

**10<sup>th</sup> GOVERNING BOARD MEETING  
EUROPEAN STUDIES INSTITUTE**

Moscow, 26 October 2009

**VERBATIM RECORD**

**DRAFT AGENDA**

- 1. Ongoing matters, related to the European Studies Institute (ESI) activities**
  - 1.1. Report by the Director of the ESI**
  - 1.2. Students' enrollment for 2009/2010 academic year**
  - 1.3. Summer-time and ongoing training courses for the ESI students**
  - 1.4. ESI Regional strategy activities**
  - 1.5. Curriculum for the 1<sup>st</sup> semester of the 2009/2010 academic year**
  - 1.6. Options for the realization of the ESI Development strategy and their reflection in the ESI budget for 2010 – 2013**
  - 1.7. Confirmation of the composition of the ESI Governing Board Working group on publication and visibility policy (Krasimir Nickolov, Gerhard Hafner, Alexander Zagorskiy, Nickolai Kaveshnikov) and a strategy of its activities**
- 2. Preparation for the meeting with the President of the Russian Federation**
  - 2.1. The up-to-date information about the order of the meeting**
  - 2.2 Confirmation of two members of the Governing Board, who would be able to address to the President on behalf of the Governing Board**
  - 2.3. Exchange of opinions on items, worth discussing with the Head of the Country**

**OR****2. Contribution of the European Studies Institute to the dialogue between Russia and the European Union****PARTICIPANTS**

Russian Federation side

Mr. Sergey PRIKHODKO	Aid to the President of the Russian Federation
Mr. Alexander GRUCHKO	Deputy Minister of Foreign Affairs of the Russian Federation
Mr. Sergey KRASILNIKOV	Head of Division of the Foreign Economic Relations Department at the Ministry of Economic Development of Russia on behalf of the Director of the Foreign Economic Relations Department at the Ministry of Economic Development of Russia Elena Danilova
Mr. Ivan IVANOV	Leading specialist of the Institute of Europe of the Russian Academy of Sciences, Academician of the Russian Academy of Sciences
Mr. Anatoly TORKUNOV	Rector of MGIMO (University), Academician of the Russian Academy of Sciences
Mr. Alexander FILIPPOV	Head of Division of Multilateral Cooperation and International Organizations, Ministry of Education and Science of the Russian Federation on behalf of the Director of the Department of International Cooperation in Education and Science Vladislav Nichkov
Mr. Mark ENTIN	Director of the European Studies Institute (ESI), Professor
Mrs. Tamara SHASHIKHINA	Deputy Director of the ESI, PhD

European Union side

Mr. Eiki BERG	Professor of International Relations, Department of Political Science, University of Tartu
Mr. Manuel de la CAMARA	Minister, Embassy of the Kingdom of Spain to the Russian Federation
Mr. Tomas BERTELMAN	Ambassador of Sweden to Russia
Mr. Daniel TARSCHYS	Professor of Political Science and Public Administration, Stockholm University
Mr. Jaap Willem De ZWAAN	Director of the Netherlands Institute of International Relations in the Hague

Observers

Mr. Fernando VALENZUELA	Head of Delegation of the European Commission to the Russian Federation
Mr. Nicola SCARAMUZZO	Project Officer, EU-Russia Cooperation Programme, Delegation of the European Commission to the Russian Federation
Mrs. Annouchka NABOKOFF	Project Manager, Development Office, College of Europe (Bruges)
Mr. Etienne CLAVIER	Head of Unit, Delegation of the European Commission to the Russian Federation

Absent

Mr. Dimitrios TRIANTAPHYLLOU	Director General of the International Centre for Black Sea Studies (ICBSS), Athens
Mr. Klaus SEGBERS	Professor for Political Science, Director of the Center for Global Politics, Dean of the Institute for East European Studies, Freie Universitaet Berlin
Mr. Gerhard HAFNER	Professor of International Law, Faculty of Law, University of Vienna

Guests

Mr. Jean CADET

Ministre Plénipotentiaire, Conseiller Maître en service extraordinaire à la Cour des comptes, France

**S. Prikhodko:** Good morning, dear members of the Governing Board, dear colleagues. First of all, in my own name I would like to welcome the new Head of the Delegation of the European Commission to the Russian Federation Mr. Fernando Valenzuela, and to express our hope, that we shall continue having open and frank negotiations, and talks and contacts, because very much depends on our relations in implementing the recommendations and the proposals that we are elaborating together here for the work of the European Studies Institute. We also hope that the very important and topical issue of forming EU Institutions and the European Commission, which is related to the need in the European Union to adopt some important decisions, will not influence the consistency and continuity of the work of our European Studies Institute here. So, we are open to the dialogue with you personally and with your colleagues.

I would like to complain a little bit about our life, because Mr. J. M. Barroso is very busy, and because he is so occupied, it was not possible for us to implement the accord, the agreement reached between him and our President for the opening of the new building of the University and for the meeting with members of the Governing Board. Still we received the information from him personally that he will continue to assist our work. The President of the Russian Federation had a telephone conversation with him, and they understand that this is a technical problem, and the President has asked me to give his best regards to members of the ESI Governing Board and gratitude for your contributions, you make personally and professionally to the development of the European Studies Institute, and also – to the development of political dialogue between Russia and the European Union.

We have quite a tight schedule of our discussions today. I understand that this Agenda does not provide for us to reach any formal decisions. But we want to have some clarity, which is very important for the work of the European Studies Institute.

You have the Agenda in front of you, and I have a proposal concerning the second item. Professor M. Entin made a suggestion here preparing for the meeting with the Russian President, and it will definitely take place. But I would like here to exchange views first, how the European Studies Institute will be able to contribute to promoting the dialogue between the European Union and Russia. So I suggest we focus on this aspect. Because I'm not yet sure of the date, but I'm sure this meeting will definitely take place, so let's not be very formalistic about it. And let us discuss, how apart of the academic programs and academic objectives, which

we have elaborated and approved, how else we can contribute to this dialogue, thanks to more conferences, some other seminars and get-togethers, how we can contribute further to the development of the political dialogue between the European Union and Russia.

I would like to inform members of the Governing Board in saying that after long deliberations, decision was adopted to organize the next Summit, the EU–Russia Summit, as it was proposed by Sweden, in Stockholm, on the 18<sup>th</sup> of November, this year. And like before the previous Summit in Khabarovsk, we – I mean all members of the Governing Board – we should take into account all those issues, which we think are relevant.

We have also started in a tentative manner to discuss with the Spanish side the possible dates of the next summit, which will be held under the auspices of the Spanish presidency and most probably, we will be proposing the dates to our Spanish colleagues in May-June next year. So, this is also for information purposes. This Summit on the territory of Russia, taking into account the proposals of our European colleagues, we intend to hold in Rostov-on-Don, this is the southern part of Russia, and this way we are expanding the geographical territory of our summits.

So, if there are no objections as to the list of issues, which are offered for discussion and included into the Agenda, we can get down to our discussion. On my part, if you don't mind, I would like to draw your attention to two items. First of all, between the meetings of the Governing Board, a number of practical issues have arisen and we have discussed them, and we try not to lose time in discussing them, so we discuss them at the session of the Bureau. And due to the changes in the composition, there is a need for us to discuss the composition of the Bureau. I don't know whether we need any formal, official decisions. I don't know what is the mandate, but I'm heading this Bureau and traditionally the Deputy Chairman of the Bureau has always been for practical reason the Head of the Delegation of the European Commission, do I understand it correctly – the technical side?

**M.Entin:** Traditionally the Deputy Chairman was one of the ambassadors and the Head of the Delegation of the European Commission is ex-officio a member of the Bureau.

**S.Prikhodko:** Thank you. I think, taking into account the forthcoming Spanish presidency, and Mr. M. Entin says, that we can ask the ambassador of Spain to be the Deputy Chairman of the Bureau. Are there any other proposals? If not, I think that we have agreed on the Bureau. Professor A.Torkunov and professor M.Entin are also members of the Bureau. Am I correct?

**M.Entin:** And the work of the Bureau is very important. The Bureau prepares the draft decisions of our Governing Board. So, that was the practice before that. There was a good proposal resuming this practice, taking into account the rotation, which took place among the representatives of the European Union.

**S.Prikhodko:** And the second item out of the Agenda. I want to remind you that during our previous meeting I asked our esteemed colleagues a question: “Please, think who in the next period will be the Head of the European Studies Institute, because Professor M.Entin’s mandate expired last September”.

I informed you of that last time and asked you to think of the possible other names. If there are other names, we’re prepared to think them over. But I understand, no other names have been submitted by either the Russian side, or our foreign European colleagues. So, as there have been no other names, we propose to state that he is the only candidate. And Professor M.Entin will have to be accountable for everything he is proposing to us, so we will be able to hold him responsible for his initiatives. The Russian side is unanimous about his candidature, so if there are no objections and if there are no other proposals, I suggest that we entrust Professor M.Entin with a said responsibility for another term of three years till September 2013.

**J. De Zwaan:** Of course, we are not objecting, and I think it is a very good proposal, so I’d like, first of all, to congratulate professor M.Entin.

Nevertheless, it might be useful to think about the new vice-director. And if there will be a new vice-director that should be someone coming from the European Union, if possible. I think it’s very difficult to get somebody very qualified, but it is not impossible. For I think it’s also good to try to match the balance of input to the European Studies Institute from the EU and the Russian side. It would not be a bad idea, if we are to appoint a new vice-director, to get somebody from the European Union.

May I say also, that of course, we have to apologize for the absence of 3 of the members of the Governing Board, so, that was due to the fact that we had to change dates, and so on. So, I don’t want to repeat that, but a couple of people wanted to be here, but could not make it, because we changed the dates. I simply wanted to transfer their apology and perhaps for the next time we should mind that, if we fix dates for the meeting, perhaps, we better keep them. Because I have a full comprehension about difficulties to organize this meeting with your President, as well as with the European Commission President. But the fact that we changed the date also meant that the number of our people could not make it to be present today. That’s a pity! But simply that is a remark.

**S.Prikhodko:** Thank you! I take your comment as a need, irrespective of any other considerations, not to change in the future the dates of the sessions of our Governing Board. I understand this is addressed to the Russian side. I just want to explain that we have had discussions with Mr. J.M. Barroso, and I cannot reproach anything but we did forget the most important part of our work and - this is members of the Governing Board. As to a vice-director, Mr. A.Torkunov, please.

**A.Torkunov:** I think this is a very interesting proposal, a very constructive proposal, to have a vice-director of this Institute, who will represent members of the European Union. The only problem, which may arise, as far as I understand it,

is that it won't be easy to find such a person, because in this case you need a person, who will be residing in Moscow. And our previous experience shows, that throughout a year we invite here between 250 and 300 visiting professors from other countries. But none of them stays here for longer than 3 months. Therefore even when we submit this information to the «Times» for the rating of our University, which is a very important consideration – how many foreign guest lecturers we have, so as to the number – we are holding the top places, but when they discover that these people do not stay long here, they don't take this into account – that's not long enough for them, although I don't agree with this approach, because the quality of these professors is absolutely top-ranking, both European and American. Therefore I of course definitely support this proposal. Let's work on it.

