business Administration and Technical Education

Period 4: (2001 – >

Building the Norwegian-Russian University Alliance

Period 5: (2004 – >

Common International PhD program and Joint Master Programs in Energy

Period 6: (2007 – >

Research and Education Group in Sustainability and Business

Period 7: (2008 – >

Participation in Centre for High North Logistics (CHNL)

Period 8: (2009 – >

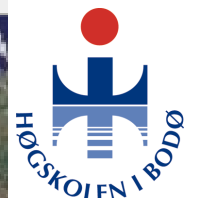
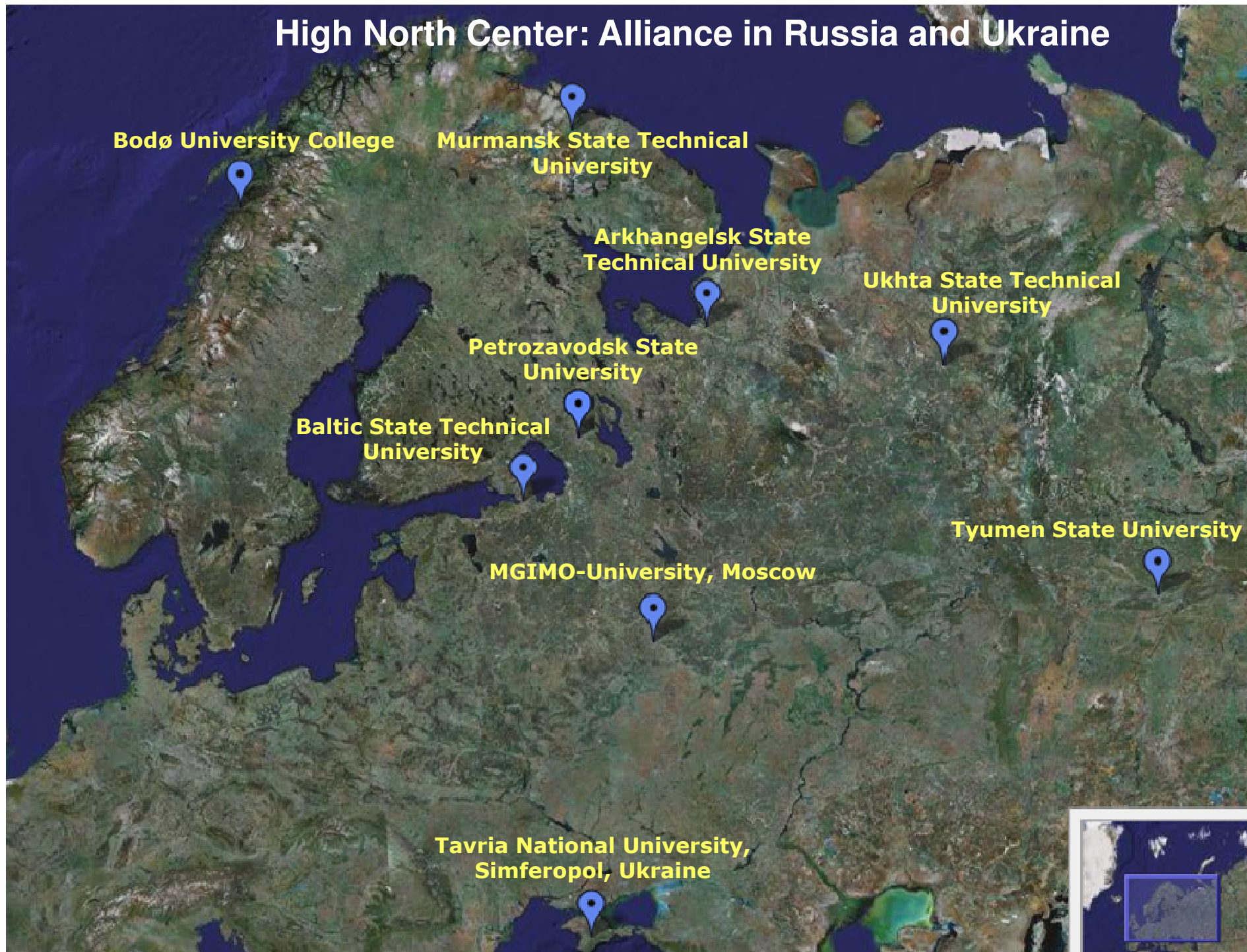
NAREC: Norwegian-Russian Education and Research Consortium
for International Business Development in the Energy Sector



