



Observatory PASCAL

Place Management, Social Capital and Learning Regions

PURE Regional Visit Report (RVR1)

BUSKERUD, NORWAY

1st – 4th April, 2009

Steve Garlick, Fumi Kitagawa and Kate Sankey

Preamble

Buskerud was the second of three Scandinavian regions studied by the CDG (29th March – 8th April); Jämtland in Sweden being the first. For this review the CDG (Lead Reviewer – Kate Sankey) had the benefit of the Scandinavian experience of Lasse Sonne from Jämtland. In addition two members (Steve Garlick and Fumi Katagawa) of the CDG had contributed to the OECD initiative (2004-2007) which provided valuable experience, especially in the third visit (Värmland, Sweden). The three regions therefore had some important aspects in common not least as a consequence of the historical connections between Norway and Sweden.

The visit was well planned, with a balance of meetings and visits which gave a good oversight of the issues of regional strategic development facing the county together with the activities and priorities of Buskerud University College (HiBu) in the context of national policies. Internal travel was provided by Ingunn Sandaker and the accommodation in the heart of Drammen provided an excellent perspective on this part of the county. We made a visit to the industrial hub and the HiBu campus in Kongsberg but not to the Hønefoss campus. The visit was inevitably too short with one missing experience: that of the mountains and rural area where the key issues of depopulation and unbalanced economic and educational opportunities resides. However, images of Buskerud featured in the presentations by the Major and the HiBu's Tourism initiatives - testament to the high value placed on the natural environment and its importance to quality of life and tourism. Innovation Norway's strap line is 'Powered by Nature' and this resonated strongly with the Region. The visit took place just before the Easter holidays so the shops were full of Easter decorations and there was an exhibition of locally made glass 'spinning eggs' and a make-your-own waffle stall in the reception hall of the municipal building!

The initial Regional Profile and Regional Briefing Paper were supplemented with an important document: *Regional Planning Strategy 2009 - 2012* translated into English by Hilde Balliere, Buskerud County. This turned out to be very significant as Buskerud is the pilot county in Norway for the production of the strategy which is to be launched formally in June 2009. This process has been directed from the state under new Planning and Construction laws. Feedback from the government is positive and Buskerud is confident that the development of plans to address and deliver the strategy will be welcomed by the government particularly as the county believe that the extensive consultation process and participation approach will strengthen the effectiveness of the documents. This was an approach that the CDG were to see to good effect in Värmland, Sweden where similar state legislation for regional strategic development has been introduced.

The University College press office met with the CDG and the visit features on the University College website <http://www.hibu.no/hibu/nyhetsarkiv/arkiv/eksperthjelp> .

The visit was felt to be very successful and to herald a significant opportunity for learning through the PURE project as well as to generate ideas for an improved capacity for engaging higher education in the region's development. The visit effectively laid the groundwork for this and was a result of the organisation and enthusiastic input by everyone, but facilitated especially by Amarjit Singh, Buskerud County, Etty Nilsen, Buskerud University College and Ingunn Sandaker, Buskerud University College/Akershus University College. Other members of the Regional Co-ordinating Group



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were Ingunn Elvekrok, Buskerud University College, Sigurd Fjose, Buskerud County and Hilde Ballière, Buskerud County.

Essential characteristics of the Region

Buskerud is situated in central southern Norway only 35 minutes by train from Oslo and with good transport links. There is no impression that it is overshadowed by the capital. This may be partly because it is separated from Oslo by the 'doughnut' county of Akershus, but also the county has been working to promote a strong identity for Buskerud. There are three cities in the region with a HiBu campus in each: one operating on a global scale as a high-tech industrial centre (Kongsberg), one rising as a modern (rather innovative) town after a period of industrial decline (Drammen), the third is less successful and struggling with some industrial decline (Hønefoss). It is certainly a region of contrasts: there is agriculture (market gardening) in the south, a thriving industrial cluster in Kongsberg and a rural and rather remote mountainous northern part which is important for winter (the second biggest winter tourism destination in Norway) and summer tourism but is suffering from a decreasing and ageing population with a greater proportion of females. Apart from the Kongsberg region the education level is below average for the country, in fact across the County participation in HE is the lowest in Norway. The county has a population of approximately 254,000 with 60,000 living in the capital, Drammen. There is a significant ethnic population of almost 21,000. This represents 17% of the Drammen population.

