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International Programs

**MANAGEMENT TRAINING AND ECONOMICS EDUCATION PROJECT
(EUR-0029-G-00-1061-00)**

QUARTERLY REPORT - Period April 17 - July 17, 1992

SUMMARY

The fourth quarter activities under USAID Grant #EUR-0029-G-1061-00 were designed to provide a smooth transition to a modified private sector development program at SUNY's Budapest Center. As the first funding year ended, the following activities took place:

- Two 2-week executive development courses, one 1-week finance for non-financial managers course, and ten 2-day curriculum/MBA development workshops were given in May at five different locations.
- The 15-part video series on basic business accounting was completed.
- A working group in Hungary compiled the workbook to be used with the video series.
- The Center signed a contract with the Economic Literacy Project to facilitate its production of an additional three business video series.
- Seventeen short courses (two-day seminars) were given in 11 locations throughout Hungary. Many of these courses were used to plan for next year's programs. One of the courses, total quality management, was attended by 52 and 42 participants respectively in Szeged and Budapest.
- Planning was begun for next year's program. Evaluation of current program needs, assessment of new program components, and scheduling for next year's programs all began this quarter.
- The Center was approached by a number of other non-profit development programs in Hungary for program cooperation and coordination. In addition, the Center staff continued its activities with the small business community.

- MBA student Zsuzsanna Somogyfalvi completed her second semester and took additional course work during the summer at the University of Binghamton. She has 36 credits completed towards an MBA and should finish on schedule in the spring of 1993.
- Three fellows completed training under a grant from the Pew Charitable Trusts and are ready to act as local consultants for activities funded by this AID grant, at significant cost savings.

MAJOR INFLUENCES

Due to the academic calendar for the U.S. instructors presenting the courses, many of the project activities took place during May and June. By July, most programs for 1991-92 were completed. From May 11-May 30, two executive development training, ten MBA and curriculum design, and four short courses were given. In addition, the last conference of the rector's program funded by the Andrew W. Mellon Foundation was organized and co-presented by SUNY's Budapest Center and the College of Rectors; the Center hosted AID evaluators and program participants; and the European representative of the New York State Department of Economic Development visited the Center during the Budapest Fair. Despite the concentration of labor-intensive activities, all programs were smoothly handled by the Center's increasingly experienced staff.

The high degree of professionalism of the personnel, however, means that they are well increasingly sought after in the Hungarian job market. Two of them - the bi-lingual secretary and the training coordinator - left in July to take higher-paying jobs. One was recruited by a joint venture Italian/Hungarian trading company; the other was aggressively pursued by the bank which handles the Center's account. A new secretary has been recruited and hired and the search for the training coordinator continues during the slower summer months.

ORGANIZATION

The Center will be fully staffed again by the end of September. The financial associate began in June 1; an MBA intern from the U.S. began July 17; the new secretary began August 1; the staff translator begins September 1; and the small business development center coordinator will arrive from the U.S and begin in late September. All of the new staff have been identified except for the new training coordinator.

Local consultants and resources are being developed using the grant from the Pew Charitable Trusts. As part of the selection process, the Center staff identifies future program needs and tasks that will require local involvement. Training programs and future jobs are outlined for the candidate with the intention that, upon successful completion of the training program, the Fellow will be used as a local consultant. One Pew Fellow, Laszlo Poros, has finished his training and is working with the Center on a distribution plan for the basic

accounting videos completed during this quarter. This will decrease translation and consulting costs.

Much of next year's planning was done during a relatively quiet July. Dr. John Thomas and Dr. Ray Hunt, both from SUNY Buffalo's School of Management, spent the first week of the month in Hungary. With the Center's Deputy Director, they conducted needs assessments for the quality control component of next year's program (schedule attached). A tentative schedule is being developed along with program specifics and course materials. The following week, Virginia Yonkers, program coordinator, went to Hungary to work on administrative logistics for next year's short course, small business development center, trade, and participant training program activities. These two trips, along with project director Ronald Oppen's two trips during the quarter, facilitate communication and program coordination between the Albany and the Budapest staffs.

EVALUATIONS

SUNY and Center staff, along with program participants met with AID evaluators twice during the quarter in Budapest. The staff took the opportunity to work with the evaluators in revising the evaluative tools currently being used. These changes will be implemented during the next funding year.

One of the tasks for Laszlo Poros was to review the basic accounting video to ensure that all 15 episodes were of high quality. The next steps will be to prepare a marketing plan for the video series and to make the contacts necessary to make the best possible use of the series, and to print the accompanying workbook.

PROGRAMS

MANAGEMENT COURSES

Fourteen short course seminars were presented this quarter. This brings the total number of seminars to 36 with 622 participants for the program year. During this quarter, four topics were covered: agri-business, strategic management, quality management, and business plan writing. The strategic management and business plan courses had been given in previous quarters to different groups. The courses and instructors were specifically requested by our partners. The quality management course was used to test the demand for this new topic. It was clear from the large number of participants (92) that interest is high and the feedback from participants and partners indicated that there will be broad demand for the quality management component of the second year of the program.

The last agri-business course given in Sarospatak included some training in the field. The instructor went to the cooperative in which all the participants worked so there was an on-site exchange of information.

Seminars were presented in 11 locations throughout Hungary. With the exception of Sarospatak, activities had previously been conducted at all seminar sites. Many of those present had never participated in Center activities. Approximately 27% of the participants were women. As with last quarter, this percentage changes depending on location; there also seems to be a higher rate of female participation in the small business and agri-business courses. This quarter there was a greater cross-section of participants in the seminars. Many of the participants were from middle management or were employees. The largest group (32%) was from the private sector - 21% from larger private companies and 11% from small enterprises. Government-owned companies provided (31%). Two other groups, academics from colleges, technical schools, and high schools (13%) and government development officials (7%) made up a smaller but important group since they will be able to pass on what they have learned to others.

CURRICULUM DEVELOPMENT/EXECUTIVE DEVELOPMENT

The last of the curriculum development/MBA workshops, executive development courses, and finance for non-financial managers courses were presented in May. The courses were organized to make maximum use of the instructors' time in Hungary. For example, an instructor might teach a two-day marketing seminar as part of an executive development course and then give a two-day curriculum development workshop to marketing professors at one of the Center's partner universities in a different city. This required precise scheduling and was at times grueling for the instructors, it maximized their training time while in Hungary and resulted in substantial savings to the project.

In the curriculum/MBA development program SUNY professors worked with Hungarian faculty in human resources, marketing, strategic management, MIS, and agricultural computer applications. At the request of the University of Pecs, workshops included faculty from the school of arts. They are currently trying to develop a program in human resources. The workshop given by Dr. Spangler at Pecs in human resources was especially well received (see attached letter). Based on this experience, SUNY instructors will continue to work with targeted faculty on specialized topics requested by the Hungarians, if they are consistent with the project's objectives.

