



SKOLKOVO Programme for universities' leaders as an example of Triple Helix approach in Executive Education

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SKOLKOVO: Facts and Figures

Moscow School of Management SKOLKOVO is a joint project by major Russian and international business leaders, who combined their efforts to create from scratch a brand new business school.

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| <p>2006 September 21: Groundbreaking Ceremony. The Moscow School of Management SKOLKOVO is founded
Launch of the first educational programme - SKOLKOVO Executive Education</p> | <p>500 million USD
Total cost of the project</p> |
| <p>2007 Launch of the SKOLKOVO Publishing Programme
Start of the Public Outreach Programme: Conferences, Forums, Discussion Club etc.</p> | <p>250 million USD
Campus investment</p> |
| <p>2008 The SKOLKOVO Institute for Emerging Markets Studies (SIEMS) is opened (from 2012 - The SKOLKOVO Business School - Ernst & Young Institute for Emerging Market Studies (IEMS)</p> | <p>80 thousand square metres
Campus size</p> |
| <p>2009 September - launch of the first SKOLKOVO MBA class</p> | <p>26 hectares</p> |
| <p>2010 The premier graduations of Executive MBA and MBA:
3 Executive MBA Classes and 2 MBA Classes
More than 3,000 alumni of the Executive Education programmes
The SKOLKOVO Campus is opened</p> | <p>Land</p> |
| <p>2011 6 Executive MBA classes, 3 MBA classes
More than 8,000 participants studied at the SKOLKOVO Executive Education programmes. The SKOLKOVO Campus is fully operational</p> | |
| <p>2012 9 Executive MBA classes, 4 MBA classes
More than 9,000 students in the Executive Education programmes
Launch of the SKOLKOVO newest programmes - Startup Academy</p> | |



SKOLKOVO Philosophy

SKOLKOVO Key Principles

- Emphasis on **rapidly developing economies**
- **Leadership and entrepreneurship**
- **Practice-based learning**
- Strong **Research and Development** platform
- Action-based **innovative** approach to learning

Mission

- Helping successful people become more successful
- Helping people become leaders who will make a difference and an impact



Vision

- To create entrepreneurial leaders for fast-moving economies through experiential learning
- To develop people looking for challenges and ready to make a difference

SKOLKOVO – innovative, new business school focusing on emerging markets, entrepreneurship, leadership and experiential learning.



SKOLKOVO Executive Education: Facts and Figures

6 years in business education

Programmes started in December 2006.