STEP BY STEP – COMBINING STRENGTHS



High North Center: Alliance in Russia and Ukraine



Cooperating partners



The Risks threatening Value Creation in the High North



Education

- PhD programme (15-20 PhD students)
- 5 Master programmes with Russian Universities
 - *MBA (St. Petersburg)*
 - *Executive MBA (St. Petersburg)*
 - *Executive MBA for Rosneft (Russia and Norway)*
 - *MSc Energy Management (Bodø and Moscow)*
 - *MSc Sustainable Management (Bodø, St. Petersburg, Murmansk, Arkhangelsk, Ukhta, Tyumen)*



Master of Science in Energy Management

➤ Joint-degree:

- ✓ *A diploma from home institution*
- ✓ *A supplementary diploma from the other institution*

1st semester 30 ECTS Bodø/Moscow	2nd semester 30 ECTS Bodø	3rd semester 30 ECTS MOSCOW	4th semester 30 ECTS World wide
Business Analysis 10 ECTS	Energy Management – a Norwegian Perspectives 10 ECTS	Energy Diplomacy and Economy Of Fuel and Energy Complex 30 ECTS	Master Thesis 30 ECTS
Economics 10 ECTS	The Geopolitics of Petroleum and Natural Gas 10 ECTS		
Philosophy, Ethics and the Environment 10 ECTS	Research Methods 10 ECTS		

Results:

- 95 students graduated since 2007
- 62 in education process today
- in average 150 applicants for 15 study places in Norway

Central Topics

- Energy Policy and Diplomacy
- International Political Agreements and negotiations
- Corporate Social Responsibility
- Cross Cultural Communication
- Government Relations
- Worlds Energy Markets
- Business Research: Management, Marketing, Investment, Strategy in Energy Sector etc.



Master of Science in Sustainable Management

YEAR 1		YEAR 2	
FALL BODØ/RUSSIA	SPRING BODØ	FALL RUSSIA	SPRING WORLD WIDE
Business Analysis 10 ECTS	Research Method 10 ECTS	Specialization at Russian Universities 30 ECTS	MASTER THESIS
Economics 10 ECTS	Sustainable Management 5 ECTS		
	Ecological Economics 5 ECTS		
Philosophy, Environment and Ethics 10 ECTS	Accountability and Responsibility 5 ECTS		
	Norwegian/Russia n Language and Culture 5 ECTS		

Partners:

- ✓ *Arkhangelsk State Technical University*
- ✓ *Baltic State Technical University (St. Petersburg)*
- ✓ *Murmansk State Technical University*
- ✓ *Tumen State University*
- ✓ *Ukhta State Technical University*
- ✓ *Bodø Graduate School of Business*



Education

- **Executive MBA:
Business in the High North Russia
(together with NUPI and MGIMO)**

New 2010, start October 2010



- **Other joint programmes:**
 - *Retraining Russian Officers*
 - *Retraining Ukrainian Officers*
 - *Business Practice in Norway*
- **More than 3.000 graduates in REAL JOINT Norwegian-Russian programmes**