There are 21 municipalities (average population of 12,125) and 5 sub-regions. The County is administered by the Buskerud Fylkeskommune with the headquarters in Drammen. The State is represented in the county by the Governor's Office. The CDG met the major, Roger Ryberg who made a presentation in the light and airy modern Council Chambers. There are 43 County Councillors and 3 Standing Committees. One is dedicated to Regional Development which corresponds to the department in the County. The CDG met the Chairman of the committee, Gotfred Rygh and also the Head of Regional Development, John Fredrik Wallace giving a good opportunity to see regional development from both a political and administrative perspective.

The municipalities are responsible for Primary Education (years 1 – 10); health promotion; welfare for old people and community health. Secondary education (years 11-14) is the responsibility of the County, and Higher Education that of the State. The County Administration has two departments (Regional Development and Education) over 70% of the total staff of the County is working in Education department and around 50 people are working in Regional department. Regional department is managed in a flexible and dynamic way – as demonstrated by the approach taken by all staff the CDG met.

The regional development department is responsible for a large range of areas which are brought together in the *Regional Planning Strategy 2009-2012* including culture, transport, public health, competence & innovation. It therefore covers the 5 areas of regional development which were agreed as central to the interests of the PURE project: Civic and citizenship; Cultural; Economic; Environmental and Social including health.

The department has a Competence and Innovation Team which covers large areas of responsibility. The department led on the Strategy and is now putting together plans for LLL, Tourism, Skills and R&D. The process of developing these plans includes 'consultations and collaborations' with other stakeholders (agencies and institutions) and the local communities will have representation through the municipalities. We did not get a feel for the kind of personnel who would be representative of the municipalities nor how they would gather their mandate from the community. From the CDG's experience in Värmland (*Regional Development Programme 2009-2013*) there may be some good examples of public participation in the development of strategies and plans particularly with young people to share.



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There is influence from other regions with the national trend for greater cooperation manifested in the amalgamation of counties to form larger regions and for merger of HE institutions. A major effort is currently on the go for an evolving Oslo Fjord Alliance of Buskerud University College with Østfold and Vestfold University Colleges together with the Norwegian University of Life Sciences in Ås. A common platform for technology/engineering has already been established (2009) and teacher education will follow (2010) with discussions around a complete merger planned for 2011/2012. This development is to some extent dominating the activities of the University College and the merger is likely to have some major consequences on the campuses, course provision and staff stability, with potential rationalization affecting Hønefoss.

There will also be a new Regional Research Fund (2010) to be administered by a newly formed 'region' made up of the Buskerud, Vestfold, Østfold and Telemark counties. This emphasises the current national trend for larger regional approaches, and the influence of national policies at regional level.

Other key stakeholders in regional development are Innovation Norway (the state agency responsible for business innovation including tourism). Their offices are on the top floor of the University College building in Drammen. Also on the top floor is a regionally -based vibrant innovation and business incubator organisation: Papirbredden Innovation which supports up to 12 new businesses and community enterprises. Known as Papirbredden the Drammen campus is on a brown field site of an old Paper Mill. A major clean up and transformation of the river environment the College makes a very strong statement on the city. Stunning architecture has created a beautiful building with an environment which both looks to the future whilst reflecting and respecting its industrial past. The County library (10 staff) for the community is on the ground floor and community activities take place for all ages. The third mission of the University College is well illustrated and anecdotal evidence shows that the community attitude to the University College has changed since the building of the campus right in the centre of Drammen and its regeneration from industrial dereliction.