The only thing that I don't quite understand: Professor M.Entin, what's the procedure: are we supposed to vote for you, shall we put this question to a vote and finish this process today?

**S.Prikhodko:** If our colleagues do not object to take such a decision, which to a large extent has a formally political character, then let's have a formal vote.

Any objections? Any abstentions? None.

Then let us believe that we all voted in favor of professor M.Entin. Congratulations!

And, professor M.Entin, please, note in the documents, that we prepare on the basis of the results of the Governing Board meeting, the positive approach of all members of the Governing Board to the idea, offered by of Mr. J. de Zwaan, about the feasibility of starting the work of selecting a candidate for the job of the vice-director among the citizens of the European Union, and let us put it down, that we all support this idea.

Now, as to the report of the Director of the European Studies Institute, I'm giving the floor to professor M.Entin.

**M.Entin:** Dear Colleagues, first of all, I would like to thank you for your trust, and I take the results of the voting not only as a vote of confidence in me personally, but as the assessment of the work of all our team, and the administration of the European Studies Institute as a whole. I would like to organize my presentation in the following way: to give a list of our activities and to show what has been done among various events. Then I will focus on various aspects of our work and we'll have a chance to discuss various events and various activities.

So, first, the activities of our Institute include Master's Degrees programs, and this is our main activity, this is the core of our work.

Second is organizing short-time courses to do away with ignorance among our civil servants in the spheres concerning the European Union.

Third direction of our activities is holding conferences, when our trainees have a chance to meet a number of distinguished experts from the Russian Federation, from the European Union, also meet official representatives from Russia and the European Union. All this enables them to have a broad view of the

issues and problems that exist in the relations between the EU and Russia and also receive more information on various subjects, pertaining to this cooperation.

Recently we have been giving more and more attention to the 4<sup>th</sup> direction – and this is working with regional bodies, the work aimed at setting up training centers, centers for studying European integration and European law in the Russian regions.

And, of course, we constantly work in another sphere, and this is the sphere of publications and supporting administration of our web-site and giving out information with the help of our site on the work of our Institute. We use this site and other resources to promote cooperation with the European Union, and we use the site to inform people of what's happening in the European Union. And this gives us a chance to reach not just hundreds of people, but tens of thousands of people in the Russian Federation, who go to our site, and now we have visitors from the European Union as well. On October 23, we talked about these issues in our Working group, when we discussed the Strategy of our Institute, and we have a special item in our Agenda on this subject. Now I'll tell you in more detail, what has been done in each of these spheres.

First, the Master's degree program. We have had our selection process. It was carried out in an organized manner. This year members of the Governing Board very actively participated in the work of the Selection committee. We in fact dramatically increased the number of interviews, so we've had individual contacts with applicants. And, we had quite a high competition among the applicants and judging by the way our trainees started the course, we have a good impression of them, and we hope that this impression will be confirmed, so I will inform you about it at the next meeting of the Governing Board.

Now we have 134 persons enrolled, and of course, this means a considerable expansion of the Institute's activities, and now in the 1<sup>st</sup> and the 2<sup>nd</sup> years of the Master's degree program we have over 200 persons. Some of them are listening to lectures, others are now taking examinations, and they are working on their graduation theses.

A very important element of the Master's program is holding of different training sessions. This year traditionally we had such a training session at Vienna. The Vienna training session was very successful, and it has been assessed very favorably and I would like to thank the members of the Governing Board for it, in particular, Mr. Gerhard Hafner, who supervises this work. He arrived actually at the first day of our conference. He brought representatives of the Vienna's Diplomatic Academy, who discussed broader prospects of cooperation with MGIMO in general. We confirmed that next year, and in all the subsequent years, and for the next financial period the students of the European Studies Institute will continue going to Vienna for training sessions. And I shall speak more about it later.

The second training session, that we've had, was the training session in Bruges at the Institutions of the European Union as well as at NATO. The first and the second training sessions were broadly reported on our site, at MGIMO and the European Studies Institute. Well, this is the practice that we hope to continue and



we shall continue cooperating with the College of Europe in Bruges and we shall continue sending more people, including young teachers for refresher courses, for broadening their horizons.

As for the curriculum, the curriculum this year is very packed, so to speak, we increased the number of lecturers coming from the European Union within the first term, so as to be able to provide a comprehensive picture to the students of introductory lectures, introductory courses on how the European Union is functioning and on the new dynamism of the European Union. So, the decision to increase dramatically the number of European lecturers was actually predicated on the fact that the European Union is going through a very interesting and dynamic period in its development, and it is very interesting to hear the analyses presented by the professors from the European Union.

The second important track is short-time courses and we are expanding their number, the number of such courses that we organize. In September we organized a short-term course for the younger generation of future public servants and politicians, public officials from Russia. Soon a very interesting short-term course will be held for the customs officials, a short-term course on the space of freedom, security and justice of the European Union. This will take place in November and December of the current year. And traditionally we'll be preparing a short-time course at the request of the Ministry of Justice of the Russian Federation. We have recently received a letter from the Deputy Minister of Justice on the practice of ensuring respect for human rights and the enforcement of the decisions of the European Court of Human Rights. Last year this course evoked a great interest, and it was all very interesting, and of course we would like to continue this practice.

Well, we hold these study conferences regularly, some of you had a chance to see, how it is done a couple of days ago and I would like to thank the members of the Governing Board, who not only took part in the conference, who not only attended it, but made presentations at it. And the series of such conferences, organized by the European Studies Institute, will continue. Today we have the 3<sup>rd</sup> day of the work of this latest conference, and I would like to invite all of you at 3 PM to attend it, since most of you have already at one time or another attended them or still have a chance to do it today.

I shall not speak much more about it, I shall only mention, that we shall continue with this practice, but of course, we have a lot of untapped resources so far, and we can choose the topics to be discussed at these conferences, the most burning and topical issues in relations between Russia and the European Union, and maybe even some elements of specific negotiations on the new basic agreement between the EU and Russia, which are now in the process of discussion.

Another important track of our cooperation is work with the regions: Smolensk region, Saratov region. We are working with them and we see that there is a great demand for this kind of work. We organized short-term courses for the Administration of the Novgorod region in Velikiy Novgorod and for the Saratov region. In both regions the course was appreciated very highly and we are now negotiating with the universities, regional universities to make these not one-time

courses, but to create permanent centers for working with the local administrations, regional administrations. Our role will be to assist them methodologically and organizationally and coordinate the work of the regional Universities.

And the activities of the ESI and the conference, which is being held since Thursday and which will be ending today, is attended by representatives of several universities. They have arrived here with proposals from their Regional authorities to include them into our regular regional activity. These issues are also high on our agenda.

Now, for the conclusion, I'd like to raise the issue of visibility of the European Studies Institute and the publications policy. I must say that the manual, which we published very recently, is very popular. It's a manual, which is an addition, a compliment, to the basic text-book of the law of the European Union. It provides a targeted analysis of the changes and amendments, which are introduced into the European law by the Lisbon Treaty, and the European law is analyzed the way it will look from 2010 to 2017.

Some books from "Materials of the Conferences" series have been published. And now some new books on «The Social policies of the European Union» have been given to the publishing houses for printing. And we'll organize a new tender for the next series of books, which will be published on the basis of recommendations, the Committee has made on publication and visibility policy of the European Studies Institute.

The magazine that we are publishing, or the journal, has a lot of visitors of our on-line magazine. It has a very high rating, and a very high visiting rate. And we intend to broaden the circle not only of those, who read the articles of this journal, but also of authors. One of our tasks for the present year is to improve the English version site.

All the information on the activities of the Governing Board, and on everything that we are doing, is always placed on the site of the European Studies Institute and of MGIMO and both sites are functioning actively. And there is an opportunity to have access to all our sites via the port, which operates and being properly maintained.

Well, of course, my presentation now is an overview and I'm not speaking about the smaller details, and we could discuss them in more detail, if you like, a little later.

**S.Prikhodko:** Dear colleagues, now I would like you to voice your opinion on the matters of principle, which in his preliminary report professor M.Entin has set out. Mr. Valenzuela?

**F.Valenzuela:** Thank you very much, Spasibo! Let me of course being the first time that I take the floor, thank you for your welcoming words. I'm really very honored to join this Board and I can assure you, that the work of the Institute will remain very high on my priority agenda, and I'm sure, that's the case also with you. Just one word also concerning the fact that President of the European Commission J.M.Barroso could not accept these dates: as you know the end of the

mandate of the Commission and the establishing of the new one is a rather hectic time. This year on top of that, obviously, is entering to force of Lisbon Treaty, it's an adding factor to all this. But I know personally, because he told me, that he was really interested a lot in this invitation. So I'm sure, that he is perfectly positive to find the dates, when this will be carried out in the near future, or not a long future.

Just one word on the question of the report. But let me first, of course, congratulate the Director for the new appointment. I think this report is very dense and shows great activity of the Institute. Also, probably, it shows the potential, that this is still there and that we should be able to develop it in the coming years. I think we were quite impressed listening to the figures concerning students, the curricular activities, publications, etc. And, I hope that we will have the opportunity now to discuss different points on the Agenda, and we will make then references perhaps back to the report.

I don't know what has been the practice in the past, may be it's something new, but I think it would be interesting if we can have a written copy beforehand, so we can look a little bit more into some of the aspects, that would fit probably the discussion more effectively. But, in any case, my impression at first side is that this report shows a very important activity that is going to be interesting to analyze a little bit more in detail. The good thing about this Board meeting if I'm correct is that we are not pressed by any kind of decisions this time, but rather possibility to brainstorm and to discuss about the issues, and I hope that we will have the opportunity to do it. Thank you very much, Mr. Chairman!

**S.Prikhodko:** Thank you, Mr. F.Valenzuela! Yes, I believe, the recommendation that the material should be forwarded to the members of the Governing Board beforehand is still valid, we had spoken about it before, and we would like you to take it into account and ensure, that this is the way it is done, and it will make our discussions more fruitful. You are welcome!

**M.Entin:** Dear colleagues, as for my presentation, to some extent, it can be seen as an introduction to all the items of the Agenda. And on all the items of the Agenda we submitted the basic information to you at the previous meeting of the Governing Board.

A month before the special paper, which we presented on point 1.6 of the agenda, on which the previous meeting of the Governing Board insisted, was sent to you.

And as for the set of documents that you have just received, of course, as we are not inactive and some important events have taken place, we have updated those documents somewhat.

And, of course, in the future we shall strictly follow the recommendations of the Governing Board and do it the way, it was suggested.

**S.Prikhodko :** Thank you for your understanding, Mr. M.Entin! Professor M.Entin, would you like to continue by providing some specific information on the

specific points, or would you like some assessment from your colleagues first? Mr. J. de Zwaan?

**J. de Zwaan:** I was wondering, Mr. Chairman, do we now treat all issues under one, because there are several issues, or do you want to deal with them separately?