Zsuzsanna Somogyfalvi successfully carried a full course load for an MBA this spring semester at SUNY Binghamton and took additional courses during the summer semester. As part of her training, she is in contact with faculty from SUNY Binghamton involved in the USIA-funded Citizens Network Initiative program in Szekszard. It will be important for her when she returns to Hungary to maintain contact with these US faculty who are already familiar with the Hungarian situation and with the Center's activities.

TRADE DEVELOPMENT/SMALL BUSINESS CONSULTING

The trade development and small business consulting activities were similar to those of the last quarter. While the Center does ad hoc consulting in trade development and small business consulting, it puts most of its efforts into developing the capacity of its partners. This is done with networking, providing information to partners, and some basic training. This will be improved and expanded with the arrival of the small business development center coordinator in September. One of his main functions will be to work with partner organizations to develop their small business consulting capacity.

In addition, one of the Pew-sponsored Fellows began his training program in June and a second Fellow was scheduled to start his in July (this has been postponed due to family illness). Both are members of our partner organizations and will be working in business development in their regions. Follow-up training will be provided as needed.

Another goal of the trade development and small business consulting component is to exchange information and collaborate with existing organizations in Hungary. The Center director and deputy director participated in meetings and round table discussions with organizations such as PHARE, CDC, Primom, and Partners for International Education and Training. The European representative for the New York Department of Economic Development met with Center staff when he attended the Budapest Fair in May. Center staff have also given briefings to a group from Boise University, Democratic Association of Hungarians in Romania, representatives from Riggs National Bank of Washington, and New York State business people.

The Center is compiling a workbook for Hungarians interested in exporting to the US. It will be written in Hungarian and will include Hungarian export regulations, and American market and import regulations. Most of the basic research will be done by the MBA intern whose specialty is international marketing, with input from SUNY's Albany office, the Center staff, the American Embassy in Budapest, and partner organizations. Another activity being planned for next quarter is a trade mission of Buffalo business people to Budapest which will be co-hosted by the Center. The mission will be a two-day information trip organized and paid for by Deloitte Touche.

PUBLIC EDUCATION

The 15-module basic accounting video was completed in July. The final edits were done at SUNY's production facilities in Albany. The tapes were reviewed by two Hungarian experts to ensure quality and acceptability. The videos are being converted to the Hungarian PAL standard and will be copied for distribution. The workbook will adhere closely to the video scripts, and will greatly augment the series by posing problems based on the videos for the students to solve.

The Center signed a contract with a private U.S. corporation, Economic Literacy Project (ELP), which will result in the quadrupling of the Center's business video resources at no cost to the project's donor agencies. The ELP will pay the Center to facilitate its production of three additional 15-part instructional video series on related business topics, which will be distributed by the Center along with its own basic accounting series. The Center will be compensated by ELP for this support, which will help defray the Center's overall costs.

OTHER ACTIVITIES

Rector's Conferences

The last of the Mellon-sponsored Rector's conferences was held in May. This conference was designed for the College Rectors, thus associating the Center with a broader range of institutes and officials of higher education. (See the final report on the three conferences, attached.)

ATTACHMENT A: SEMINARS

Summary of Seminars to date
Center Activities/Visitors Book
Seminar Participants Statistics/Evaluations

CURRICULUM DEVELOPMENT, EXECUTIVE DEVELOPMENT, FINANCE FOR NON-FINANCIAL MANAGERS

Schedule of activities for the Quarter
Letter from Pecs
Instructors' Evaluations

ATTACHMENT B: RECTORS TRAINING CONFERENCE

Final report by Dr. David Chapman

ATTACHMENT C: FINANCIAL REPORTS

Summary of total program expenditures for May, June, July
Summary of Center Director salary expenditures to June, 1992

ATTACHMENT A

No.	LECTURER	SEMINAR NAME	PLACE	DATE	# PART.
1	W. HOLSTEIN	HOW TO PLAN	GARDONY	NOV 11-12	19
2	W. HOLSTEIN	HOW TO PLAN	JASZBERENY	NOV 8-9	16
3	P. MARKULLIS	SM. BUS. MGMT.	SZEGED	NOV 18-19	21
4	P. MARKULLIS	SM. BUS. MGMT.	SZEKSZARD	NOV 21-22	18
5	S. ROSS	SM. BUS. MGMT.	GYONGYOS	DEC 9-10	8
6	S. ROSS	SM. BUS. MGMT.	GYULA	DEC 12-13	18
7	P. GANDHI	HOW TO EXPORT	BUDAPEST	DEC 12	21
8	P. GANDHI	HOW TO EXPORT	BUDAPEST	DEC 13 AM	24
9	P. GANDHI	HOW TO EXPORT	BUDAPEST	DEC 13 PM	24
10	F. BETHLEN	MARKETING	SZEKSZARD	JAN 13-14	13
11	F. BETHLEN	MARKETING	KAPOSVAR	JAN 16-17	15
12	W. HOLSTEIN	HOW TO PLAN	MENFOCSANAK	JAN 30-FEB 2	22
13	N. VACZEK	AGR. MGMT.	MENFOCSANAK	FEB 14-16	16
14	W. FELDMAN	RETAIL MGMT.	KISUJSZALLAS	FEB17-18	12
15	N. VACZEK	AGR. MGMT	HODMEZOVH.	FEB 18-19	17
16	W. FELDMAN	RETAIL MGMT	MOSONMOVAR	FEB 24-25	13
17	W. FELDMAN	RETAIL MGMT	NYIREGYHAZA	FEB 27-28	11
18	W. HOLSTEIN	HOW TO PLAN	GYOR	MAR 14-15	19
19	N. VACZEK	AGR. MGMT.	MAKO	APR 3-4	14
20	P. MIESING	STR. MGMT.	BUDAPEST	APR 23-24	12
21	P. MIESING	STR. MGMT.	BUDAPEST	APR 27-28	13
22	W. HOLSTEIN	HOW TO PLAN	BUDAPEST	MAY 11-12	12