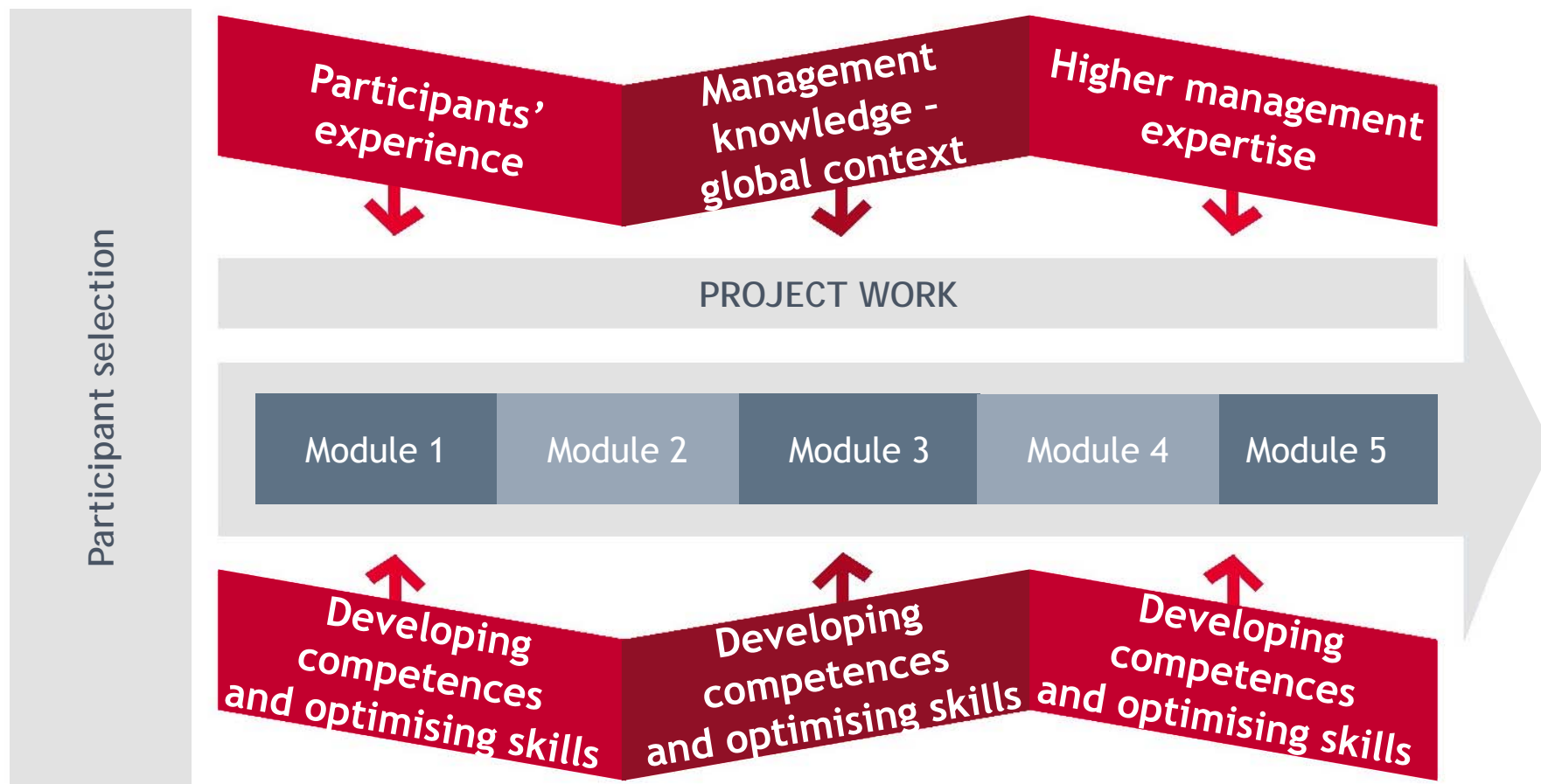
In 6 years we have held:

- More than 300 corporate programmes modules
- More than 50 open programmes
- More than 9000 executives became Executive Education alumni
- We work with more than 70 corporate clients