Business support for innovation, research and development is strongest in Kongsberg and is linked to the Kongsberg cluster. Fifty industries make up this cluster employing 6,000 people. The industries cluster around engineering and high technology – Systems Engineering. It is one of 9 Norwegian Centres of Expertise (NCE) with a turnover of 30 billion NOK. The Systems Engineering NCE resulted from the collapse in 1987 of the old industrial heart of Kongsberg based on a weapon factory (KV). The NCE is driven by industry but is run by Buskerud University College (HiBu). Other industries that built up include jet engine production, gas turbines and energy systems, ship automation and advanced positioning systems, subsea production systems and gear and clutch systems for the automotive industry. There is also a Chamber of Commerce in Kongsberg. Linked to the Kongsberg industries is a strong social/cultural/education organisation. This includes an International School, Kotech (apprenticeship scheme), Industrial Bachelor degrees at HiBu, Industrial Masters at HiBu and international link with Stephens Institute of Technology, Texas and PhDs through NTNU (Norwegian University of Science and Technology, Trondheim). The Kongsberg cluster also supports cultural and sporting events. The Masters programme (2009) has financial support from the state, the county and the industries and it is planned to develop a world class Research Institute. The funding of 1M NOK is administered by the NCE.

A further example of R&D and Innovation is a new 10 year VRI programme. This national programme funded by the Research Council of Norway seeks to promote innovation and knowledge development and value creation through regional collaboration in R&D within and for regions. The application and proposal for this funding has to come from a regional partnership, and in Buskerud this presented considerable challenges requiring new alliances to be fostered between the University College and the region. The experience highlighted the weakness of R&D capacity in the county: low standards of education (except Kongsberg) and lack of any established independent R&D institutes in the region (except within industries in Kongsberg). The VRI was approved in autumn

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2008 and was the last of the 15 regions in Norway to be set up. The priority areas are industry, tourism & hospitality and health.

Summary of key strategic issues and challenges facing Buskerud:

- Sustainable growth (Climate and energy).
- Public transport.
- Economic development: R&D expenditure is quite different among sectors and regions.
- Strategy plan for skilled labour: Lack of skilled labour in certain industrial sectors and in health services.
- Strategy plan for research and development: Lack of research institutions in the county.
- Tourism, Culture, Culture-landscape: lack of strong identity.
- Life long learning: Lower level of higher education among the population.
- Depopulation: un-balanced development throughout the county
- “Hardangervidda/Vassdrag/Vassbruk”.
- Sports and active health (Folkehelsa) .

Early Findings: Region-University College issues

This is a region in dynamic transition, it is focussed on regional issues but with an outward looking aspect to Europe and internationally. Some areas are better prepared and supported than others with many of the elements for an innovative response to changing times already in place or just developing. The County demonstrates strong leadership and vision in approach to developing holistic strategies and plans, for example, for lifelong learning where the focus will be developing the full potential of the human capital. The CDG introduced the concept of a Human Capital Plan thus allowing a strategic approach to lifelong learning where the human resource is set in the context of regional sustainable development. As a further extension of this discussion it would be valuable to consider the human capital as one element of the assets in the region contributing to the whole. The ‘5 Capital model’ brings in the other assets – being the Natural capital, Social capital, financial capital and manufactured capital.

The partnership agreement which the region has with the University College (2009) sets out the overall role that HiBu should play in competence development for business and industry, regional development, innovation, leadership, entrepreneurship and tourism. The agreement looks to HiBu to conduct R&D and business development projects which address the key issues for the region and the county wishes to support the establishment of a centre for tourism leadership. There is clearly a strong will to cooperate, but the political pressure on the University College to amalgamate with other HEIs and to work toward University status may be taking some of the energy away from the regional priorities. It was clear however that if University status brought with it greater national and international influence, more training and educational opportunities and external R&D funding then this would enhance the economic, social and environmental development of the region. The coming two years will be pivotal to the realisation of these aspirations. For example if merger should necessitate the closure of particular programme offerings (eg. teacher education) at one campus or indeed the ultimate closure of a campus then the messages regarding the University’s commitment to regional outreach and its third mission will be undermined unless an alternative focus or specialism could be sought. A centre of excellence in tourism might be one innovative and positive alternative and would represent a collaborative enterprise with the region.