23	D. KIM	MARKETING	SZOMBATHELY	MAY 14-15	17
24	R. CERVENY	STR. MGMT.	NYIREGYHAZA	MAY 14-15	20
25	N. VACZEK	AGR. MGMT.	GYONGYOS	MAY 21-22	18
26	P. MIESING	STR. MGMT.	KAPOSVAR	JUNE 8-9	15
27	P. MIESING	STR. MGMT.	PECS	JUNE 10-11	5
28	P. DUCHESSI	QUALITY	SZEGED	JUNE 15-16	52
29	P. DUCHESSI	QUALITY	BUDAPEST	JUNE 17	42
30	L. DEFOSES	STR. MGMT.	MISKOLC	JUNE 16-17	21
31	L. DEFOSES	STR. MGMT.	BUDAPEST	JUNE 18-19	10
32	N. VACZEK	AGR. MGMT.	SAROSPATAK	JUNE 25-26	9
33	L. DEFOSES	STR. MGMT.	GYOR	JUNE 23-24	16
34	W. HOLSTEIN	HOW TO PLAN	NYIREGYHAZA	JUNE 29-30	23
35	W. HOLSTEIN	HOW TO PLAN	PECS	JULY 1-2	25
36	A. ULLMANN	STR. MGMT.	SZEKSZARD	JULY 15-16	15

05.14.	Mr Péter Böszörményi Dr Mariann Kiss	ARTISJUS Kandó Technical College	Borrowing books
05.19.	Mrs Zsuzsanna Hollósi	job applicant	
05.22.	Mr Herbert Wagner Ms Andrea Horváth Mr Attila Faragó Mr Attila Kis	NY DED translator TUB Management group "	Material delivery Future project Course coordination
05.26.	Ms Pamela A. McCloud Dr. József Lehota	Partners for International Education & Training Gödöllő University	Information change Curr. Dev. review
05.27.	Dr. Doug Windham Dr. David Chapman Dr. Neal Robbins Dr. Scott Smith	SUNY " " "	Conference coordination Project, small bus. course outline

VISITORS' BOOK

30-JUN-92 TUE 13:19 SUNY CENTER/BUDAPEST P.07

DATE	NAME	ORGANIZATION	PURPOSE
06.01.	Attila Faragó Dr. Tibor Dóri	TUB Management Club Eurocontact	Program coordination Video distribution
06.02.	László Csordás Lajos Rácz Miklós Pákh Csaba Szabó Ferenc Boross József Kelemen	Magic Management International Hungarian Quality Ass. Multidata/translators fellow candidate	Quality project Program coordination Coordination Program review
06.04.	Dr. Richard Quandt Boise University Group	see attached!	
06.05.	István Csutak	Democratic Association of Hungarians in Romania	
06.08.	Ms Vicki Spicker	Hungarian News Agency	
06.09.	Dr. Podmaniczky	fellow candidate	
06.15.	Károly Koroguai Mariann Kiss prof. Desfosses Don Ellison	actor SUNY	Video project Short courses
06.18.	Bodrogi Csaba Mrs Zsilavi Attila Faragó Dr. Gyula Fülöp Imre Vida	Ferrotrans, Győr Ménfőcsanak TUB Miskolc Gárdony	AID Evaluation

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12

Leslie Koltai

USAID

06.23.

András Surányi
Róbert Pataki
Nick Vaczek

MAFILM

Video project
Environmental issue
Program coordination

06.30.

David A. Keith

RCG/Hagler, Bailly, Inc. Review possibilities of working area

STRATEGIC MANAGENT
(Ybl. Miklós Architecture College
April 27-28, 1992

Prof. Paul Miesing

	New	Known	Diffrently Known
<u>1st day</u>			
Morning	11	1	1
Afternoon	12	0	1

<u>2nd day</u>			
Morning	12	1	0
Afternoon	10	0	3

	good	medium	bad
Practical usability	11	2	

Interesting: 13
 Boring:
 Too detailed:
 Too common:
 Easy to follow: 13
 Good translation: 13

Program Name: Short course Course/workshop/seminar name:
Strategic Management

Location/Partner: Ybl Miklós Architecture Instructor: Dr.
Paul
College Miesing

Facilities donated by Partner? Yes No (if yes, please
Translator used? Yes No give detail)

Translator provided by Partner? Yes No
Lodging/food provided by Partner? Yes No

Dates of Workshop/program: April 27-28, 1992

Participant Name (3)new=N	Organization	(1)Job	(2)paid=P code sponser=S	or return=R
Mr Bedôcs, József	College			n
Mr Túrós, László	"			n
Ms Dr Kiss, Mariann	"			n
Dr Lehottai, László	"			n
Dr Kovács, József	"			n
Mrs Dr Enyedi, Miklósné	"			n
Ms Dr Francsovcics, Anna	"			n
Mr Karay, Tivadar	"			n
Dr Varga, János	"			n
Ms Kaiser, Erika	"			n
Mr Dvorszki, Lajos	"			n
Dr Papp, Péter	"			n
Dr Kocsis, István	"			n

COURSE IN BUDAPEST, TECHNICAL UNIVERSITY
(MAY 11-12, 1992)
Prof. William K. Hostein

Number of participant: 12

Valuation

	NEW	WELL-KNOWN	DIFF. KNOWN
Entrepreneurial opp. recognition	5	7	
Industry and competitive analysis	3	6	2
Fundamentals of planning	6	5	1
Tools for analysis and planning	7	2	3
The business plan	4	8	1
Business plan elements	5	4	3
Preparing the business elements	9	2	1

Usability: 12 good
Interesting: 12
Boring: 0
Too detailed: 0
Too common: 0
Easy to follow: 12
Good translation: 12

Program Name: Small Business

Course/workshop/seminar name:
How To Write a Business Plan
Instructor: Prof. William K.
Holstein

Location/Partner: Gyöngyös

Seminar facilities donated by Partner? Yes No # of days ___
Seminar translator provided by Partner? Yes No # of hrs ___
Instructor escorted by partner? Yes No # of days ___
Transportation provided by partner? Yes No
From _____ To _____ From _____ To _____
Participant's meals provided by partner? Yes No # of meals ___
Instructor's lodging/food provided by Partner? Yes No # of days ___
Materials/Manuals translation provided by partner? Yes No # of pages ___

Dates of Workshop/program: May 11-12, 1992

Participant Name	Organization	(1) Job code	(2) paid=P or sponser=S	(3) new=N or return=R
Mr Radványi, Géza	Ybl Techn.Co..	13	p	n
Ms Rudi, Zsuzsanna			p	n
Mr Tamás, Csaba	TUB	13	p	r
Mr Kelemen, Tamás	TUB	12	p	r
Dr. Dudás, Zoltán	TUB	12	p	n
Mrs Monostori, End- réne	TAU Research Co.Ltd.2		s	r
Ms Horváth, Zsuzsa	"G" Public Relations 10		p	n
Mr Pécsi, Tibor	SZÜV	7	p	n
Mr László, Attila	TUB	13	p	r
Mr Szabó, Csaba	BUES	13	p	n
Ms Podhorányi, Dóra	same	13	p	n
Dr. Deli, László	TUB	11	p	n