Research

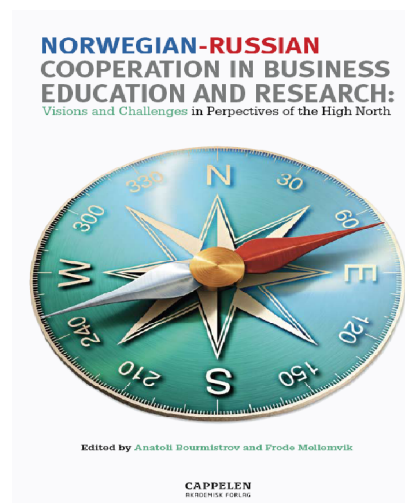
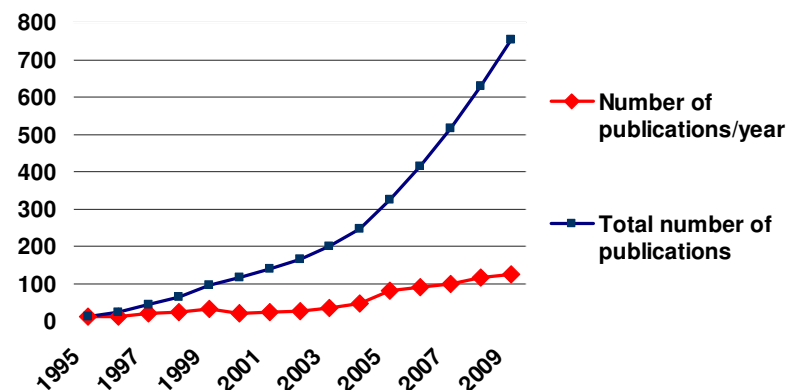
■ Cooperation with:

- *Universities/Research Institutions in Russia, Western Europe, Canada, US, Asia, University of the Arctic, Barents Institute, NUPI, FNI, Econ Pöyry, +++*

■ Regarding:

- *Many industries (Energy, Logistics/Transportation, Banking, Fishery, Tourism)*
- *Opportunities in High North*
- *Local/Regional value creation*
 - Statoli
 - BP
 - Total
 - Norwegian Ministry of Defense
- **PhD projects (15-20 projects); ex**
 - *Development of supply industry*
 - *Development of energy resources*
 - *Social responsibility of enterprises*
 - *Indigenous people and industry*
 - *Criteria for success in large projects*