**S.Prikhodko:** I think, point by point, as it is convenient for you.

**J. de Zwaan:** Then let me make a few preliminary remarks. I think we should compliment the Director for the number of activities, which is developed. I'm rather impressed, and it is very good – it serves the purpose and the objectives, I think, of the European Studies Institute.

I think, nevertheless, from my perspective, we should really mind for the future to try to find the right balance between the input to the European Studies Institute from Russia and European Union. And I know, it's very difficult from Moscow to organize visiting professors from European Union, but I should simply recommend the management of the European Studies Institute to ask us. Because I found in one of the documents for the 1<sup>st</sup> semester, that basic courses on Institutional law of the European Union – I myself a Professor of European Union law, for example – so, I find it rather odd that basic courses on the EU law are here lectured by Russian professors. We could do it together, but I think it is a bit odd.

I think it should reflect the idea of cooperation by inviting also professors, coming from Western Europe, to take part in these basic courses, and again I have full understanding that it is difficult to organize, perhaps you do not have full access, whatever, but simply ask us and then we will provide you, as I already did, by the way. I mentioned a number of colleagues from my institute in Hague, from Erasmus University in Rotterdam, who are fully prepared to come and to join in these lectures. So, that is an element for me, and it is relevant for future work, to try to find the right balance.

And also, but just to compliment you on that, the regional activity: I think it's very important, I'm very enthusiastic about it in fact, to such an extent, that I think it deserves some more discussion in-depth, and I'm wondering, if it is not possible to do that in contact with the Governing Board, then perhaps we could establish a sort of working group, or give a mandate to the Bureau to discuss these issues further. Because I think it is a very vital element with regard to our future work, exactly like Mark Entin has already explained this activity, how to involve universities. Especially, if there are short courses provided in regions: Saratov, Smolensk, wherever you like, then of course that would be also an opportunity to involve people coming from Western Europe to do that. So, I present myself as a volunteer to think with you, in order to make this kind of your activity a success.

**S.Prikhodko:** Before we give the floor to esteemed Mr. M. de la Camara, I would like to ask you to allow me to leave now, due to some circumstances, that are beyond my control – I'm to take part in an event, in a meeting with the participation of the President of the Russian Federation, and I would like to ask

Mr. A.Torkunov to take over as Chairman of the meeting, and heed all the recommendations of the Governing Board, which are invariably useful for us, and I would like to ask you of course to take all recommendations, that will be made. And I would also like to ask Mr. M.Entin to prepare a letter for the other members of the Governing Board, who are absent today because of the change of dates, as we said, informing them of what we have been discussing.

And now, I would like to wish you fruitful work and express the hope that the discussion will be very specific in its content, because the presence of our colleagues from the European Union here makes it possible for us to sense all the sentiments that exist in the European Union about the work of our European Studies Institute. We must become as transparent as possible, as open as possible. I believe that our mutual transparency and openness is the guarantee of the fruitfulness of any decisions that will be taken. Thank you!

**M.Entin:** One short question: at the previous meeting of the Governing Board, in order to plan our future activities better, we took a formal decision on the date of the next meeting, the 22<sup>nd</sup> of April.

**S.Prikhodko:** We confirm this date.

**A.Torkunov:** Now heeding what the Chairman of the Governing Board said, now I shall act in his stand so to speak, and I would like to say a couple of words about the broader participation of professors from the European Union in different events, including the seminars, that our Institute organizes in the regions. I wholeheartedly support as a member of the Governing Board, this idea. I believe that this would enrich considerably the contents of the seminars, and, moreover, it would make it possible to attract more attention to them, more interest in them. Because then we could say, that the seminars would be going on the basis of binomial, i.e. the practice, which we very often have with the Political sciences Institute in Paris, in Sorbonne. They usually make the seminars much livelier, much more interesting, and the presence of the Professors from the European Union would make those seminars, those short-term courses much more interesting, because they will make it possible for people in Saratov, in Nizhniy Novgorod to hear everything from the course's mouth, so to speak. It would make our seminars genuinely international, all those outreach programs will become more international.

I think that we should think this over and I would probably recommend the director of the Institute, the administration of the Institute do it in the future.

**I. Ivanov:** When we speak about expanding the circle of people from the European Union, who participate in our activities, we should not forget about lawyers, practicing lawyers, who are also very important for us, people who take part in resolving controversial issues in the Commission, lawyers, to whom our businesses turn, when they have problems.

I don't want to sound dismissive, but the professors from the European institutes of course, are very important, but practicing lawyers could contribute a slightly different dimension to it, because when our companies have certain problems they first and foremost turn to the lawyers. So, probably you, dear colleagues, could recommend to us the lawyers, who besides the academic circles, the professors, could participate in our programs. And I think the lawyers might be interested, because they need clients, they also have a visibility concern, and they are visibility sensitive.

**T.Bertelman:** Thank you very much! I would just like from the very temporary perspective of our transcendent presidency here also congratulate the Director with his reelection, and just testify, that during our presidency we have highly valued contacts with the Institute. I don't know if I had visited it 3 or 4 times. I have been here and presented some views to the students.

I would also like to support I think the two proposals that my Dutch colleague has made on more, even more emphasis on the regional aspect, and also perhaps, a bit more participation in lecturing, etc. from the EU side.

I'd also finally like to mention one thing, that we are now discussing together, which is a more perhaps, practical aspect in the form of a study visit, we can call it, to Stockholm for part of students in December, where the idea would be to really visit various Swedish ministries and agencies and on-the-spot study of how EU member state deals with various aspects of being a member of the European Union. That is also another form of the contribution on the EU side.

But, just to wind up, generally, we are very pleased with the activities of the Institute.

**M. de la Camara:** Yes, thank you very much, I apologize for Ambassador J.A.Mark, who is away, and on his behalf I want to also congratulate Professor M.Entin. I think, we really have engaged in a very good dialogue to prepare our presidency following the example of Sweden and France.

I think it is very important for each presidency, that in the future, the European Union, when it works through the Lisbon system, will be engaged in a very important and thorough dialogue with you.

Just one question on your report. I saw that you have a list here of students, if I believe there are about 133. I'm a little bit surprised to see that almost all of them are civil servants, members of different organizations, ministries. I'm surprised to see, I think it was mentioned before, very few, or almost none, from a private sector, also law firms. I wonder if it would be good for the Institute to reach out a little bit to the private sector, because I think it is very important, that the private sector is also engaged in this exercise. I think it's very important, that the private sector knows, especially now, when the Lisbon Treaty is going to be entering into force, how the European Union, which is a very complex organization and mechanism, to be also aware of it. So, I think we can attract as much as possible the private sector participants into the Master's program.

I also want to congratulate you on very successful conferences that you organize every year. I think last year I was participating, I thought it was extremely interesting. This year too! For future years I think there are a number of issues we need to address. I think, of course, the consequences of the Lisbon Treaty, I think, in the next spring, when we ourselves in the European Union are more aware of how this is going to work and how we are going to organize ourselves. I think it will be a good time to probably discuss this matter.

I also think that eventually, because I've heard it in the official meetings some time and again, we should address also in these conferences the Eastern Partnership. I think it is an issue, which has enormous interest for both, Russia and the EU. And it would be very good, if one of your conferences is dedicated to the Eastern Partnership with participation of people and officials from, what we call – our partners, and your partners too. So, I think probably for the future conferences this would be a very interesting exercise.

**A.Torkunov:** Thank you! Professor M.Entin, will you comment right away? Or may be first I will say just a couple of words. I think Mr. M. de la Camara was quite correct in focusing his attention on the participation of private business and law firms.

But, the invitation to our program of such organizations must be accompanied by changing the status of this Institute, because at present this Institute is financed, as you know, equally by the Russian Government and the European Commission. And in determining the objectives of the European Studies Institute the main focus was given to training and providing Centers of excellence for civil servants that is those people, who work in the sphere of cooperation with the European Union and the European Commission. For them these training courses are free of charge. They don't pay anything for this education, because the reciprocity is paid for by the Russian Government and the European Commission.

At present there are very few people in the 1<sup>st</sup> and in the 2<sup>nd</sup> year, who pay for their education themselves. At one of our sessions we made a decision on the tuition fees, which I must say are quite high. Besides, when now we talk about civil servants, we also understand that the heads of the organizations, they understand the reason, why they send these people for courses here. And, in the private sector this objective is maybe not so clear for the CEOs.

I think this is related also to the problem raised by the academician I.Ivanov, when he mentioned that practicing lawyers should be invited to act as faculty as lecturers, people who have this dimension in their everyday activity. But if we do that, we also have to think about changing the status of the European Studies Institute, or may be not so much the status, but the spheres of its activity.

I think this is an independent issue, special issue, and we can exchange views on it, if we are prepared for this discussion, if we are prepared to change this mandate.

Any other? You wanted to speak?

**D.Tarschys:** Let me, first of all, join the general course of congratulations. I think the achievements, obviously, of this institute are significant, impressive. I have a theme I've returned to a couple of times, and which I would like to take up again - and that is the question of time. It is very easy to believe, that the resources of this institute are mainly money: we will get money from the Union and money from Russia. But I think the main investment in this institute is time. The time that students can invest in their studies. I'm a bit concerned: we have here a lot of people who are working in public administration, and ministries and agencies, and so on. And I'm worried that they are not getting enough time off for their studies. It seems that many students combine full-time work with part-time studying here. It should be the other way round in my view, it should be as much full-time as possible here, at the Institute, and as much part-time, or even no time at their normal place of work. This is of course the question, which has to be bargained, has to be negotiated with the employers. I think it is extremely important for the efficiency, for the impact of the program that we manage to get the students away from some of their work obligations. Or, otherwise, they will sit here and be very sleepy at night.

So, this is a question to Mr. M.Entin: Is there any progress in trying to negotiate more time from the employers on our students?

**A. Gruchko:** Thank you! I would also like to focus on one item, one issue, and that is inviting businessmen and practicing lawyers to take part in the teaching process. As a representative of the state structures, and I represent here those who are interested in this process, who send our specialists here. And we are interested in the Institute preparing personnel for our state bodies, who will then contribute with their knowledge to our cooperation. And I think this is the main objective of the European Studies Institute anyway, in the political decision which was reached with the European Union. And this understanding, I think, should remain as the foundation of the work of the European Studies Institute, both as a concept and as a political decision.

At the same time I think it's interesting to discuss the ideas that have been expressed about inviting the business community to take part in the work of the Institute, it will be another communication channel; it will be another bridge, which will make it possible to enrich the work of the organization and to provide more contacts and communication. What we need here is not just to find a niche for business and for practicing lawyers, but to think of the environment, of creating environment around the European Studies Institute, and then making use of the resources of the interested business community, making use of the intellectual potential, and the resources of the Institute to carry on to expand the training process to have maybe specially targeted courses for these individuals.

Then we shall have partnership over the business community and the European Studies Institute will expand its sphere of activity, and at the same time will preserve the basis of the foundation, which is a guarantee of functioning and receiving the resources, which are needed for the functioning of the European Studies Institute.