**Magánvállalkozásokat Fejlesztő Központ
The Center for Private Enterprise Development**

**Seminar Evaluation Form
Prof. Cerveny
STRATEGIC MANAGEMENT
May 14-15, 1992 Nyiregyháza**

	New	Known	Differently Known
<u>1st day</u>			
Morning	4	8	3
Afternoon	8	4	3

<u>2nd day</u>			
Morning	9	3	2
Afternoon	12	9	1

	good	medium	bad
Practical usability	5	9	

Interesting: 22
 Boring:
 Too detailed:
 Too common:
 Easy to follow: 22
 Good translation: 22

Program Name: Small Business

Course/workshop/seminar
name: Strategic
Management

Location/Partner: Nyíregyháza

Instructor: Dr. Robert Cerveny

Seminar facilities donated by Partner? Yes No # of days ___
Seminar translator provided by Partner? Yes No # of hrs ___
Instructor escorted by partner? Yes No # of days ___
Transportation provided by partner? Yes No
From _____ To _____ From _____ To _____
Participant's meals provided by partner? Yes No # of meals ___
Instructor's lodging/food provided by Partner? Yes No # of days ___
Materials/Materials translation provided by partner? Yes No # of pages ___

Dates of Workshop/program: May 14-15, 1992

Participant Name	Organization	(1)Job code	(2)paid=P or sponser=S	(3)new=N or return=R
Mr Juhász, Ferenc	Mertcontrol Co.	8	s	n
Dr. Benta, Antal	Agroker Co.	4	s	n
Mr Torma, József	Energocoop Co.	8	p	r
Mr Ráskó, Ferenc	same	8	p	n
Mr Nagy, György	Taurus Carbonpack	4	s	n
Mr Dezsó, Lajos	City Hall	3	s	n
Mr Fárbás, György	Taurus Co.	4	s	n
Mr Mónus, László	Tékisz Ltd.	5	s	n
Dr. Popovics, László	Technológia Ltd.	2	s	n
Mr Mészáros, János	Szám.Techn. Váll.	4	s	r
Mr Laczkó, Béla	PRIMOM	13	s	n
Mrs Fodor, Istvánné	Vetőmag Co.	4	s	n
Mr Beregszászi, Attila	Szerelvénygyár	4	s	n
Mr Sári, Imre	Szaportí Inc.	8	s	n
Mr Kovács, Imre	Dairy Co.	4	s	n
Mr Kun, István	Szalka Ltd.	2	s	n
Mr Pák, István	MOM	4	s	n
Mr Zeley, János	same	4	s	n
Mr Zolnai, Gábor	County Dev. Fund	13	s	n

**Magánvállalkozásokat Fejlesztő Központ
The Center for Private Enterprise Development**

**Seminar Evaluation Form
Nicolas Vaczek
AGRICULTURAL MANAGEMENT
May 21-22, 1992
Gyöngyös**

	New	Known	Diffrently Known
<u>1st day</u>			
Morning	13	3	
Afternoon	16		

2nd day

Morning

15		
----	--	--

Practical usability

good	medium	bad
9	6	

Interesting: 15
 Boring:
 Too detailed:
 Too common:
 Easy to follow: 15
 Good translation: 15

Program Name: Small Business

Course/workshop/seminar
name: Agricultural
Management

Location/Partner: Gyöngyös

Instructor: Nick Vaczek

Seminar facilities donated by Partner? Yes No # of days ___
Seminar translator provided by Partner? Yes No # of hrs ___
Instructor escorted by partner? Yes No # of days ___
Transportation provided by partner? Yes No
From _____ To _____ From _____ To _____
Participant's meals provided by partner? Yes No # of meals ___
Instructor's lodging/food provided by Partner? Yes No # of days ___
Materials/Materials translation provided by partner? Yes No # of pages ___

Dates of Workshop/program: May 21-22, 1992

Participant Name	Organization	(1)Job code	(2)paid=P or sponser=S	(3)new=N or return=R
Ms Ruv, Beatrix	GATE	13	s	n
Ms Szabó, Livia	same	13	s	n
Mr Tavi, Rudolf	same	13	s	n
Mr Szucsik, Attila	same	13	s	n
Ms Csécsi, Andrea	same	13	s	n
Ms Meskó, Emese	same	13	s	n
Ms Gutinyi, Anita	same	13	s	n
Ms Czunyi, Edit	same	13	s	n
Ms Vaczula, Andrea	same	13	s	n
Ms Bognár, Irén	same	13	s	n
Ms Baros, Éva	same	13	s	n
Mr Makár, Gábor	same	13	s	n
Dr Posztor, Imre	same	11	s	n
Ms Kiss, Andrea	same	13	s	n
Ms Szabó, Katalin	same	13	s	n
Mr Kalina, Péter	same	13	s	n
Ms Futó, Zsuzsanna	same	13	s	n
Mr Szili, Gábor	same	13	s	n

Program Name: Small Business

Course/workshop/seminar name:
Management-Motivation-Quality

Location/Partner: Szeged

Instructor: Dr. Peter Duchessi

Seminar facilities donated by Partner? Yes No # of days ___
Seminar translator provided by Partner? Yes No # of hrs ___
Instructor escorted by partner? Yes No # of days ___
Transportation provided by partner? Yes No
From _____ To _____ From _____ To _____
Participant's meals provided by partner? Yes No # of meals ___
Instructor's lodging/food provided by Partner? Yes No # of days ___
Materials/Materials translation provided by partner? Yes No # of pages ___

Dates of Workshop/program:

Participant Name	Organization	(1)Job code	(2)paid=P or sponsor=S	(3)new=N or return=R
Mr Igert, János	Raichle Hung.	8	S	n
Mr Fodor, István	Tornado Ltd.	8	S	n
Mr Chabrecsek, András	same	8	S	n
Ms Száraz, Edit	MMG	5	S	n
Mr Lenner, József	TTS-Köbál Ltd	10	S	n
Mr Mező, Mihály	MMG	5	S	n
Mrs Paksi, Imréné	Microsystem	1	S	n
Dr. Olaszné Kovács, Katalin	Alföldi China Fact.	8	S	n
Mrs Honti, Ferencné	Divatker Ltd.	2	S	n
Mr Szabó, János	SZIM	2	S	n
Mr Széll, Pál	Alucon Ltd.	8	S	n
Mr Juhász, Ferenc	same	8	S	n
Mr Petrács, János	same	5	S	n
Mr Bánfi, János	same	6	S	n
Mr Rigó, Tibor	kastélyotthon	4	S	n
Mrs Nagy, Andrásné	same	5	S	n
Mrs Sprok, Lászlóné	same	5	S	n
Mrs Berkecz, Istvánné	same	5	S	n
Mr Kádár, József	same	5	S	n
Ms Petrecz, Mária	same	5	S	n
Mrs Jalváné Ladányi, Dolores	same	7	S	n
Mrs Nacsa, Árpádné	same	7	S	n
Mrs Magyar, Pálné	same	7	S	n
Mr Lehotai, Ferenc	Déltex Co.	5	S	n
Mr Kucsera, Zoltán	Mertcontrol Inc.	6	S	n
Mr Magyar, István	Coop.	13	S	n
Mr Mihály, Lajos		5	S	n
Mr Fejes, Sándor	Tisza Volán	7	S	n
Mrs Sári, Józsefné	Heavytex Inc.	8	S	n
Mrs Ézsiás, Istvánné	Pick Szeged Co.	5	S	n
Dr Atsay, Géza	Alföldi China Fact.	10	S	n
Mr Vass, János	same	10	S	n
Mr Bagnóczi, Lajos	same	10	S	n