The new 10 year funded VRI (Regional R&D and Innovation) programme (approved autumn 2008) and the new Regional Research Funds (2010) provide a strong basis on which to build regional partnerships. This brings opportunities for interaction and innovations between businesses within the target areas (industry, tourism, hospitality and health), and between the businesses and R&D/knowledge creators and so strengthen HiBu as a research partner for trade and industry. The VRI



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programme has a steering/advisory group consisting of all the regional players and the University College and is chaired by the head of Regional Development giving it a strong regionally-rooted strategic focus. Such close collaboration is new to some of the partners and as yet untested but if it works well, augers well for the future and for leading towards project proposals under the Regional Research Funds. It will thus be critical to ensure that all regional players remain on board so that the programme is truly 'regionally led'. It could provide a platform for a shared Regional Strategy for Sustainable Development bringing together as it does economic/financial with social/human/cultural and environmental priorities for the region. However, from the list of members there is a strong bias to trade and industry and it will be important to have representation from agencies responsible for the environmental and natural issues which after all underpin all and especially the food/ tourism and health agendas. The CDG also noted that there was no representation from the non-governmental/voluntary sector.

The VRI plans and the newly launched activities would appear already to be bearing fruit. The three research questions posed by the Buskerud VRI across the projects and of the VRI itself should provide valuable insights into the innovation process and answer questions for regional development: What features of inter-organisational organisation and cooperation enhance and hinder innovation? How can the academic and teaching activities of the HEIs connect to the expectations of the regional businesses of the HEI's contribution to regional innovation? And what features of intra-organisational organisation and cooperation enhance or hinder innovation in the value chains of the individual businesses? The introduction of a skilled competence broker working in and with the business community to establish the actual R&D needs was a particularly interesting supporting element of the programme. We learnt that already 29 businesses had been involved and that this has led to the targeting of support for funding for 3 further projects. This grass root activity should build up the confidence and the competence of small businesses particularly in the more remote and rural areas of the region. It will also highlight to small businesses the value of R&D for business development and innovation. Although the picture is one of very small businesses with little history of collaboration, the VRI programme could help to build up a new tourism industry cluster. Consideration will be required to develop an appropriate working model for such a cluster which would need to be quite different to that of the Kongsberg industry cluster.

It is too early to judge the impact of the three main projects in the VRI, but the development of 'regional value chains' in the tourism and hospitality industry around regional/seasonal food is very interesting and opens up opportunities for a holistic and connected business approach to food production – food processing – hospitality/tourism (hotels/ restaurants/farm shops). The visitor will enjoy eating the food but also will have opportunities to visit a farm and to understand and appreciate the specialities of the region. Not only that, but destinations will be better because local food will add to the authentic experience and so connecting the businesses in the chain enables exchange of expertise and collaboration in events, festivals and green tourism. Because the VRI is a national programme there are also many opportunities for cross-regional collaboration. The CDG saw this programme as central for the HiBu to establish a strong profile in tourism and provide the region with a basis for the new model of cluster development in tourism and so lead to a new Centre of Excellence.