**D.Tarschys:** Thank you so much, I would like to touch upon two more issues. The first one is related to summer-school activities. I considered it very important to take students abroad to get them a kind of practical knowledge of how EU institutions work, and so on, so forth. But at the same time it seems to me that such kind of activities remain not so well integrated with the curriculum. And my question is: whether it would be possible to somehow integrate it most strongly to the general program, so that the summer-school activities will take place on a regular basis, it's not like ad-hoc basis, but a regular basis. So that those, who take part in these courses, would be given a certain amount of credits, not only certificate, but also credit points, and they have to do something, of course, in order to earn these credits, and then it would be as part of the study program - it will be integrated into the curriculum.

The other thing is related to Regional strategy. I'm not entirely sure, whether we have talked the same thing all the time, or whether we have really understood each other very well. I fully see what had been the activities so far and I also support these activities. But still it seems to me that it would be much more sensible to go in a way that there will be new establishment, or new activities established, or new institutions established in the regions, so that it won't be like go-and-come basis. Here people organize some course to teach somewhere in Velikiy Novgorod and then return – because this is not a sustainable thing. The way to spend money more easily and more efficiently is to go on another basis like to teach-teachers, like take on these courses, so that the regional base could also provide sufficient knowledge locally, so that you don't need to travel all the time. That's my point. Thank you!

**A.Filippov:** Thank you! I would also like to join the compliments, addressed to professor M.Entin. He is doing an extremely valuable job in training the personnel, practical specialists, those people who will contribute to the negotiations and creating a legal basis for expanding our cooperation.

At the same time, as I represent the organization, which is interested in this process, the contractor, so to say, the Ministry of Education, I want to draw your attention to the following: I would like to see the expansion of the number of subjects in the sphere of the 4<sup>th</sup> space, so to say, to attract more attention to cooperation in the sphere of science and technology, in the sphere of creating innovative societies. So this 4<sup>th</sup> space is very topical, very important, under the present economic situation at the time of the crisis, when we are looking for ways out. So, it's a very relevant to educate these people over the creative, innovative way of thinking, and it's important for other spaces, not only the educational space. It's important to expand the subjects and to expand the composition of students to attract more students from our sphere of activity. And now, there are ten times more trainees from the Ministry of Economic Development than from our Ministry – Ministry of Education and Science, and this is a regular practice, when they send more people than we do. Well, when you say that we are to blame, I agree, but still.

And another issue to follow up what the Professor D.Tarschys has said. I think that students or trainees, who take this course here, they continue with their practical work in the ministries and other bodies. And, of course, we should think more about the time considerations, and better take into account this balance of interests, and of course they should have more time for their classes and should be better relieved over their professional duties. But, we should look here for a correct balance, and we cannot afford to have full-time learning process and part-time jobs.

**E.Berg:** Thank you very much, I'm going to try to be brief, there are so many issues, I'm pumped-up, it's difficult. In any case let me start by saying that I find all these ideas, that have been put forward, extremely interesting. I'm going to touch fundamentally two of them: the question of students and professors.

Let me before that say that I fully support this idea of re-enforcing the regional presence and outreach, because in a huge country like Russia I think it is very important, that the Institute can also go beyond its natural place in Moscow.

Concerning students, I would like to touch upon these three aspects that have been mentioned somehow. One is "who should be the students", the other one is "from where" and the final one is "how to approach this".

Concerning the "who", we know the situation that has been mentioned. I'm sincerely thinking over this idea of trying to make openings for people working in the private sector, let's put it in a very dynamic way – companies. And also - in the public sector, and not necessarily in the administration, but in other areas of the public sector. Or, of course, I would also say, why not students from other areas, that could be interested in some kind of training on EU issues on short-term basis. Here, probably, I would follow the idea, put forward by Deputy Minister A.Gruchko, concerning a certain progressive approach to these.

We could perhaps think of not starting directly with the main program, Master's program, but perhaps going with more specific kind of courses, crash courses, short programs, or things like that. That could also solve a bit the question of the financing, because then the master's program could remain as it is, in terms of fees. But those more specific courses then perhaps, could have some kind of educational fees, or something.

And also a word, concerning the "where". From the side of the Commission we would really be interested in studying possibilities to see more students from EU countries, coming to the Institute. Obviously this would have to necessarily imply probably to look at the program, the curriculum. In order to introduce aspects that would be more attractive for these potential students, I'm thinking, for instance, of more areas concerning the EU – Russia relations, or this sort of things, which could then be an added value to coming here, to Moscow. It is something to be explored also.

And then finally a bit of "how" to deal with the students. And I say all this as a lot of precaution as my authentic experience is very limited: only some lectures and speeches from time to time and no more than that. Nowadays there is a clear tendency to try to establish a different working method; I would say more

inter-active, and perhaps, more through not so much with the main lectures, but workshops, sorts of approaches, which are in these small groups. And there is more communication also, not only between professor and a student, but among students themselves. And I think we should try to promote this, and I'm sure this is already being done to some extent, but this aspect is important. And also the status of these courses abroad, I mean Vienna now, Bruges – all this I think is also very interesting, and, of course, is interesting to see how it is organized, which students are the ones, who're going to these visits abroad. But with this I come to the question of professors, and again I think, that this ideas of bringing professors from EU countries to teach specific issues, or perhaps, on a longer-term basis, more actually - assistant professors, practitioners, and all this related to these possible short-term courses. Because these would be obviously people that would not be able to stay for a long periods of time, we would have to be very punctual, and all sorts of thing.

All those ideas seem very interesting to me, because I'm in a way giving dynamism to all this. But with this I come to my 3<sup>rd</sup> and last point. All this shows that there is a lot to discuss at a Board meeting, and here I see that this process seems to me very important and practical, which is the work through committee or working groups. And certainly I think, that is something really interesting, considering the amount of issues, and the variety and possible options, etc., with which we are going to be confronted with, when we look at the future programs. There is an idea of working through committees, in working groups – that seems important to me, from our side we are more than willing to participate as much as we can on those, and I hope all the members of the Board also would be interested. Thank you!

**J.Cadet:** Mr. Chairman, I would like to say, that I mainly agree with what has been said around this table on this item. I would like to stress that the list, provided by the Institute, concerning the students for this academic year, is a very interesting one, because it shows that we are in a progressive approach, and, more and more, ministries, and institutions in Russia seem to be interested in what we are doing here. And when you have a look at the list, you see that people coming from different ministries, from the public Chamber, from federal services are more and more present. I would like to ask a question, in fact, because when I had looked at this list, I noticed that there are more people coming from the Ministry of Internal Affairs, than coming from the Ministry of Foreign Affairs. What do I have to think about this question?

**A. Grushko:** It's because in the Ministry of Foreign Affairs about 30% of people deal professionally with the European Union issues, and everyday raise their qualification by combining theory and practice. And the European Union representatives are really good teachers for our staff in the Ministry of Foreign Affairs.

**A.Torkunov:** I think we must be glad to have so many representatives from the Interior Ministry, from the Ministry of Home Affairs, because you know, there are problems with the efficiency in work of this Ministry, especially in observing human rights, the penitentiary system. So all these elements need improvement and the need to improve their standards, and the need to approach the standards of the European Union institutions. And that is exactly what the spokespersons of these institutes keep saying. So I'm glad, that more and more people study here, and I know from my personal experience and these people told me themselves, they acquire a lot of information and knowledge about the European Union and standards in the European Union, which from my point of view is extremely important.

**J.Cadet:** Mr. Chairman, let me thank Ambassador A.Gruchko for his excellent answer, which proves, that I had a good question.

**A.Gruchko:** Thank you, Mr. Ambassador, I would like to emphasize one more thing mentioned by Academician A.Torkunov. I think the concept itself the way we appreciated it is preparing the personnel reserve, human resources reserve in the ministries of the Russian Federation, who could be employed in all spheres of relations between the European Union and Russia, first of all, in implementing the "four road maps".

In fact, the Russian Federation is interested to have professionals in dealing with all sorts of issues, people who will be dealing with specific issues, related to cooperation with the European Union. It may be the agricultural sphere, the fito-sanitary and veterinary inspections. It may be Europol and Eurojust, it can be the cooperation in legal affairs also, combating organized crime, money laundering. Of course, I also mean such issues as migration. I would say it's difficult to name a subject, which does not fall under this umbrella, which will not be relevant for EU – Russia cooperation.

I think that is exactly what we should strive to do, to expand the spheres of participants, so that more and more Russian bodies and institutions will be covered by our program, by the program of cooperation, and in this way we will be able to create the necessary foundation, the basis, the pull of people, who will know how to deal with the European Union. Thank you! Especially in the conditions of the overwhelming majority on the part of the European Union.

**A.Torkunov:** Before we give the floor to Director M.Entin, and I can see that he is willing to speak, are there any comments, are there any questions, that you would like to raise before he starts his lengthy response to the comments and questions? OK, if there is none of them, the floor is given to professor M.Entin.

**M.Entin:** Dear colleagues, I will try to give an outline, to give my general responses to the questions and to the comments, and then we can analyze the agenda and analyze our most important document: "The strategy options", because the strategy gives us a number of options. So for us, as the Administration of this

Institute, it's very important to know your preferences. What options you prefer for our further documents, for us to elaborate on further documents. It's important for us to know your decisions and your preferences.

First, Mr. Prikhodko mentioned his wish, his suggestion that members of the Governing Board should be informed of the forthcoming discussion. At our previous session of the Governing Board, we did discuss the Agenda, and for us not to lose track of the ideas, which were expressed, which were put forward, we, apart from our usual document, regular document with an outline, so apart from the Minutes, we also printed the discussion, which was held. I think this is a useful practice, because it gives us a chance to see what we have discussed and how we really discussed these items, and what to be discussed next. It's important for us to have the continuity in our discussions.

I think I now have your mandate to continue with this practice and to have two documents as a result of our today's discussions. The first is a brief one - the Minutes, and the second is a lengthy one, which will be the print-out of everything we discussed here.

So the first proposal to expand the regional dimension, I will speak about it in greater detail, when Academician A. Torkunov comes back, because it is of direct interest for him too.

Now as to the status of European Studies Institute, and the possibility of inviting people from the business community and from the European Union. So, first of all, I want to say, that the rules of our Institute do not prohibit it, it's kind of incorporated into the rules, the charter of our institute. But there are three things to remember: first of all we must develop in phases, we cannot leave out any of the phases, we must rely, build our activity on a firm foundation, and it's all we have been doing so far, that is creating a reliable foundation. Yes, elaborate with our master's program, the selection program, selection process, also to create the way our Governing Board functions, and then continue with our work. I want to thank all members of the Governing Board for our discussion. The discussion has been very constructive and it has been aimed at looking for more and more efficient, more promising methods of our work.

Why did we focus this year only on civil servants? The situation of the crisis, the situation of uncertainty for business, which now exists in our countries, everything had to be taken into account - that is one factor. The second factor is that the range of departments and agencies that would like and express their wish to send their employees to us increased, so we increased the enrollment, we admitted more people than in the previous year. And in order to have people from the business sector, we probably should not cut down on public employees, public servants, but very gradually using the experience which we have already immersed, we should expand the number of people from the business sector. Of course, it should be clear that people from the business community will have to pay for their studies, they will have to pay tuition fees, and the European Studies Institute is planning to send its representative, not me, I have to be here, to round table discussion of entrepreneurs and businessmen of the European Union and

Russia in Stockholm. And this conversation could continue there about inviting people from the business sector to enroll.