Mr Makovics, István	Demász Inc.	7	S	N
Mrs Hegedűsné Ferenczi, Anna	Alföldi China Fact.	10	S	N
Mr Szabó, György	same	8	S	N
Mrs Vilicsné Murvai, Éva	same	8	S	N
Mrs Pallaginé Bánkfalvi, Emese	Coll. of Catering	12	S	N
Dr. Horváthné Almássy, Katalin	same	12	S	N
Mrs Varró, Györgyné	same	12	S	N
Dr. Kószó, Ferencné	Szeged Canning Co.	5	S	N
Mr Kócsó, Antal		1	S	N
Mr Eperjesi, György	Ikarus Co.	5	S	N
Mr Lehoczki, Imre	City Hall	3	S	N
Mr Gergely, János	Kazép Inc.	8	S	N
Mrs Tóth, Ignácné	Karamell Co.	5	S	N
Mr Fráter, Tibor	Kazánjav. Co.	5	S	N
Mr Schild, László	Dairy Co.	5	S	N
Mr Szabó, Sándor	Agrikon Inc.	8	S	N
Ms Hartmann, Judit	MMG	5	S	N
Mr Vén, Károly	Kaloplasztik	8	S	N

Magánvállalkozásokat Fejlesztő Központ
The Center for Private Enterprise Development

Prof. Duchessi's lecture
in
Management - Motivation - Quality
June 17, 1992
Budapest

EVALUATION

Day 1	New	Known	Differently known
1./ Importance of quality Definitions	5	30	1
2./ Overviewing quality	9	22	6
3./ Factors of quality	7	26	4
4./ Philosophy of quality Deming, Juran, Crosby	10	24	3
5./ Total quality management	16	13	8
6./ Product, purchase process and people	13	16	6
7./ Management and its reliabilities	15	12	7

good medium bad

Practical usability	27	10	
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- interesting 38
- boring
- too detailed
- too general
- easy to follow 38
- good translation 38

Program Name: Small Business

Course/workshop/seminar
Name: Management - Motivation -
Quality

Location/Partner: Budapest

Instructor: Dr. Peter Duchessi

Seminar facilities donated by Partner? Yes No # of days ___
Seminar translator provided by Partner? Yes No # of hrs ___
Instructor escorted by partner? Yes No # of days ___
Transportation provided by partner? Yes No
From _____ To _____ From _____ To _____
Participant's meals provided by partner? Yes No # of meals ___
Instructor's lodging/food provided by Partner? Yes No # of days ___
Materials/Materials translation provided by partner? Yes No # of pages ___

Dates of Workshop/program: June 17, 1992

Participant Name	Organization	(1)Job code	(2)paid=P or sponser=S	(3)new=N or return=R
Mr Haba, József	Standard Ass.	3	s	n
Mrs Pócsy, Ferencné	Medical Techn. Inst.	3	s	n
Mrs Ravadits, Endréné	MÁV	7	s	n
Mr Sándor, János	Mertcontrol Inc.	5	s	n
Mrs Arányiné Raák, Judit	Nitroil Inc.	10	s	n
Mrs Kiss, Csabáné	Róna Co.	8	s	n
Mr Vone, Péter	same	8	s	n
Dr. Bokor, Mihályné	Taurus Co.	5	s	n
Mrs Hank, Zsomborné	PIFAL Ltd.	8	s	n
Mrs Németh, Ferencné	AGREX Co.	8	s	n
Dr. Szilágyi, Lászlóné	Taurus Co.	5	s	n
Mr Vincze, Árpád	MSZH	3	s	n
Mr Zám, Sándor	Mátravidéki Fémmű	6	s	n
Mr Kokovai, Mihály	same	9	s	n
Mr Laczkó, Iván	Taurus	4	s	n
Dr. Papp, Istvánné	Medical Techn.Inst.	3	s	n
Mr Papp, Károly	Remix Ltd.	5	s	n
Mr Szegedi, László	Kontakta	6	s	n
Ms Szántó, Anna	Standard Ass.	7	s	n
Mr Medveczky, Gábor	same	3	s	n
Mr Ruzicska, György	Econovator Ltd.	10	s	n
Mr Hajas, János	Pikopack Co.	7	s	n
Mr Ferber, István	retired	13	s	n
Dr. Nagy, Károly	Standard Ass.	3	s	n
Mr Weöres, László	same	5	s	n
Mr Libor, László	Mezőgép	5	s	n
Mr Csizmadia, Károly	PT Ltd.	2	s	n
Dr. Backhausz, László	Ind. Techn. Inst.	12	s	n
Ms Szabó, Erzsébet	Food Research Inst.	12	s	n
Ms Samu, Magdolna	Econovator Ltd.	1	s	n
Dr. Sára, Dezső	MSZH	3	s	n

Dr. Uzonyi, Györgyné	GATE	12	S	n
Mr Demeczky, Péter		5	S	n
Dr. Ágotháziné				
Eördögh, Éva		12	S	n
Mr Baán, István	Standard Ass.	3	S	n
Mr Galbavy, Gyula	same	3	S	n
Mr Erdős, Imre	same	3	S	n
Mr Vass, Sándor	same	5	S	n
Mr Barta, Antal	Kipszer	1	S	n
Dr Réczei, Géza	Olasterv Inc.	13	S	n
Dr. Darvas, Zoltán	Qualitech Co.	1	S	n

Needs Assessment Schedule
for

Dr. John M. Thomas, SUNY Buffalo
Dr. Raymond G. Hunt, SUNY Buffalo

Monday, July 6

AM Internal meeting in the Center for Private Enterprise Development

12:30 Leave for Gyongyos- Good Quality Management Foundation

14:00 Meeting with Jozsef Bognar and the key local people

evening: return to Budapest

Tuesday, July 7

8:15 Meeting with Ben Case

10:30 Meeting with Dr. Gyorgy Ponyai, President of the Hungarian Quality Society
and Vice-President of the Hungarian Standard Institute.