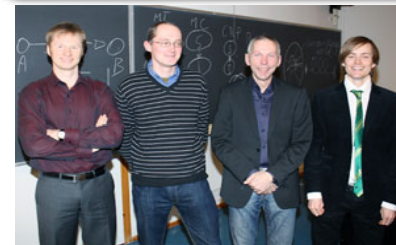
More than 700 publications



MEETING COMPETANCE NEEDS OF ENTERPRISES AND AUTHORITIES

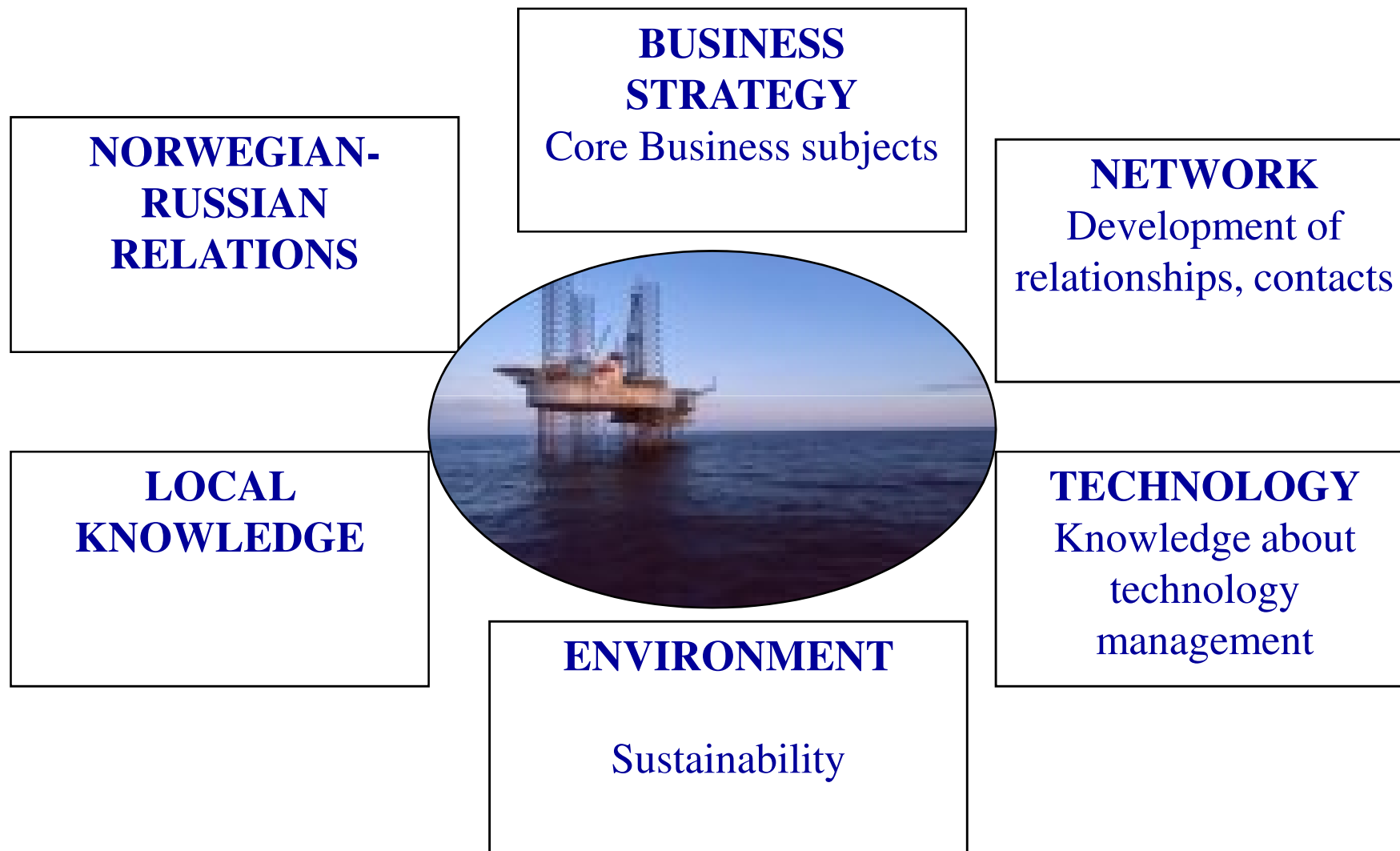
Communication

- **Conferences**
 - *Arctic Dialogue and Sea Study Tour, March 22-26, 2010*
 - *Supply Industry Conference, September, 2010*
 - *Inside Russia 2011*
- **Seminars**
 - *Investment in Russia*
 - *Development in Russia – consequences for business*
 - *Alternative energy resources*
 - *Security in High North, Opened by: The Norwegian Minister of Defense February 8th 2010*



ADDRESS AND DISCUSS TOPICS OF INTEREST FOR BOTH COUNTRIES

Focus: Cooperation Network



Input to our work: The Modernizing of Russia

President Medvedev:

"In the twenty-first century, our country once again needs to undergo comprehensive modernisation. This will be our first ever experience of modernisation based on democratic values and institutions. Instead of a primitive raw materials economy we will create a smart economy producing unique knowledge, new goods and technology of use to people."