I have already talked to people in the Government Public Monopolies, I talked to Mr. A. Shokhin from the Russian Union of Industrialists & Entrepreneurs, I talked to all his deputies and I think now that we are beginning to emerge from the crisis, and it's good to hope for this. And then we'll be able to renew discussing the above mentioned issues.

The same could apply to foreign students, studying here. We are now conducting negotiations with the Embassies of Sweden and Spain and the Governments, of course, of these countries, for taking decision of scholarships or grants for students who could be sent from these countries to the European Studies Institute. We can discuss how promising these versions will be, these options will prove, and in our founding documents we have the necessary foundation for continuing the work in this direction.

In order to make studying here in Moscow, interesting for foreign students, we are envisaging several things. First: foreigners will have an additional package of educational services, and intensive courses of Russian, and they will have optional courses on the history of the Russian Federation, the culture, diplomacy of the Russian Federation, and so on, and so forth. So, it's an extensive educational package, and they will be attending these classes in the morning. And we have all the necessary resources, we have the professors, who would be ready to teach these courses, and as soon as the Ambassadors of Spain and Sweden will confirm the agreement, we shall sign contracts with the professors.

The second issue is a little bit more difficult. It's a number of issues on the adaptation of our syllabus. We now don't give an abstract analysis of the situation in the European Union. We don't teach abstract courses. We analyze not simply the situation in the European Union, but we analyze it in its relations with the Russian Federation.

And one more feature, which is new in principle: we ask our professors, mostly professors from the Russian Federation to provide comparative courses, so that when we discuss institutions of the European Union, we compare it with the way similar institutions function in the Russian Federation. Otherwise students won't understand the similarities and the differences. The same happens in sociology, in public relations and all the other spheres. We are moving in a larger extent to courses, devoted to the comparative analysis of economics, law and the policies of Russia and the European Union, which makes our European Studies Institute even more unique.

Now I would like to specify one more thing. So far, while we don't have foreign students here, of course, the analyses of the European Union is more important, it gets more emphasis, but as we'll be getting more foreign students, then the analysis and comparison will become more comprehensive.

Speaking on the Regional strategies, maybe during the break we will discuss it with Mr. J. de Zwaan to specify, what kind of working committee the European side would like to propose for this working group. We are establishing working

groups and committees on different issues, and by establishing a similar committee on regional activities, we shall probably elevate it to a new height.

As for attracting foreign professors, I think that, if we establish such a committee, it's necessary to see, how it could be done rationally and plausibly. In any case, we shall have to single out three types of classes or courses. The first one is an introductory course, explaining the basic things, how the EU functions, and this is one format. The second format is teaching certain aspect in detail, where this parallel analyses could become more important. And the 3<sup>rd</sup> element is teaching those, training those, who will be doing training in the region, and I think that probably training trainers is the task that should be actually concentrated on in Moscow, and organized in Moscow rather than in the regions and of course it should be based on the papers, which we have prepared.

There is a very important reservation: in order not to contravene the contract between the Russian Federation and the European Union and not to breach the agreement that European Union and Russia signed, it is important to maintain equality in paying Russian teachers and teachers from the European Union, when organizing such short-term courses. It is reflected in our financial plans and the director should use the provisions which are supposed to regulate his work in this area.

As for inviting practitioners, lawyers, who are practicing law, people from legal firms. We are already doing it now to a certain extent. For example, when we organize short-term courses for our Federal Antimonopoly Service, we need practitioners, who could show where the European Commission create certain theoretical schemes and how they are applied in practice, what works and what doesn't work. They could teach our Russian colleagues to see how similar schemes could exist in Russia and what the attitude of the business community is to these schemes.

So, on the basis of what we have already done, let us see, what our priorities should be here, in inviting practitioners. Let us again proceed, I suggest, let us take a gradual approach, let us do it gradually, stage by stage, because we're maintaining the balances that we need.

And this applies to the time of studies, and the time of the field training under the Russian Federation legislation. The fact that our students work is in fact a part of our syllabus here, because the fact that they continue performing their duties is an inalienable part of course that we are teaching here.

But there are some interesting options that you have suggested. Short-term courses are not the only courses that can be used. We could think about a month-long course, or a six-week course, or a three-month course. Everything will be resolved on the basis of our financial opportunities and possibilities, and we should have people who would be responsible for this, and probably, that will require the expansion of our administrative team, because we are constantly stepping up the intensity of our work. But there are certain optimum levels, and when we exceed these levels, then they can result in nervous breakdowns, or the attitude of the people to their job may change, so we should take everything into account. In order

to expand our work, we must look at who personally would be responsible for this area of work.

I don't think I have exhausted all the questions, but if we discuss every specific point, then we could probably come to working out a decision.

**A.Torkunov:** This wonderful paper with pictures, we don't seem to have it. Well, what we have is the Financial Plan. Now dear colleagues, after professor M.Entin has given responses to our questions, have any new questions arisen, or are you dissatisfied with some of the answers, received from professor M.Entin? Yes, you are welcome!

**D. Tarschys:** Well, I think we had a very useful discussion and many points came up, but I'm wondering what we are going to do with them. I think it is not feasible to think, that during Governing Board session we can meet all these points, I see clearly the relationship between the number of topics we have discussed, how to attract more EU students, more EU professors, regional cooperation, summer schools, short-term courses – I see a sort of relationship between these issues.

Also that idea perhaps in order to attract more EU students, perhaps to innovate, to improve the curriculum by putting in some more Russian element. And the very relevant point was also the 4<sup>th</sup> common space issue, which was put forward by our colleague A.Filippov. For example, we could think of putting some political input into political negotiations even, to ask for more attention to research, education, and cooperation. For example, to try to put forward the idea of scholarship system, or whatever, or to include Russia in the more traditional EU mobility programs. Perhaps, all this kinds of ideas. But they need to be properly discussed, and that's why I think it's not feasible, that we can't cope with all these issues during Governing Board meeting.

And I come back to this idea of a special working group. I also think it is not feasible to give the mandate to the Bureau, because there has to be some preparatory work. So that some new domains we are going to enter. And that has to be prepared well. But that's an operational thing, so I'm still wondering how we should deal with all these issues.

**A.Torkunov:** Yes, I quite agree with you. It is not only an issue for the Bureau to discuss, the question must be prepared appropriately; there can be different ideas and considerations. And this is actually the question of the Strategy, of how the institute will be developing, and of course, it's the responsibility of the Governing Board as such.

**D.Tarschys:** Yes, I have a question to you preferably, Mr. Chairman: Is MGIMO eligible for Erasmus exchange, can Erasmus students come to MGIMO? That's perhaps a possibility...

**A. Torkunov:** Sure, but we don't have too many students coming from the European Union countries, but in general, we have about 1000 foreign students,



and about 300 of them are coming from the European countries. But not for the full-time, for half of a year, one semester, sometimes – two semesters.

**T.Shashikhina:** Thank you, Mr.Chairman, for giving me the floor. Dear members of the Governing Board, answering the question of Mr. D.Tarshys and the proposal of Mr. A.Filippov, I would like to say the following. At the beginning of the term we had a new practice introduced. Now we are taking into account how students attend lectures and seminars, not only in our registers, but at the request of Mr. N.Scaramuzzo, in electronic format, and there is also one permanent observer, Mr. N.Scaramuzzo, who will confirm that the evening classes are attended very well by our students. Because every Friday we have an observer in the person of Mr. N.Scaramuzzo, who, I hope, is learning something and is a witness to how qualified our lecturers are.

Speaking of the fourth space, and understanding, how important the role of the European Commission and the Delegation of the European Commission is in Russia now, we are thinking of its possible participation in covering a lot of questions in the sphere of the 4<sup>th</sup> space. And Mr. N.Scaramuzzo himself proposed to act as a lecturer, who could cover certain issues on the 4<sup>th</sup> space, especially what the Delegation of the European Commission is engaged in Russia now in this area. So he will be a lecturer, we have agreed, and he will be part of our regular timetable. Did I understand your proposal correctly?

And the last thing I wanted to say. It was a remark by Mr. J. de Zwaan, the observation on the professors, who are providing the basic courses. This year we could not invite this professor, the professor we had in mind. But one person from the staff of the European Council is ready to provide a course of lectures. In the course of the seminar in Bruges we visited the EU Council and we met there with a high-ranking official, who speaks Russian very well, and he can lecture in good Russian to our students.

Why I'm stressing this? We have already raised the issue that it is important to present the views of the European Union and the Russian side on fundamental issues of the EU functioning. You probably remember, that at one of the meetings of the Governing Board we said that basic courses should be provided in the native language of the students, because not all of them know foreign languages well enough. We also have professors who can give lectures in different languages. And we actually decided that such a basic course, as the history of the European integration, and the fundamentals of EU law and EU history should be provided by the lecturer, who speaks Russian, because it's a little bit more difficult to listen to all those lectures in a foreign language. We have good interpreters, but still something is lost in translation. So, we actually had an agreement in principle with this person, who works on the staff of EU Council, and we hope that next year he will be able to come. And if the course he provides is assessed highly by our students, then we shall make it a regular feature. Thank you!

**N.Scaramuzzo:** Just a few comments. In the report, the evaluation of the expert, it was written that there is a kind of high drop-out rate of students. Because students

have too many lessons on each single day in the evening, and they also work during the day. So I ask in an informal manner the administration of the institute to also inform us starting from this year, about the number of present students, to also understand, whether this continues to be a problem, or it can be solved in a present format, or it needs to be revised.

And second aspect is that I'm coming more often at the Institute, and the objective is not monitoring the educational process, or the professors, because usually in the EU funded projects this is done by independent monitors. My objective is to talk to students and to understand what kind of needs they have, and also to discuss this with the Administration.

And the third issue is that I mentioned to Tamara, as Deputy Director of the Institute that I could present to students during the couple of hours, how we implement programs and projects in the educational sector, which is the area of my responsibility in the Delegation of the European Commission. But as far as I understand, Mr. A.Filippov was thinking more of such aspects as science, technology, innovation. And that is a bit different, but a very important area. Thank you!

**M. Entin:** I would like to say only, that all these ideas, that you have voiced, will be studied by us in more detail, but to some of the proposals I can say: "Yes, yes, yes!" already. Note the proposal by Mr. de la Camara about the topics of our conferences, or Mr. E.Berg's proposal about integrating our training sessions more into our routine programs.

And I would like to provide one explanation to this. Actually it is up to the Governing Board to decide. It's one thing, when we had 50 students and we had to send limited number of people to different training sessions abroad. Next year we are going to have 150 students. Shall we have the same limited number of study trips? I think here we have to find the right balance, the balance between what and what. We should understand that the study trips, the training sessions are for those, who study quite well. It's a bonus. But the number of students, who are doing very well in their studies, is growing.