11:30 Meeting with Ms. Rosza Ring, Hungarian Standard Institute; Ms. Ring is an
expert in quality.

15:00 Meeting with Mr. Miklos Ipacs and Mr. Istvan Ferber/at Center. The
gentlemen are well respected experts in the field of quality.

evening: Csaba Bodrogi (Gyor Management Foundation) is available for a meeting
in Budapest

Wednesday, July 8

Morning: leave for Miskolc; Meeting with Jozsef Csellenyi, Aladar Nagy, Gyula
Fulop (Curriculum Development participants trained in Buffalo)

Evening: return to Budapest

Thursday, July 9

10:00 Meeting with representatives of Universities and Colleges/at Center

Csaba Koren and Tamas Szekeres, Technical College, Gyor
Imre Pzsgai, College for Civil Engineering
Julia Balint, " " " "
Imre Czinege, College for Mechanical Engineering
Representative from Kaposvar University
Georgyne Uzonyi, Agricultural University, Godollo
Emese Banfalvi, College for Food Industry, Szeged

Arpad Vincze, Hungarian Standard Institute
Mrs. Csar Terez Fulop

13:00 Lunch with Janos Czaban

17:00 Meeting with Gabor Veress, National Committee for Technology Development

Friday, July 10

9:00 Meeting with Csaba Szabo Gabor, Technical University of Budapest/ at Center

13:00 Meeting with Janos Farkas, Technical University of Budapest/ at Center

JANUS PANNONIUS TUDOMÁNYEGYETEM

1100 ...
1100 ...

Pécs • Rákóczi út 80. • Pf. 9. • H-7601
Telefon: (72) 12 927 • Fax: (72) 33 179

John M. Thomas
Associate Dean for
International Programs

Dear Mr. Thomas,

13 5 1998

Thank you for your fax of 11th of May. I appreciate your ready response to our problem concerning cooperation. I had quite recently a rather useful talk on phone with Bill Holstein and most of the debated questions were cleared.

We had on Monday and Tuesday the first SUNY workshop for HRM. We at the Faculty think that Professor Spangler's visit was a very successful one for us. All the concerned people who met him could have real in-depth talks together on curriculum development and teaching HRM. He met people not only from our faculty but from Faculty of Arts, where a new course is being designed for human resources. Our experiences concerning this visit are excellent.

We would like to pursue cooperation this way, real face-to-face talks and exchange of ideas could help us in the long run. It would also serve curriculum development if consultants would bring SUNY curriculum and syllabi, case studies, teaching material for translation and further use - if possible of course.

We are convinced that with good preparative work we could overcome preliminary difficulties and in SUNY we could find that American partner who gave the most effective help in restructuring our education.

Yours sincerely

[Handwritten signature]

Best Available Document

30

Participants - Executive Development Seminar
Gyor, May 11 - 15, 1992

GRANOPLAST: Leatherette Manufacturing Company (Large Company)

MRS. LUDWIG, Edit Engineer + occ.

MR. LUDWIG, Antal Engineer

MR. EGYEDI, Tibor Eng. + occ.

EPFL Transportation Company

MR. Szabo, Sándor Eng + occ.

MR. Polgár, Ferenc Eng.

GÁÉV Constructing Co.

MR. Patai, Ferenc Eng.

MR. KRUPÁNSZKY Gyábor Eng.

BÁBOLNA

MR. Szombati, Gyábor Head of Dep.

MR. Jánka, Lajos " " "

MR. Sáfáy, Péter Director

MR. CIRIAC PÉTER " " "

MR. KERTÉSZ János " " "

Zéba Works

MR. Gerecsai László Eng.

MR. FRITZ Balázs Training Trade Solutions

MRS. Csutkay Jolán Occ.

MR. Mjilas VIKTOR Eng.

MR. Gabo Tibor Eng.

MR. Dimegy Zsuzsanna Occ.

Best Available Document

MR. SZASTUJ, Peter Eng.

LOCAL GOVERNMENT (City Government)

MR. HORVATH Vilmos Eng.

CANADIAN CIGARS Factory

MR. MOLNAR Josef Head of Dep.

RABATON Co

~~MR. LAJOS LAJOS~~

MR. LAJOS LAJOS Eng.

KEKES ÉS CSÉREGYÉZ (UNITED ~~REPAIRS~~ REPAIRS)

MISS. GÖNÖGI HALASZ

COUNTY HOSPITAL

DR. ELEMER BUCOVICS DIRECTOR

MILITARY HOSPITAL:

DR. ONÓDI, ISTVÁN

TECHNICAL COLLEGE

DR. BALINT MIKLOS DEAN

TERROTRAS Co

MR. ENDRE GALAMBOS DEC.

MR. TIBOR MIKLOS Eng.

MR. ISTVÁN EDEK Eng.

MR. ISTVÁN GÖNTÖGI Eng.

MR. GÁBÁ BONDÉRI Eng.

JELENLÉTI ÍV

1992. 05. 22

a Managerial Accounting and Finance c. intenzív tanfolyamról

Név	Munkahely	Aláírás
Chászai Zoltán	Miskolci Egyetem	Chászai Zoltán
Nagy István	Miskolci Egyetem	Nagy István
Trócsányi Zoltán	MTE SZ	Trócsányi Zoltán
Nagy István	OTD Zt	Nagy István
Timár Vilmos	Miskolci Egyetem Dinnyés Páncsán	Timár Vilmos
Óhídi dr. Pajor Mária	Miskolci Egyetem	Óhídi Pajor Mária
Dávid Zoltán	Miskolci Egyetem	Dávid Zoltán
Kovács János	Talál. Vall.	Kovács János
Császár István	MTE SZ	Császár István
Kriszta Zoltán	Miskolci Pályázat	Kriszta Zoltán
Szabó László	Miskolci Egyetem	Szabó László
Kovács István	"	Kovács István

INSTRUCTOR EVALUATION

Name Robert Cerveny
Address Jacobs Mgmt. Ctr.
SUNY-Buffalo

Course Short Course - Strategic Management - Nyiregyhaza
Date May 14-15, 1992

How would you rate the following: (Circle one)

- | | | | | |
|---|-----------|-------------|-------------|------|
| 1) Coordination with the Center | Excellent | <u>Good</u> | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | Excellent | <u>Good</u> | Fair | Poor |
| 3) Lodging | Excellent | <u>Good</u> | Fair | Poor |
| 4) Travel arrangements | Excellent | <u>Good</u> | Fair | Poor |
| 5) Information for preparation of course | Excellent | <u>Good</u> | Fair | Poor |
| 6) Information for preparation of trip | Excellent | <u>Good</u> | Fair | Poor |
| 7) Responsiveness of Center personnel | Excellent | <u>Good</u> | Fair | Poor |
| 8) Responsiveness of OIP personnel | Excellent | <u>Good</u> | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | Excellent | Good | <u>Fair</u> | Poor |
| Equipment | Excellent | Good | <u>Fair</u> | Poor |
| Copies | Excellent | Good | <u>Fair</u> | Poor |
| Other _____ | Excellent | Good | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

If you or a colleague were to give this seminar again, which three things would you change?