- ✓ Further reform of the **financial sector**
- ✓ A long-term **reduction** in the size of the **state sector**
- ✓ **Transformation of state corporations** operating in competitive environments into joint stock companies
- ✓ Introduction of **tax benefits for innovation-related activities**
- ✓ **Technological modernization** of the entire manufacturing base
- ✓ Creation of a modern technological centre – **a Russian Silicon Valley**
- ✓ Introduction of **energy-saving** equipment
- ✓ Wider **application of space technology** in the telecommunication industry
- ✓ Introduction of **supercomputers**
- ✓ Development of strategic **information technologies**
- ✓ A three- to four-month limit on granting **approvals for new investment projects**

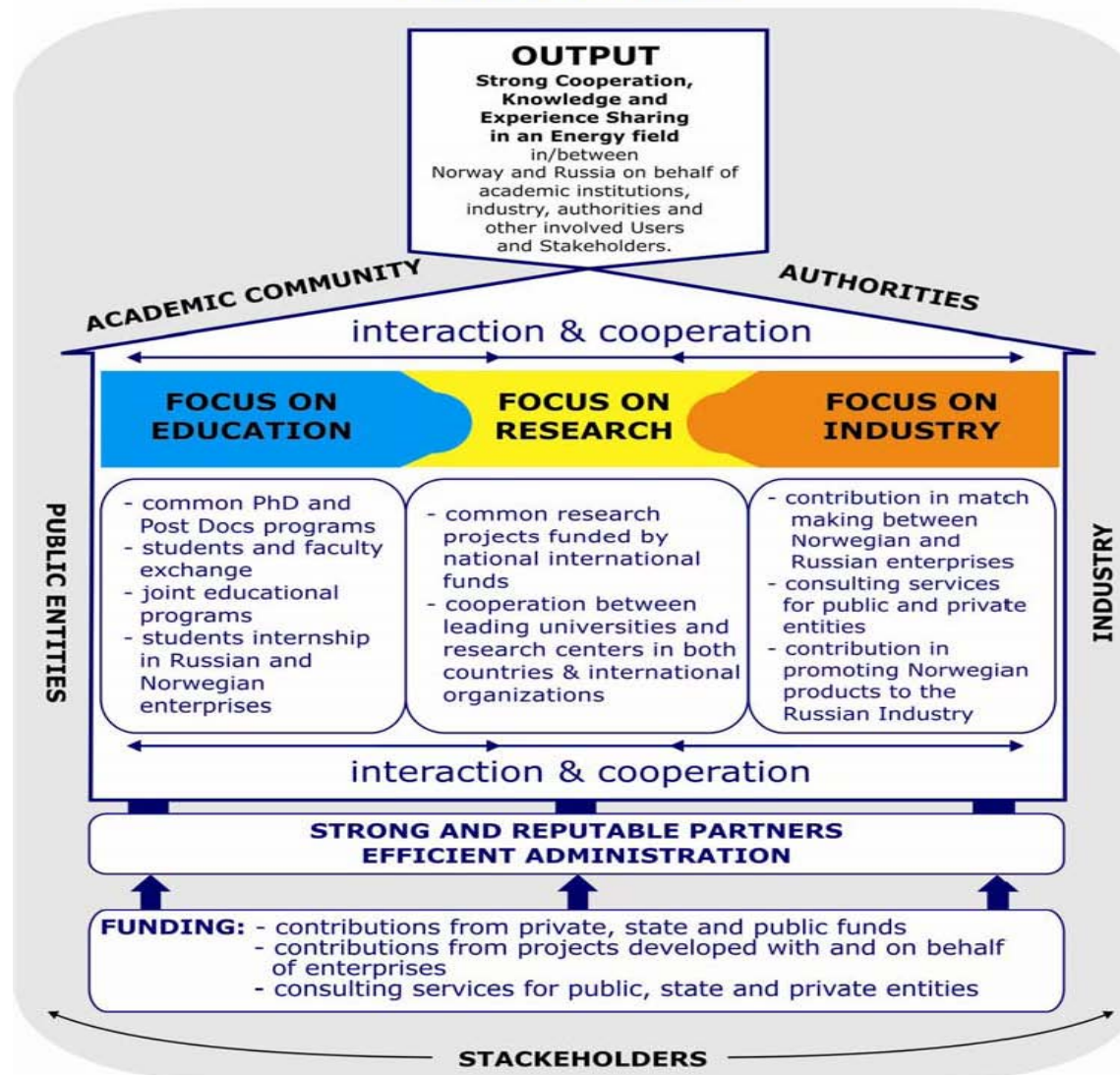


NAREC: Norwegian-Russian Education and Research Consortium for International Business Development in the Energy Sector: October 2009