So, probably, we should be expanding the number of such study trips, that we can provide for our students. And this is something that should be discussed, because this affects directly our budget, and how we're going to implement our budget.

And of course, we are very grateful to both to the Swedish presidency, and to the future Spanish presidency for additional proposals, which legitimize the practice, which also existed before, organizing visits for our students to the presiding country. But this is a separate issue, and in order to start discussing different elements of the strategy, we should probably say that we have covered point 1.1, now 1.2. Are there any questions?

**A. Torkunov:** I would like you to look at the Agenda, because in one way, or another, we have touched upon all the issues up to the strategy, or including the strategy - we have covered in one way or another. Do you think that some of them

deserve further discussion? Enrollment of students has been reported and we discussed it, this is 1.2. We have spoken about training sessions, we have spoken about Regional strategy activities, and there have been quite a few comments on this. The curriculum for the first semester of the current academic year, have we discussed this in detail? I understand that there have been some difficulties in inviting professors from the European Union, which Mrs. T.Shashikhina spoke about. And we also have 1.6 “Options for the realization of the development strategy of the ESI, and their possible reflection in the budget for 2010 – 2013”. So, are we ready to proceed to point 1.7? Yes, Mr. F.Valenzuela!

**F. Valenzuela:** Just a word on 1.6, because I do not think that we need to discuss it here, but obviously this is a central issue with two aspects, one, of course, is the strategy itself, but the other one is the effect that certain options would have on the budget. So this is the case, I think it would be interesting to discuss either through working groups, or whatever system to have the possibility to discuss it further, not now, but in between now and our next Board meeting.

**A. Torkunov:** Yes, I quite agree with the Head of the Delegation of the European Commission to Moscow. I have seen this plan before, but I have the following questions. Of course, we would like to achieve the maximum results to use “scenario 3” of the strategy. But where do get money for it?

It’s a very serious question, because the European Commission, as we know, stated in Khabarovsk, that it has taken a decision on continuing to fund the activities of this project. And the same assurances have been received from the Russian Federation Government. Well, of course, the European Institute will probably be able to earn some money by, for example, inviting the business sector to enroll for these programs, for a fee, for tuition fees. But in this respect I also have several questions. First of all, we don’t know yet, how many businessmen would like to enroll for our program in the near future. Another important thing is that we probably should not invite very many businessmen, because that would somehow dilute the program itself and change the essence and the thrust of what was conceived at the EU – Russia Summit, as Deputy Minister A.Gruchko said and as our Chairman Sergey Prikhodko said at the previous meeting of the Governing Board.

So, let us exchange opinions, well, overall. But we should not specify specific sums for the budget, because we’ll have to calculate the money, proceeding from what we actually have. So I would like our Governing Board to have a very clear understanding, that, of course, the Institute is working in my opinion fairly effectively and besides the current expenses, which it has, of course the European studies Institute is using the logistics of the MGIMO-University and it will continue doing that even more efficiently after it moves to a wonderful new building, which if members of the Governing Board would like to see, they can have a look at. Some of the things have yet to be completed there, but it will be functioning next year. And our University, like any other university, has limited possibilities. Therefore, of course, we will fulfill our obligations to the European

Studies Institute and of course to the European Commission in the part of expenses, add to finances, given by the Russian Government. So what I mean is that we must rely on the financial realities, on the financial facts. It does not mean that we cannot be more effective in using the funds, because, after all, the money allocated by the Commission and by the Russian government - this is quite impressive, therefore we can use this money in the most effective way. But some of the proposals can be implemented, but in discussing our strategy we should always bear in mind our financial possibilities, as our friend Fernando quite correctly indicated.

Professor M.Entin, you are welcome.

**M. Entin:** I have two comments on Agenda 1.6 - options for the financial plan. In this respect we have relied on our understanding that we must have all resources for our activities. Therefore the progress on every direction, on every sphere includes a number of possibilities. Of course, we should do our best to implement the development strategy, but in doing this we must be very attentive. And in making our decisions we need the support and probes of the members of the Governing Board.

We also believe that we should use most effectively the funds, which we have, because when we shift the emphasis from one activity to another, we do it by using the resources, which we have, or by saving money in other activities. I'll give you a practical illustration. If we have more classes for smaller groups with a limited number of participants, it means we need more lecturers for these small groups, but we can use for these activities the money, which we save by cutting down the number of lectures. But we need various options: the maximum, the middle of the road, so to say, and the minimum. We should rely on our general understanding that we should start with the minimum, and then act in a more expensive way.

But we shall rely on the decision of the Governing Board and depending on your decision, will be taken decisions on expanding the number of activities, and more efficient use of our resources.

**A.Torkunov:** What are your opinions, dear colleagues, your general impressions, or maybe impressions of a more general nature? They can be more specific as well? I understand, that was your proposal, probably, to start in a general way, not necessarily with specific proposals.

**J. de Zwaan:** I have some difficulties in recognizing in this document the reflection of the strategy, because this is the follow-up of the evaluation, which show that students had some time difficulties, arriving time, etc., etc. I have some difficulties in recognizing that this is the document, which reflects the strategy for the future. For me, the strategy is more than issues, which we discussed before: summer schools, short-term courses, whatever, etc. I think that I'm no wrong in that, if I'm wrong, then you can tell me - this one.

So this was the issue that the program is too heavy, they have to arrive too early, and then there was a question of week-end sessions, or free days, etc. But that's a different nature of the discussion, isn't it?

**A. Torkunov:** Dear colleagues, what are your views, what are your impressions? And in your delegation, Nicola, have you already seen this document? Do you have some kind of preliminary attitude; have you elaborated your assessment?

**J. de Zwaan:** If you like, I can make some more comments on that. When I noticed this document, I basically have two remarks. I think I'm not very much in favor of the second option, which would provide for the prolongation of the program, I think that's not very wise. So for me the choice is either between the first option, and the third option. And my personal preference would be to have the first option. Indeed, while reading the document, I also had in mind, that we could try to attract people from the private sector, from business, who are paying, so they can pay the entrance fee, which is, of course, profitable for our earnings.

And the other observation I would like to say that my attention to the question of the Deputy Director was attracted by the fact that this is signaled very clearly on page 5 of the document. So there I became attentive of the possible idea to attract a 3<sup>rd</sup> deputy director. In that context I became a bit curious to know something. Well, we know, who the director is, we know that Tamara is the vice-director. But who is the 2<sup>nd</sup> vice-director and who is supposed to be the 3<sup>rd</sup> deputy director? In that context I think it would be very useful to also take into account this option to have somebody of EU, and also, if that is a complicated issue, to establish a sort of a small group, working out modalities, salaries and all this kind of things. But perhaps, Mark could clarify this issue, who is the second vice-director, and why do we need a 3<sup>rd</sup> one. And if so, how should we organize the selection?

**F. Valenzuela:** Thank you, spasibo. Just, I think, what I'm concerned, probably I'm not ready to enter into a very detailed analyses of this. I didn't have also the opportunity to look into this document with more calm, and I was not present, when the strategy itself was discussed. But let me perhaps make two or three points that we consider are important to have in mind when we are looking at different options.

Some of them related to issues, that we have already been discussing this morning, in terms, for instance, of the foreign and EU students, or organizing short courses for business, people or private sector community.

But also some others that we have mentioned and passing is that summer language courses for students that could come from EU countries. An important aspect also would be the one related to the research activities.

We considered that part of the importance and listened with interest the report, that Mark gave us on these issues and it is something we have to continue deepening and seeing how this should be managed in terms of how to launch

competitions to identify the best-qualified researchers. Then also the evaluation committees for the selections. All these are of course are very important aspects.

As it is obviously, the one that has been mentioned twice about the EU vice-director, which might be a bit challenging in terms of how to define that figure on the one hand, and also afterwards, whether we'll be successful in attracting the interest of some scholar, or manager, because this again is a part of the definition, what this new vice-director from the EU side would be. Somebody, perhaps, half-way between the academia and the managerial world, but it is something to be discussed, perhaps, in more detail.

And of course, as I said before, we are not to discuss budget today, but obviously is one of these decisions will have an effect on the budget, and we will have to measure, whether we can afford all of it or not, because it is always at the end a crucial point, but I think we can start looking first to the wish list and then we will see whether the wish list is affordable.

That's why I was also indicating, that perhaps on some of these issues we could have either a working group, or committee, or something established that could look into it with a little bit more detail before our next Board. Thank you!

**A. Torkunov:** Any other comments, dear colleagues? Professor M.Entin, please?

**M. Entin:** The ideology, the concept of the document itself is as follows. At our previous session of the Governing Board we decided that the administration of the Institute will prepare, will elaborate this document. This document is 100% based on the strategy, and the strategy gives us a chance of options. We have indicated in this document the options: what will follow if we choose one of the options. We wanted to focus on four or five issues. We are not managed to bring it down to this number, but still the number of issues is really limited. And on these issues we do need to make a strategic decision, strategic choice. And Mr. J. de Zwaan showed to us what we wanted to get as a feedback from members of the Governing Board.

So as to the first issue and this is the length of the courses and we have three options, and there to use the variation of the first and third ones. And the sub headlines are again our strategic choice: work in small groups, master's thesis, summer courses, language courses for students, and so on, for each of the subtitles. I think that the choice which we have offered needs further deliberation, or consideration on the part of each member of the Governing Board. We are prepared to give more detailed explanation, so that when you back home to your offices, you could think everything over and then inform us of the result of your deliberations and consideration.

And the next step we could work with the Delegation or in the framework of a working group that we may set up today. And later on for the session of the Bureau we could make this proposal to be passed to the next session of the Governing Board. And then the Governing Board, apart from the general options, will also have the recommendations of the working group, or of the Bureau. And then we will be in a position to take a fast and efficient decision. And today we

could devote our deliberations to analyzing the political contribution, which our institute can make to the dialogue between the European Union and Russia.

I think we have officially at our disposal about 40 – 45 minutes. But I'm prepared to take any questions that you have on this document. And I also have to report to you the results of the work of the working group on publications policy and visibility.

**A.Torkunov:** Shall we then agree with professor M.Entin's proposal? You will have this document in your hands, and we will be looking forward to your feedback, to your responses. We can discuss later on the composition of the working group, who would like to be willing to work in this working group. But I would like to see, when we discuss various options, I would like us to rely on the situation, keep in mind the facts of life, what we have at present.

It's possible that the European Studies Institute will manage to earn some money on its own via maybe organizing courses for the business community, and so on. If they earn this money, this money can be used for the options, and the financial resources can be expanded. But for the time being, even the programs which they have, efficient programs, the money is used to pay fees to those people who are involved in these programs. So, it doesn't contribute much to our overall program. So, all our deliberations on the subject should be within reasonable limits, within the limits of the resources that we have, we should not let our imagination run a mock. Because we must remember about the financial foundation. Do you agree with this approach, dear colleagues?

Any objections? If there are none, then professor M.Entin will proceed on the item, relating to publications and strategy, publications and visibility policy.

**M.Entin:** The decision to set up a working group was made at our previous meeting, when we asked Gerhard Hafner as the Member of the Governing Board, and Krasimir Nickolov, as one of the most active lecturers at our Institute, to become members of this Working group on the part of the European Union.