Early findings: Region and R&D in Regional Business Support

The industrial cluster in Kongsberg and the NCE System Engineering as a national tool for industry innovation and development is an impressive driver in the region. The CDG noted with interest the level of international R&D which was based in Kongsberg even though the headquarters of the international industries were based in other parts of the world. This presents opportunities for national/international collaboration. The CDG visited FMC Technologies (a world leader in supplying subsea production systems) and heard about the value of the cluster to their industry. International R&D connections were strong through the industry, together with national links to specialist R&D at



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NTNU (Trondheim). FMC sponsors students from Angola and Russia – this presents further opportunities for international R&D. These kinds of opportunities which result from major international systems engineering industries clustered together exemplify the value of the triple helix approach. The NCE has been developing over 10 years and has high visibility, strong branding and attracts funding from the industries as well as external finance and international R&D. This appears to be a highly successful model which should provide some protection against the serious downturn in the world economy. The approach for achieving the best R&D and innovation for the region would appear to be through a mix of initiatives from other Universities and Institutes in Norway and beyond, whilst growing the local capacity of the Buskerud University College.

The CDG also had a chance to see Papirbredden Innovation which is housed in HiBu at Drammen. Here is provided service and advice support to new businesses and an incubator location for businesses to start up. Its location within the Buskerud University College and next door to Innovation Norway provides good facilities and an innovative environment. There was a mixture of small businesses and social enterprises. The organisation had very recently been set up and as yet it was not fully occupied. We visited late on the Friday afternoon so many people had left for their Easter holidays but even so there was a refreshing atmosphere of innovation and new ventures. The director Knut Brinchman was an entrepreneurial leader with vision. This is an important facility and as much collaboration as possible should take place between HiBu, Innovation Norway and the Buskerud region.

Early Findings: Challenges for Buskerud University College HiBu and Buskerud Region

The CDG had the impression that there were some tensions between the national and the regional priorities set for the University College. The recent (2005) law applies to both Universities and University Colleges charging them with a national teaching and research remit but also requiring them to interact with regional 'forces'. There is a Strategic Plan for the University College 2010-2015 which the CDG has not yet had the opportunity to see. However, from the short meeting the CDG had with the Rector Kirstin Ørmen Johnsen, whilst visiting the Kongsberg campus, there were a number of issues which were raised. The University seeks a balance between achieving high quality internationally recognised research and its responsibilities for teaching and learning programmes which meet the regional needs. It is not easy to respond to regional demands as it takes time to set up new courses and regional R&D is less likely to command credit on the national HEI league table. In part the problem of lag time may be overcome by anticipating demand, through closer working with businesses and the region. More targeting of teaching programs to meet regional strategic goals can also be achieved by greater work-integrated learning. A barrier to these kind of developments however, is that staff do not get academic credibility from working at a regional level. However HiBu aims to meet the region half way, and is looking at opportunities for staff to buy-out from teaching to engage in regional projects. This would support greater reach-out to community by researchers with more of a joint partnership approach. In the recruitment process it is possible to include a criterion for a commitment to the regional innovation agenda.

The development of the Oslo Fjord Alliance and the formation of a new University was clearly a major priority for the rector and had support from the region. From the CDG's experience in Mid-Sweden University, Jamtland and Karlstad University, Värmland the road to University status is potentially fraught as the political agenda in Sweden (and Norway) is for research funding support to be targeted to the old established and research-excellent Universities. New Universities find it increasingly hard to compete, and in Sweden, funding which has previously been targeted for collaboration between universities is being withdrawn thus making it doubly hard. Thus there has to be a level of caution in the assumptions made about the advantages of merging 3 University Colleges and one University and to seek University status for a larger multi-campus University (Oslo Fjord Alliance). Buskerud University College with its three campuses, as it is at present, is clearly providing excellent education and learning programmes to its 3000 full time and 1500 part time



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students. It has strong links with industry, SMEs and the public sector and provides 4 year industrial sandwich courses linked to industry in Kongsberg. The Oslo Fjord Alliance collaboration in the specialist area of Engineering Technology may be appropriate and clearly there is more potential for international support for R&D through the Kongsberg cluster. The promotional video for HiBu on the web (in English) portrays a vibrant outward looking HEI and one which will attract students. HiBu is contributing to raising the educational profile of the region with programmes for immigrants (a regional priority). Course renewal and development is evident, for example with the courses in Political Science with a Masters in Political Science and Human Rights offered in 2010, and a credited study programme in EU-project administration offered from autumn 2009. The CDG met informally with three students on the Bachelors course in Political Science who were all enjoying the course and life as a student at HiBu.