- **Aims at uniting leading academic institutions in Norway and Russia to develop new knowledge through education and research for industry cooperation between and in both countries in the field of energy.**
- **Two main knowledge hubs:**
 - *The High North Centre of Business at Bodø University, Norway*
 - *Recruiting Norwegian Members*
 - *The MIEP at MGIMO-University, Moscow, Russia*
 - *Recruiting Russian members*
- **Organization**
 - *Cooperation between enterprises and academic institutions*
 - *Strategic board*
 - *User forum*
- **Tasks:**
 - *Trough hubs: activating relevant national and international networks*
 - *Coordination of new research and education projects*
 - *Secure relevance of projects for authorities and industries*
 - *Establishing an Academic Chair*



NAREC CONCEPT



An Example: Energy related project



Statoil supports the joint efforts of Arkhangelsk State Technical University (ASTU), Baltic State Technical University (BSTU), and Murmansk State Technical University (MSTU) in **creating of the common competence arena in the sphere of logistics and transport in the North**. The activities are coordinated with the Center for High North Logistics.

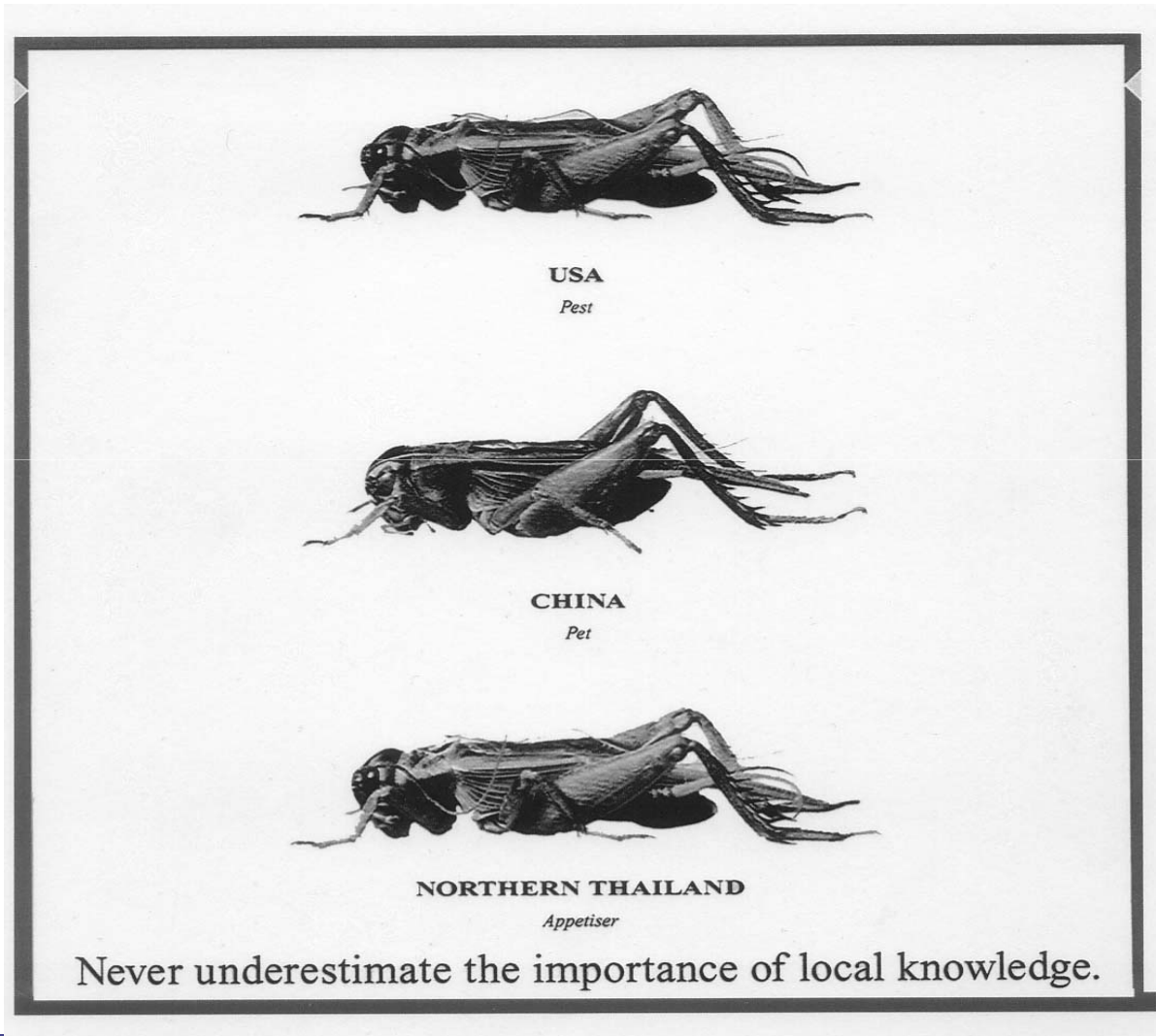
The project activities at ASTU, BSTU, MSTU include development and **teaching** of courses in logistics and transportation according to international **standards**, **training** of teachers, a part-time **professorship**, **research** by post-graduate students, as well as organizations of **workshops** and **seminars**. Content of the courses and the research projects is closely related to problem statements from business companies operating in the High North.