At the first session, which was held very recently, on October 23<sup>rd</sup>, we considered the composition of the group, its mandate, and the main contents of its work: this is publications, the journal, advertising, advertisements of the Institute, advertising its work and cooperation with various bodies, with the Delegation of the European Commission, and also issues, relating to our further work.

First, as to the composition. The composition of the working group shall comprise two people coming from the European Union and two – from Russia. We proposed that on the Russian side we invite two very active lecturers, or those who are involved in organizing short-term courses, and they are Andrey Zagorsky and Nickolai Kaveshnikov.

As to the mandate, the working group suggested that it should become a committee, working with the Governing Board, like other committees attached to the Governing Board. I think this is logical as part of the work of the Governing Board, and most of our preparatory work is assigned to committees.

What will be the mandate of the Committee? Not be involved in any editing operations or activities, or not substituting the work of the Institute, no. It should focus on discussing strategy, what should the publication policy be like, and what should be the components in the work of the Institute. So it was in this light that we discussed issues related to publications.

We decided that the European Studies Institute will publish the deliberations of the conferences we organize, manuals and monographs or collective publications, which can be used by our students as part of the academic process. So with the conferences, I think, the approach is quite clear. As to the text-books and manuals here, our colleagues from the European Union insisted that there should be no decisions or instructions coming from the Committee as to what should be prepared, and what should be written, because proposals should come from the bottom: from lecturers, from specialists in various field of research, where they are ready to prepare publications. So we decided so, as to the list of titles, we must rely on the teaching program in the European Studies Institute. So we shall collect the proposals coming from our teachers and lecturers and at the next meeting of this Committee we shall discuss this list of publications. And this is the kind of activities we should expand.

Another very complicated issue was related to the translation of foreign authors, and also publications, where some of the work is done in Russian, and the other part is done in English or in French. We have not yet elaborated any final recommendations on this subject. We tend to believe that these texts should be read in the original, because much is lost in translation, and it takes much time to translate these things. And of course, the European Commission does have the practice of publishing documents in two languages, it is true, but for us it can be used maybe for teaching languages, but there we should have the specialized text-books, which are good for teaching English, French or German.

Now the electronic version of the journal. I have asked members of the Committee to read thoroughly our journal. They decided that the content of the journal at present is good and we should continue working in the same line. And in their turn, they are addressing members of the Governing Board and they will do their best to attract more European authors to this work, and they will ask for recent research results to be reflected in our journal.

And now that we shall have more publications, we will be able to exert more influence. But there are some technical problems to address. And the administration of the Institute now has an option not only use domain "ru", but to move to other domains, used in the European Union to have an easier access. Or we have to look for other technical options. Does our portal make it possible, enable us to do it? So, we need to buy domains, but for us to place our information in foreign domains, we need the ratio of foreign language publications to grow. That's why we are asking members of the Governing Board to attract more authors to this activity, which will make our publications more diverse. And at present the journal provides very good professional information on domestic life in the European Union, the relations with Russia, and the key issues in the field of energy, economics, issues that the European Union and Russia are facing.



So, we need advertising to increase our financial resources, but we don't have anything specific in this field yet. We have also noted that the current Presidency does not make use of this item of our joint program, providing the Presidency free access to informing all our readers of the activities of the Presidency. We think that this resource can be used more intensively for this kind of information.

And the same is true over providing more information on the work of the European Studies Institute. So, the Committee will elaborate a strategy on making the work of the Institute more popular, and providing more information and this is the objective of the Governing Board too. So that the public should be informed better of the work of this Institute. Not just provide general information, but specific information so that various universities, research centers could have easy access to this information.

As to the strategy of interaction with the Delegation of the European Commission, I must say we have had a number of meetings with various services of the Delegation of the European Commission, we analyzed 20 points of our possible cooperation and agreed with the Delegation of the European Commission that when this Committee starts working in full swing, it will act as a partner of the Delegation of the European Commission and then will be able to start implementing various forms of cooperation, which are provided for by those 20 items. Members of the Committee will continue this work and will continue this activity via our e-mail correspondence.

We think there should be a competition for European students, for Russian students, on the subject of relations between the European Union and Russia. And those, who win, may get as a prize an opportunity to come for free to our conferences. So, there should be an exchange of banners, preparing special reports, materials and interviews. I hope that at the time of our next session I will not be speaking on behalf of the Committee, but Mr. G.Hafner will be the one to report on the work of the Committee, the strategy, and the results of this work.

**A.Torkunov:** Any questions to professor M.Entin on this subject?

**J. de Zwaan:** The same point. I hope next time we will also have a written report, it's better to prepare, but it's fine.

**A. Torkunov:** Only one comment, related to the Internet journal "All Europe". I must say that this is a popular publication, and many people quoted those, who are involved in the European Studies. Moreover, I think, it is correct that we have an Internet version of this journal, not a paper version.

You probably know, that very many publications, like "Boston Globe", which we have known since our childhood, have decided not to continue publishing the print version, but have gone electronic. And in Russia about 1/4 or 1/3 of the people are serving the Internet and have access to the Internet regularly, so it means that this publication is more efficient than if we spend more money and publish a print edition.

But what is important, and professor M.Entin has spoken about it, is that if we have more analyses there, prepared by our colleagues from the European Union countries, and if the Presidency provides more information to inform the public of its work, then the magazine, the journal will be enriched greatly, and the public will know much more what the European Union is doing, what it is engaged in, what the most important topics are in relations between Russia and the European Union. And it will be important not only for our Institute, but for everyone, who is interested in issues of world politics, and relations between Russia and EU.

So I would like to support what professor M.Entin said, that there should be more information and it should be expanded. So, of course, you have your own media of information, but don't forget this electronic magazine "All Europe". Do you have more questions, colleagues, on this issue?

**J. de Zwaan:** Perhaps, a question. Is there a verified information about the number of hits, of consultations of the web-site, and more particularly - on specific subjects? Is there information about it?

**M. Entin:** Yes, it is actually all registered, and automatically every hit, every visit is recorded, it is registered, so let us ask Mr.Hafner to report on the growing number of those hits. I can only quote the following figure: when we started publishing it, it was among the Russian publications 10784<sup>th</sup>. As of the end of last summer we are already in a 300<sup>th+</sup> place. So, it has been a dramatic jump, but I'm not ready to report about all those visits and clicks and how often it is visited. Let us hope, that Mr. G.Hafner will be able to report on this and will be able to demonstrate those successes, which will be achieved under the guidance of the Governing Board. I also have a request to the Governing Board: we have to confirm the composition of this Committee, and take a formal decision that the Committee of the Governing Board on publication strategy and visibility policy – I still cannot find an appropriate Russian equivalent to the word "visibility", may be public relations – has been formally established by the Governing Board and it is requested that this committee will report on its work and proposals at the next meeting of the Governing Board.

**A.Torkunov:** Well, colleagues, as for the proposal of professor Entin, do we accept it and create a working group? OK, a question, please.

**M.de la Camara:** My question is just on how we could contribute to your web-page. Do you prefer that we send documents, translated into Russian or English, what is your preference?

**M. Entin:** Dear colleagues, as for official documents, official documents are all easily accessible, so you place them on the site of the Delegation. We have a magazine, and it's not simply information that we need, but some comment. It should be easily readable, it should be accessible, and it can be in any language: in Russian, in Spanish, or in English, it's the choice of the Presidency.

**A. Torkunov:** OK, it seems to be agreeable to everyone. No, one more speaker, please.

**A. Nabokoff :** Sorry, I have a query actually, editorial query, because I see in English the European Studies Institute domain name is not reported as European Studies Institute, but Eurocollege. So, I was wondering if there was some reason not to use the same name for the domain, and if it does not offend it, maybe this issue should be discussed at a Board, what name to use for the domain in English, or in whatever language, non-Russian language, when used for the web-site? Thank you!

**M. Entin:** We won't be able to use the domains, which belong to the European College, I'm 100% sure of that, what we could do is the following: the domain space is more limited than we sometimes think, it's not an open resource, and most of the short and snappy names have already been used, so we have to cast about for a name for us, and if we do it together with the College of Europe, with the European College, maybe we could all benefit from it, why not? Why not look for this name together?

**A. Torkunov:** Are you satisfied with the answer?

**A. Nabokoff:** Yes, and not. Thank you.

**A. Torkunov:** Then it means, that there is something else to discuss. OK, then shall we say, that we have discussed this issue, issue 1, and we can proceed to item 2? Professor M.Entin mentioned in exchange of views on the contribution of the European Studies Institute as such to the development of relations between Russia and the European Union. But I think that this topic is too general, and probably since we are very short of time, maybe you could briefly say how we could improve effectiveness, the efficiency, well, probably not so much of our academic activities, but on conferences and publishing activities, on the work of experts, and so on. You are welcome!

**M. Entin:** Dear colleagues, there has been some comment, made by Mr. S.Prikhodko on this issue, and I have talked to some of the members of the Governing Board individually. The idea is that the task was set before the European Studies Institute to promote the rapprochement between the European Union and Russia – to bring them closer. And in order for this to materialize it's probably important that the Governing Board should on a permanent basis exchange views on what, in its opinion, this getting closer or bringing closer the European Union and Russia means. So that the Governing Board would position itself not simply as an administrative body, but as a political body which is working to contribute to the solution of this issue. Then the Administration of the President could probably be geared more to the prompts that he receives from the

Governing Board. And our meetings of the Governing Board could then become more interesting and more saturated with substantive discussions.

We have been talking at today's meeting about stepping up the activities, making the teaching processes more intensive, about the choice of options. But our Institute has also the Governing Board as someone, who defines the guidelines, so probably the work of the Governing Board, the way I understood Mr. S.Prikhodko, is part of this process of making cooperation and understanding more intense.

And as for the contribution of the European Studies Institute to better understanding between the European Union and Russia, I think at least one thing is quite clear-cut: we are training the personnel that will be able to cope with these tasks. And at the same time our Institute provides a lot of consultative services by our professors, it does a lot in organizing conferences, it establishes networks and we are now working together with the Institute of Europe of the Russian Academy of Sciences on stepping up the activities of the Russian Association of European Studies and more active participation of our professors in the European Association, there are lots of dimensions to this work, and probably something else could be proposed by the Governing Board members.

These are the aims and this is what the European Studies Institute could do. What priorities do you see in our work, we only touched upon these issues, but the Presidency specifically mentioned some important issues, for example, Eastern Partnership, and some others have been mentioned, and this can serve for us as guidelines. Well, for example, what we are doing together with the Clingendael University. Together with representatives of the University we organized short-term courses, and on a permanent basis we are organizing brainstorming sessions on the issues, that are of great concern to both Russian Federation and the European Union. In a few days we'll be talking about human rights, and the comparative role of the Council of Europe and the European Union ensuring respect for human rights. This is Clingendael's initiative. So, probably, we should do something along the same lines on the part of our Institute? In this respect I'm waiting for your prompts and suggestions.