There was also much evidence of international activity with activity in line with the government's recent report on Internationalisation of Higher Education.

The VRI is an important programme for developing regional R&D projects which meet the regional strategic priorities and in areas where there is particular expertise in HiBu. The three projects underway are good examples. Kongsberg supplier-customer relations (Engineering/ Business Administration), tourism related products based on local food resources & business opportunities in a protected area (Tourism Management, Business Administration) and Health and Lighting (Optometry/Health Science). For the region these projects will go some way to addressing priorities of the uneven economic and education activity across the county, seeking innovative health solutions and enhancing tourism, business and entrepreneurship.

One issue which was headlined as a problem to be addressed in the Buskerud Regional Planning Strategy but which the CDG did not see emerging solutions was that of population dynamics (ageing and rural/ urban drift). Some municipalities are suffering and this of course presents many problems with consequences for closure of schools, the growing cost of care and other services together with potential dying of community life. Stimulation and innovation for alternative/diversified businesses in the rural, farming and forestry sector will require support from the county and HiBu. This may be an area for closer collaboration with HiBu, perhaps there may be greater opportunities through the use of ICT and distance learning programmes.

These observations and early analyses are based on a very short and partial view that the CDG was able to make from the PURE visit but overall the findings point to a region which is creating an innovative environment for regional development with new and emerging alliances of businesses, the University College and county players. Through new and collaborative activities it is developing a strong position to address the region's goal:

We wish to develop Buskerud into a county of high competence based on research and innovation, a diversified business life, an efficient and environment friendly transport system, attractive towns and rural areas where children and young people thrive and want to create their future.

Matters for discussion for PURE Vancouver agenda May 2009

a) Specialist sub-group cluster subjects and possible partner regions

This should be a matter for further reflection with the RGC. However from an initial reflection from the first regional visit the following present themselves:

- The problem of an ageing rural population and the brain drain of younger folk to the larger cities.
- The general low higher education participation from the local rural population.

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- Tourism – development of R&D/programmes and Centre of Excellence and cluster - here there are obvious comparability with Värmland and Jamtland.
- National v Regional strategic development policies facing the county and the HEI – and the emerging negative national government policy towards regional innovation via higher education - again these are matters of concern in Sweden.
- National/International v Regional collaborations for R&D in support of regional development issues.
- The plethora of agencies involved in the regional development process and a belief that there should be larger geographic regions through amalgamation.

b) Benchmarking

The Region expressed interest in trialling the benchmarking tool before the Vancouver meeting. We did not have a real opportunity to discuss the HEI benchmarking tool – however there will be representatives from the HiBu at Vancouver and it is hoped that this may be discussed internally prior to Vancouver?

c) Examples of Good Practice – to be developed

- Cluster-based innovation: NCE Systems Engineering Industry/Universities collaboration.
- Region/University Agreement: VRI Regional R&D projects demonstrating region/business and University R&D collaborations: Lighting and Health.
- Local Food to enhance the visitor experience and Competence broker for Tourism initiatives.
- Papirbredden – Drammen city HiBu campus with community library and Papirbredden Innovation – business incubator.

d) First indicative notes about a Region Action Plan

There was no focussed discussion here. However action around the following developments might be fruitful:

- Buskerud is at the early stages of making the University/ Region Agreement work in practice.
- The Competence and Innovation team in the region is also at the very early stages of developing plans (through a participatory and consultative process) for Lifelong Learning, R&D, Skills, and Tourism.
- Activities around population dynamics issues: rural depopulation, immigration, growing number of unemployed.