Integrated Programmes

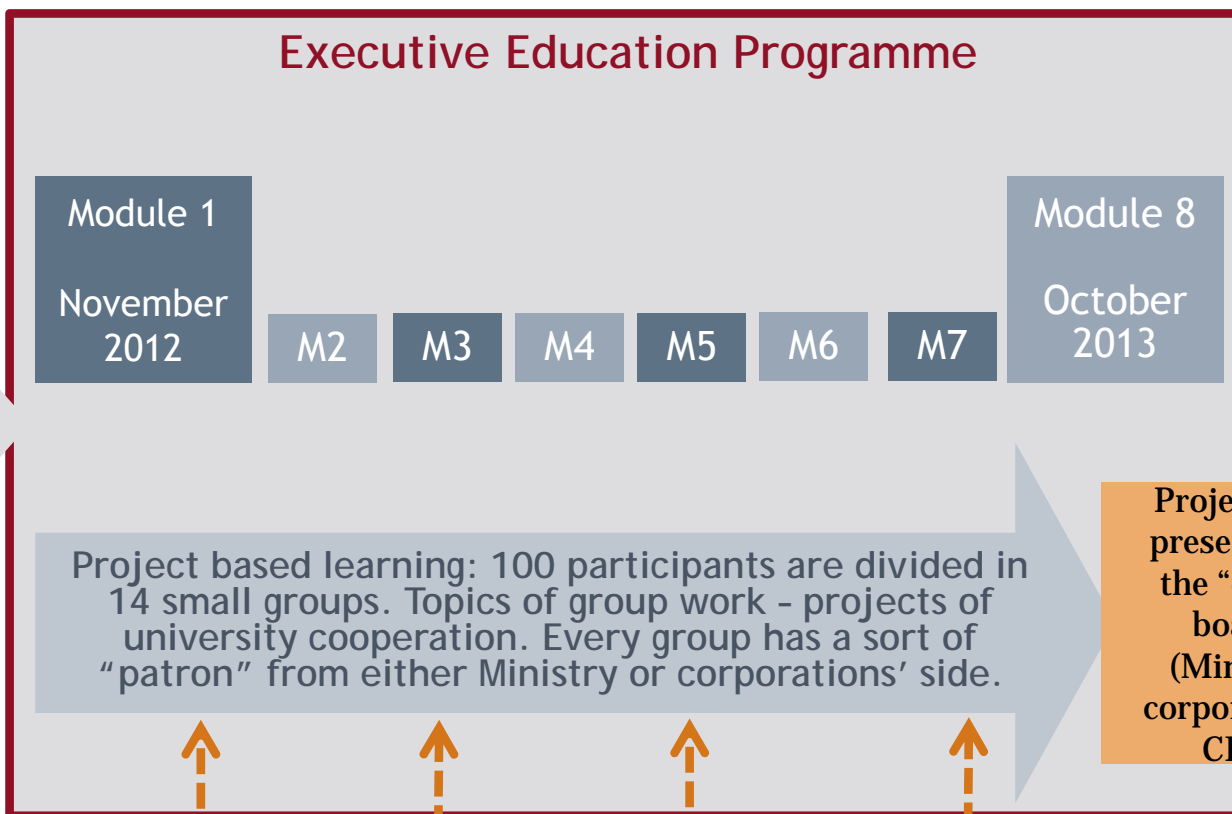
- Model of the programme



New Leaders of Higher Education: SKOLKOVO Programme for Russian universities

Selection:
100 managers,
100 universities
Rectors
Vice-rectors
Deans

English proficiency
Managerial experience
Non-academic experience as an advantage



Result of the Programme:

- 1. Projects.** 14 projects, launched within the Programme should become a carcass for upgrading the system of higher education in Russia
- 2. Managers.** 100-110 managers of new generation, future rectors.

Programme: goals and methods

100 university leaders who will be capable to operate in new market and technological environment:

- Strengthening links between Ministry, business and universities
- Emphasis not on professors but on experts from business, government and NGOs
- Managerial knowledge mixed with project based learning



Triple Helix Approach within the Programme

Program as a hub for universities, business and authorities:

- Ideological core: university is neither an “ivory tower” nor an agent of state corporativism, but an actor in multi-stakeholder environment
- Mentors from business and “curators” from Ministry of Education and Science
- University managers as “intrapreneurs”
- Encouragement to create own educational start-ups



Example: list of speakers for the nearest studying module

- SKOLKOVO professor of practice in negotiations
- Deputy Minister of Education and Science
- Director of biggest governmental venture fund
- Director of governmental agency responsible for National Framework for Qualifications and Competences
- Advisor to CEO of nuclear energy producer
- 2 RnD directors of Russian major corporations
- VP for HR issues of leading aircraft company
- Director of educational programs at biggest charity foundation
- Head of VET department at Ministry of Education and Science

Findings after half of the Programme is done

- Program is very successful as a hub but less successful as a project incubator
- Rocketing individual careers: good result for individuals, ambiguous result for the system in general
- Strengthening horizontal ties between participants, but this ties do not become institutional;
- Not only institutional constraints, but also lack of trust between entities and between levels of management

What's the use for other countries

For developing countries:

- Programme as an ice-braker to overcome lack of institutional relationship between universities, business and government
- Such programs could be a significant addition to international internships and education abroad

Applicable in countries with growing economy, significant governmental attention to human capital and relatively developed tertiary education:

- CIS
- Turkey
- India
- South-East Asia
- Some parts of Latin America