Strategy	MIJ
1. Examples & Cases more oriented to small business	1. Much more material on characteristics of SMEs
2. More material on how start-ups work	2. Take example textbooks
	3. Take example cases

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

Strategy	MIJ
It was a good mix because had people from many firms (30 people at seminar)	Faculty were very knowledgeable

Which advice would you give colleagues going to Hungary to study, research, or to give a similar course?

Go easy on the food.

Additional Comments:

INSTRUCTOR EVALUATION

Name Robert Cerveny
Address Jacobs Management Center
SUNY-Buffalo

Course Curriculum Development: Management Information Systems
Date May 18-19, 1992 Szeged University

How would you rate the following: (Circle one)

- | | | | | |
|---|-----------|-------------|-------------|------|
| 1) Coordination with the Center | Excellent | <u>Good</u> | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | Excellent | <u>Good</u> | Fair | Poor |
| 3) Lodging | Excellent | <u>Good</u> | Fair | Poor |
| 4) Travel arrangements | Excellent | <u>Good</u> | Fair | Poor |
| 5) Information for preparation of course | Excellent | <u>Good</u> | Fair | Poor |
| 6) Information for preparation of trip | Excellent | <u>Good</u> | Fair | Poor |
| 7) Responsiveness of Center personnel | Excellent | <u>Good</u> | Fair | Poor |
| 8) Responsiveness of OIP personnel | Excellent | <u>Good</u> | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | Excellent | <u>Good</u> | Fair | Poor |
| Equipment | Excellent | <u>Good</u> | <u>Fair</u> | Poor |
| Copies | Excellent | <u>Good</u> | <u>Fair</u> | Poor |
| Other _____ | Excellent | <u>Good</u> | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

If you or a colleague were to give this seminar again, which three things would you change?

1. Much more material on University & School
2. Take example textbooks
3. Take example cases

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

faculty were very knowledgeable

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

Additional Comments:

INSTRUCTOR EVALUATION

Name Robert Cervený
Address Jacobs Management Center
SUNY at Buffalo

Course Curriculum Development: Management Information Systems
Date May 21 - 22, 1992 - College of Finance (Budapest)

How would you rate the following: (Circle one)

1) Coordination with the Center	Excellent	<u>Good</u>	Fair	Poor
2) Coordination with the Office of International Programs (OIP)	Excellent	Good	Fair	Poor
3) Lodging	Excellent	Good	Fair	Poor
4) Travel arrangements	Excellent	Good	Fair	Poor
5) Information for preparation of course	Excellent	Good	Fair	Poor
6) Information for preparation of trip	Excellent	Good	Fair	Poor
7) Responsiveness of Center personnel	Excellent	Good	Fair	Poor
8) Responsiveness of OIP personnel	Excellent	Good	Fair	Poor
9) Seminar Facilities				
Classroom	Excellent	<u>Good</u>	Fair	Poor
Equipment	Excellent	<u>Good</u>	Fair	Poor
Copies	Excellent	Good	<u>Fair</u>	Poor
Other _____	Excellent	Good	Fair	Poor

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

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1. Much more material on University & School
2. Take example textbooks
3. Take example cases

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

faculty were very knowledgeable

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

Additional Comments:

INSTRUCTOR EVALUATION

Name Donald Frase
 Address Jacobs Management Center
SUNY at Buffalo

Course Executive Development; Strategic Management
 Date May 20-22, 1992 - Gyongvos

How would you rate the following: (Circle one)

- | | | | | |
|---|------------------|-------------|------|------|
| 1) Coordination with the Center | <u>Excellent</u> | Good | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | <u>Excellent</u> | Good | Fair | Poor |
| 3) Lodging | <u>Excellent</u> | Good | Fair | Poor |
| 4) Travel arrangements | Excellent | <u>Good</u> | Fair | Poor |
| 5) Information for preparation of course | Excellent | <u>Good</u> | Fair | Poor |
| 6) Information for preparation of trip | Excellent | <u>Good</u> | Fair | Poor |
| 7) Responsiveness of Center personnel | <u>Excellent</u> | Good | Fair | Poor |
| 8) Responsiveness of OIP personnel | <u>Excellent</u> | Good | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | <u>Excellent</u> | Good | Fair | Poor |
| Equipment | <u>Excellent</u> | Good | Fair | Poor |
| Copies | Excellent | <u>Good</u> | Fair | Poor |
| Other _____ | Excellent | Good | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

PRINTED MATERIAL WORKS BETTER THAN
TRANSPARENCES

If you or a colleague were to give this seminar again, which three things would you change?

1. WOULD PUT MORE EMPHASIS ON STRATEGY IMPLEMENTATION AND SOME ON TOTAL QUALITY MANAGEMENT

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

VERY GOOD MIX - ALL BUSINESS MANAGERS WITH COMMON GOALS AND THEY GOT ALONG WELL & PARTICIPATED

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

ONLY THAT THE GROUP APPEARED VERY EAGER AND INTERESTED

Additional Comments:

AVERAGE TO GOOD TRANSLATOR (NEVER IN US OR ENGLAND)

1. THINK THE COMPETENCE OF THE TRANSLATOR IS A SIGNIFICANT FACTOR IN THE SUCCESS OF THE SESSIONS.

INSTRUCTOR EVALUATION

Name Donald Frase
Address Jacobs Management Center
SUNY at Buffalo

Course Curriculum Development: Strategic Management
Date College for Foreign Trade (Budapest) May 18-19, 1992

How would you rate the following: (Circle one)

1) Coordination with the Center	<u>Excellent</u>	Good	Fair	Poor
2) Coordination with the Office of International Programs (OIP)	<u>Excellent</u>	Good	Fair	Poor
3) Lodging	<u>excellent</u>	Good	Fair	Poor
4) Travel arrangements	<u>Excellent</u>	Good	Fair	Poor
5) Information for preparation of course	Excellent	<u>Good</u>	Fair	Poor
6) Information for preparation of trip	<u>Excellent</u>	Good	Fair	Poor
7) Responsiveness of Center personnel	<u>Excellent</u>	Good	Fair	Poor
8) Responsiveness of OIP personnel	<u>Excellent</u>	Good	Fair	Poor
9) Seminar Facilities				
Classroom	<u>Excellent</u>	Good	Fair	Poor
Equipment	<u>Excellent</u>	Good	<u>Fair</u>	Poor
Copies	Excellent	<u>Good</u>	Fair	Poor
Other _____	Excellent	Good	Fair	Poor

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

IT SEEMS THAT TRANSLATED PRINTED
MATERIAL WORKS BETTER THAN TRANSPARENTS.
THE TRANSLATORS WORKED WELL THIS
WAY, & IN SOME CASES THE SITUATION
DIDN'T LEAD ITSELF TO GOOD PROJECTION.