NORDOMRÅDESENTERET
High North Center for Business and Governance



CHALLENGES IN INTERNATIONAL HIGHER EDUCATION AND RESEARCH COOPERATION IN BUSINESS



CHALLENGES IN INTERNATIONAL HIGHER EDUCATION AND RESEARCH COOPERATION IN BUSINESS

**TWO FORCES (Business and Education & Research society),
TWO CONTEXTS (Russia & Norway)**



Challenges for Cooperation

- **The Agreement component:**
 - ✓ How to secure that partner institutions, researchers and students are **COMMITTED** to the cooperative programs? How to secure real cooperation?
 - ✓ How to secure that the cooperative program development will be a managerial **PRIORITY** at partner institutions?
- **The Designing component:**
 - ✓ How to handle **REQUIREMENTS** from different sectors (enterprises/research institutions) and national cultures? What is valuable research?
- **The Quality component:**
 - ✓ How to develop effective **COMMUNICATION** between partners and achieve common acceptable solutions?
 - ✓ How to guarantee **LONG-TERM** commitment?
 - ✓ How to **INTEGRATE RESEARCH AND EDUCATION** in the program?
 - ✓ How to be both **NORMATIVE AND CRITICAL**?
 - ✓ How to achieve **RELEVANCE** for students, enterprises/authorities, researchers?
- **The Quantitative component:**
 - ✓ How to **HARMONIZE** the workload between the partners, how to include all in the relevant networks, how to share resources?

Conclusions from our Models of Cooperation

- o In Establishing Projects:
 - n *Generate and formalize ideas*
 - n *Focus on **combining strength***
- o Be Real Partners:
 - n *Meet often and be committed*
 - n ***Establishing trust***
- o Focus on Fundraising:
 - n *Securing financial resources*
 - n *Focus on **self-sustainability***
- o In Running Projects:
 - n *Search for **synergies***
 - n *Anchor cooperation at the institution and in relevant authorities*
 - n *Search for friends and supporters*



New Models of Cooperation for Discoveries of New Opportunities