**A.Torkunov:** You are welcome, colleagues, you can forward your ideas. First of all, I would like to say, that the conferences, which our Institute organizes, and which are also attended and actively participated in by the members of the Governing Board, are actually aimed at one thing – to work out recommendations that we send later to the Administration of the President and to the Foreign Ministry. Moreover, Mr. A.Gruchko will be opening our conference today.

And the overall aim is to step up relations between the Russian Federation and the European Union, which is, of course, one of the priority issues, top priority issues, and most of the people present here in one way or another, their offices, their departments and agencies are participating in it.

As for discussing at the meetings of the Governing Board the substantive issues of the cooperation between Russia and the European Union, I'm not sure that we shall have enough time for that. There are so many issues, very important

and strategic issues, pertaining to the functioning of our Institute, that it is not easy to combine those things. It's not simple.

We could probably define the agenda for one of our meetings in this way and specify some issues, then we could discuss those issues on the most controversial topics, and then we could probably submit our recommendations and conclusions and findings to the Administration of the President, to the Foreign Ministry of the Russian Federation and other structures, which are interested in that. This, of course, does not rule out the possibility for us to exchange views now, but I for one believe that it's not so simple. It's not so simple now to start raising substantive issues, especially taking into account that most of these issues will be raised at our today's conference. It is up to you to decide, I'm not trying to predetermine your decision.

So, Colleagues, do you have any opinions, do you have any views on this, on how we should organize this kind of discussion? Maybe not even on the idea that we should exchange views, but maybe you would like to single out, to identify some of the topics, that we could discuss. Because we didn't include any such substantive issues of relations between the EU and Russia in our Agenda.

**J.Cadet:** So, we are discussing all the issues under two, is it? Also the preparation of the meeting with the President, although we do not as yet know the dates, and so forth. I think that before coming to the Institute he will be briefed and informed about state of play of the Institute. But I think we should profit from eventual discussion with him.

Two points, which are clearly connected, that is what kind of follow-up to the Partnership and Cooperation Agreement in the first place. And then I'm also curious to know, if the Russians do not particularly like the approach, taken by the European Union. What is their preference? And so, I would like to put a sort of questions, what do you see as the most profitable, the most appropriate follow-up of PCA number 1?

And in that context, I think, we could also discuss something with him, with regard to our strategy for the future. In short terms, all this in my view are interesting options with regard to summer schools, EU students, and short courses, involvement of regional authorities and universities, etc., etc. All this could be very appropriate.

**A.Torkunov:** Yes, I would agree with that, but since today we cannot speak about the time of the meeting, and about the format of the meeting, because you know, we have been corresponding about it, and we talked with Mr. J.M.Baroso, we wanted to organize this meeting for everyone to be able to attend it. For understandable reasons Mr. J.M.Baroso was unable to come, and of course, that means that original idea has changed, because when professor M.Entin and I were in Khabarovsk, President D.Medvedev actually invited Mr. J.M.Baroso to come and then it would have meant that there would be a different format: President D.Medvedev, Mr. J.M.Baroso, the Governing Board members and the students.

Now we will be waiting for some signals from the secretariat, from Mr. S.Prikhodko's secretariat and his new chief of staff, Ivan Legchilin, so, we'll be waiting for signals from them, and we will also continue working on it. Because I tell you frankly, I had a conversation with the President, when I attended one of the meetings, and I asked him directly, whether he was planning to come to the Institute, and he said that he intended to keep the promise. So the President confirmed that he was planning to come.

But unfortunately, they take the final decisions themselves, the leaders of the European Union and the Presidents of countries. Well, when we have a clearer picture, we'll think about it more specifically. So, even if there is no exchange of views in a round-table discussion, we could probably exchange it in some other way. Well, about the tasks, which the European Studies Institute has been solving, maybe you have some idea.

But as for a substantive discussions, I for one believe, that we should not be discussing substantive issues of the European Union - Russia cooperation at the meetings of the Governing Board, but at conferences, that we organize, where we have experts on specific issues, on broader issues. Well, of course, many people here are experts in EU issues, and EU – Russia cooperation, but I'm just voicing my opinion. I for one believe that our Governing Board meets for such a short time and so seldom, that probably debating substantive issues of EU – Russia cooperation here will not be plausible. We are actually discussing how to optimize the teaching process, the learning process for the students, how to ensure, that regions should know more about the European Union, how it should be organized and introduced into their curriculum, and to their syllabus.

Well, we are not supposed to discuss at the Governing Board meeting, how easy it can be done for Russians to apply for a Schengen visa every time they travel to Europe. Though we can discuss this problem as well. Colleagues, Ivan Dmitrievich, you are welcome.

**I.Ivanov:** I think the idea is that our Governing Board and experts on both sides could probably talk about some issues and could send concerted signals to the Leaders of the European Union and the Russian Federation. Actually it is already being done – the Euro Chambers and Business Europe together with the Russian Union of Industrialists & Entrepreneurs – already do it, and some other organizations do it, and for every Summit they prepare joint documents.

But what is important is that we should not be arguing about the wording of some ideas, that our debate should be on a high intellectual plane, it should be creative. We could probably think of how we could do it at one of the meetings of the Governing Board.

We shouldn't choose a much politicized issue, but we should choose one, which actually requires a brainstorming session.

And what I could suggest is trans-border cooperation. We are talking very much about it, and the length of our common boarder is getting longer and longer. How should we work across this boarder?

And another question: now we are establishing a Customs Union with Belarus and Kazakhstan. At the same time we are working on a new agreement with the European Union. How can we combine these two integration processes, which are going along slightly different tracks, in different dimensions? But we'll have to combine them in one way, or another. Well, topics could be different, but the idea itself seems interesting to me.

**A. Torkunov:** Any more comments, colleagues? Well, if not, then, probably we shall arrive at the following conclusion. The idea itself is worth thinking over, and when we prepare the agenda for the Governing Board meeting next time, we should probably allot some time for discussing a topic, which will have to be agreed upon by two sides: the EU side and the Russian side, and we should probably consult the people, who know very well these topics, or this topic, and invite someone both on the EU side and on the Russian side. Not too many experts, of course, so that it shouldn't be costly.

Our next meeting is planned for the 22<sup>nd</sup> of April, the birthday of Vladimir Lenin, by the way, but I think it was a pure coincidence. And the date has been agreed on, hasn't it? Yes, it was, at the previous meeting, but we shall see, depending on how it will develop.

We will also consider the possibility of some kind of a meeting, which will be attended by the President of the European Commission Mr. J.M.Baroso and the President of the Russian Federation. Well, let us agree then that everyone knows the date of the next meeting. I cannot promise anything definite for how the high-ranking officials will participate.

So, if it seems agreeable to everyone, then let us look at how we should go about setting up a group on the strategy and implementation of the strategy. Shall we ask our friend Mr. Jaap de Zwaan to become a member of the group and be one of the leaders of the group?

Since, I think, you raised very important issues and since you know all these topics – you are a big professional in this field. May be you could think, who else may be included in this group. May be we shall ask you on the European Union side, and Mark Entin on our side to think about the composition – it shouldn't be a large group. So, maybe you will discuss it with the Russian side, and by the next meeting, after discussing it in your e-mail exchanges, you will come up with proposals. No objections?

**J.de Zwaan:** Let's first establish, whether everybody agrees on this idea, because I don't want to dominate this.

**A. Torkunov:** Nobody has said anything against the suggestion.

**J. de Zwaan:** And as for the composition, I think, it is better to have volunteers, who take an interest in subject matter.

**A. Torkunov:** So, who would like to be a volunteer?

**J. de Zwaan:** Well, if you like me to do it, I'm prepared to do it.

**A. Torkunov:** So, who would like to volunteer to take part in the work of this committee on the implementation of the Strategy? May be professor E.Berg would like to join it? No objections? And then on the Russian side? Of course, it goes without saying.

**A. Nabokoff:** I was proposing also to be included into this group, because we, as the College of Europe, we've had some experience to share, which I think would be interesting for the future. As we participated closely for the last four years.

**M. Entin:** As for the Russian participation, I think we'll see who of the Governing Board will be the most appropriate candidates.

**A. Torkunov:** I think, you, professor M.Entin, in the first place.

**M.Entin:** I'm included as an ex-officio as well as the European Commission, but there should be other counterparts.

**A.Torkunov:** Well, you will think it over again.

**M.Entin:** In any case, we will provide for the Russian participation.

**A.Torkunov:** But we shall inform Y. de Zwaan about all this.

**M.Entin:** Well, probably, at lunch we'll fix the time of a special meeting for this purpose, just in order to organize this work together with Mr. E.Berg and Mrs. A.Nabokov, and organization wise we shall discuss specific issues.

**A.Torkunov:** I believe, that it's a very important issue, and probably it will be good to organize a special meeting, or maybe you could discuss it by e-mail, because it's a long period, it is for three years: 2010 – 2013, so it is very important to have an expert opinion, and expert assessment. And then at the Governing Board we could approve it, and then work within the framework suggested.

By the way, when we were in Vienna, a very interesting issue was discussed at the meeting of the Rectors of Diplomatic Academies and Institutes of International Relations. We talked about who will be working in this new Super Foreign Ministry, which will be established under the Lisbon Treaty. And the discussion on the subject was very interesting, and it will be the subject of our further discussion as well, what kind of cooperation we can have with the new structure, as well as with new training centers.

It's obvious, that the Vienna Diplomatic Academy will be one of them, it's also clear that Clingendael be another one, but I'm sure there will be others, from the Baltic countries, there will be some regional distribution and centers from



Nordic countries, from Central Europe. But this new Ministry, or the Structure, which will have a very complicated name, the abbreviation consists of four initials.

**J. de Zwaan:** The European External Action Service.

**A. Torkunov:** Well, a rather complicated name. But the discussion, I must say, was very lively, despite the fact that 50% of those present at this forum in Vienna, were not members of the European Union.

Dear colleagues, if there are no other issues you would like to raise, I would like to thank cordially for your participation. I want to apologize for some problems, which we have had, but I think Mr. S.Prikhodko has already done it in a brilliant way, and I want to thank you all and to say, that the Russian participants in the Governing Board are always prepared to take your notes, to take your comments and all other statements.

**M. Entin:** We have a tradition to plan an informal meeting on the next day. So, if there is a wish, we can organize an informal meeting, but let's decide on that over lunch. Because this is absolutely voluntarily. We can start working on the issues, we have identified, without putting them off for a later period. As to the College of Europe, we most definitely have very intensive consultations ahead of us, because the College of Europe is our privileged partner. If there are no other issues, I would like to mention one more thing.

Dear colleagues! You are all aware of the fact, that we don't have among us one person, who together with us was instrumental in founding the European Studies Institute and contributed a lot to the developing relations between the European Union and Russia. We would like to honor the memory of Professor Marc Vuijsteke and together with you decide that one of the offices in the new building of the European Studies Institute will have his name. This is a dedication to the memory of the person, who has done so much for us all.

**A.Torkunov:** A very good idea!

**A.Nabokoff:** Thank you very much! He has deserved it!

**A.Torkunov:** Thank you, Professor M. Entin. Of course, all of us support this proposal!