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ANNEX 1

Regional Coordinating Group:

- Amarjit Singh, Buskerud County.
- Sigurd Fjose, Buskerud County.
- Hilde Ballière, Buskerud County.
- Etty Nilsen, Buskerud University College.
- Ingunn Sandaker, Buskerud University College/Akershus University College.
- Ingunn Elvekrok, Buskerud University College.

Program 1st – 3rd April 2009 in the Region of Buskerud, Norway

Wednesday April 1st

- 13.00 Pick up at Gardermoen airport (arriving with SK 861).
- 15.00 Meeting and preparations; expert committee and local group (Amarjit and Ingunn).
- 19.00 Dinner and informal meeting with some of the stakeholders.
- Gotfred Rygh Leader of committee for Regional development, Amarjit Singh – Buskerud County.
 - Etty Nilsen, Ingunn Sandaker, Ingunn Elvekrok, Kristin Ørmen Johnsen – Buskerud University College (HIBU).
 - Knut Brinchman, director Papirbredden Innovation, Drammen Science Park.

Thursday April 2nd

- 08.30 Meeting with CEO, Department of regional development John Fredrik Wallace.
- 10.00 Meeting with the Major of County Affairs Roger Ryberg.
- 11.15 Lunch
- 12.00 Departure for Kongsberg.
- 13:00 A short presentation of Buskerud University College by Kristin Ørmen Johnsen, Dean Buskerud University College.
- 13:30 The Kongsberg Cluster By Karin Gauteplass, Director Kongsberg Chamber of Commerce and Industry.
- 14:00 Norwegian Centre of Expertise (NCE) Systems Engineering. By Halvor Austenå, Department of Technology Buskerud University College.
- 14:30 End of program at HiBu, transport to Kongsberg Industrial Park.
- 15:00 A visit to FMC Technologies, The world's leading supplier of subsea production systems. Host Lars Ole Bjørnsrud, FMC Technologies Norway.

Return to Drammen at approximately 16:00 hours. Evening at your disposition.



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Friday April 3rd at Buskerud University College at Papirbredden

- 09.00 Regional R&D and Innovation (VRI) an example of collaboration between HEIs and regional initiatives. General introduction, John Fredrik Wallace, chairman of the board, and Ety Nilsen, project manager research. Tourism and local food, project example by Ingunn Elvekrok, project manager.
- 10.30 Buskerud University College – a presentation by Heidi Tovsrud Knutsen, International coordinator.
- 12:00 Lunch
- 13.00 A wrap up meeting with RCG including Sigurd Fjose leader of Competence team and Bente Bjercknes leader of Tourism team at County office.
- 16.00 Have a safe journey!

People that the Consultative Development Group met during first visit to Buskerud:

Buskerud County

- Roger Ryberg, Major, Buskerud County.
- Gotfred Rygh, Leader of Committee for Regional Development, Buskerud County.
- John Fredrick Wallace, CEO, Department of Regional Development, Buskerud County.
- Sigurd Fjose, Leader of Competence team, Buskerud County.
- Bente Bjercknes, Leader of Tourism team, Buskerud County.
- Amarjit Singh, Adviser, Department of Regional Development, Buskerud County.
- Kristin Audestad, VRI Coordinator, Department of Regional Development, Buskerud County.
- Hilde Balliere, International Coordinator, Department of Regional Development, Buskerud County.

Buskerud University College

- Kristin Ørmen Johnson, Rector, Buskerud University College.
- Ety Nilsen, Project Manager (Research) Buskerud University College.
- Ingunn Sandaker, Buskerud University College/Akershus University College.
- Ingunn Elvekrok, VRI Project Manager, Buskerud University College.
- Heidi Tovsrud Knutsen, International Co-ordinator, Buskerud University College.

Business and Industry

- Karin Gauteplass, Director, Konsberg Chamber of Commerce and Industry.
- Lars Ole Bjørnsrud, FMC Technologies, Norway.
- Knut Brinchman, Director Papirbredden Innovation, Drammen Science Park.