If you or a colleague were to give this seminar again, which three things would you change?

WOULD HAVE MORE INFORMATION ON TEXT BOOKS
AND REFERENCE MATERIALS.

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

~~THE CLASSES IN BUDAPEST & PECS
WERE WELL BALANCED, ETC.~~

~~IT WENT WELL IN PECS TO. EXCEPT
THERE ONLY TWO PEOPLE AS A GROUP -
TWO OTHERS WERE OUT OF THE COUNTRY.~~

Good Mix - ALL EDUCATORS WITH SAME MOTIVES

Which advice would you give colleagues going to Hungary to study, research, or to give a similar course?

ONLY THAT THE GROUP APPEARED TO BE
VERY EAGER AND INTERESTED

Additional Comments:

EXCELLENT TRANSLATOR (SPENT TIME IN US)

I THINK THE COMPETENCE OF THE TRANSLATOR
~~HAS~~ IS A SIGNIFICANT FACTOR IN
THE SUCCESS OF THE SESSIONS

INSTRUCTOR EVALUATION

Name Donald Frase
 Address Jacobs Management Center
SUNY at Buffalo

Course MBA Development: Strategic Management
 Date May 25-26, 1992 - Pecs

How would you rate the following: (Circle one)

- | | | | | |
|---|------------------|-------------|-------------|------|
| 1) Coordination with the Center | <u>Excellent</u> | Good | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | <u>Excellent</u> | Good | Fair | Poor |
| 3) Lodging | Excellent | <u>Good</u> | Fair | Poor |
| 4) Travel arrangements | <u>Excellent</u> | Good | Fair | Poor |
| 5) Information for preparation of course | Excellent | <u>Good</u> | Fair | Poor |
| 6) Information for preparation of trip | Excellent | <u>Good</u> | Fair | Poor |
| 7) Responsiveness of Center personnel | <u>Excellent</u> | Good | Fair | Poor |
| 8) Responsiveness of OIP personnel | <u>Excellent</u> | Good | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | Excellent | Good | <u>Fair</u> | Poor |
| Equipment | Excellent | Good | <u>Fair</u> | Poor |
| Copies | Excellent | <u>Good</u> | Fair | Poor |
| Other _____ | Excellent | Good | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

PRINTED AMERICAN WORKS BETTER THAN TRANSPARENCIES

If you or a colleague were to give this seminar again, which three things would you change?

DISCUSSION
NA - IT WAS A MEETING WITH TWO PEOPLE

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

THERE WERE ONLY 2 PEOPLE - THEY
WORKED WELL TOGETHER

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

ONLY THAT... THE GROUP APPEARED VERY EAGER
AND INTERESTED

Additional Comments:

EXCELLENT TRANSLATOR (SPENT TIME IN
COMPETENCE OF THE TRANSLATOR IS A
SIGNIFICANT FACTOR IN THE SUCCESS OF THE
SESSIONS

INSTRUCTOR EVALUATION

Name Victor Pastena
Address Jacobs Management Center
SUNY at Buffalo

Course Finance for Non/Financial Managers: Accounting
Date May 18-20, 1992 - Miskolc

How would you rate the following: (Circle one)

1) Coordination with the Center	Excellent	<u>Good</u>	Fair	Poor
2) Coordination with the Office of International Programs (OIP)	Excellent	<u>Good</u>	Fair	Poor
3) Lodging	Excellent	Good	<u>Fair</u>	Poor
4) Travel arrangements	Excellent	Good	Fair	<u>Poor</u>
5) Information for preparation of course	Excellent	<u>Good</u>	Fair	Poor
6) Information for preparation of trip	Excellent	<u>Good</u>	Fair	Poor
7) Responsiveness of Center personnel	Excellent	<u>Good</u>	Fair	Poor
8) Responsiveness of OIP personnel	Excellent	<u>Good</u>	Fair	Poor
9) Seminar Facilities				
Classroom	<u>Excellent</u>	Good	Fair	Poor
Equipment	Excellent	<u>Good</u>	Fair	Poor
Copies	Excellent	Good	Fair	<u>Poor</u>
Other <u>TREATMENT BY HUNGARIAN FACULTY</u>	<u>Excellent</u>	Good	Fair	Poor

If you have circled Poor for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

HUNGARY EVALUATION --- PROFESSOR VICTOR PASTENA

1. Items marked Poor

The translation of my notes into Hungarian was terrible. Pages, paragraphs and key numbers were missing. Fortunately, an excellent job by my translator, Myklos, alleviated this problem.

I was disappointed by American Airlines. My luggage was not lost like many others but it was "roughed up." The prop from Kennedy to Buffalo was delayed because it had to avoid bad weather. Using the American "terminal" at Kennedy involves long walks to disconnected buildings. Also, when I suggested the possibility of a complementary upgrade, the reaction was incredulous. These are two suggestions. With United we can take a jet to Dulles which is a modern airport. Second, Delta has direct flights to Budapest from the US.

Despite these comments, I would love to go again.

2. Things that went well

1. My notes contained many problems that the students did during class time. The students enjoyed this "hands on" experience.

2. The students enjoyed the cases.

3. I suggest going directly to Miskolc from the Budapest airport. This would save the two paid days for touring after the completion of the program. It's a mistake to teach and leave. Hungary is worth seeing.

3. Things to Change

1. Go directly to Miskolc. See #3 above.

2. Use the Metro. Cabs are not necessary.

3. Pack light. It is very difficult to travel with substantial luggage on the intercity trains.

4. Use United or Delta.

5. The Hungarian translations and slides must be checked a month in advance.

4. Mix of students

The mix was college teachers and business men and women. The students worked together and constituted a great mix. Most students had familiarity with the basic concepts.

5. Advice

See #3.

INSTRUCTOR EVALUATION

Name DongHoon Kim
 Address Jacobs Management Center
SUNY at Buffalo
 Course Executive Development: Marketing
 Date May 11-13, 1992 - Gyongyos

How would you rate the following: (Circle one)

- | | | | | |
|---|------------------|-------------|-------------|-------------|
| 1) Coordination with the Center | Excellent | <u>Good</u> | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | Excellent | <u>Good</u> | Fair | Poor |
| 3) Lodging | Excellent | Good | <u>Fair</u> | Poor |
| 4) Travel arrangements | Excellent | Good | <u>Fair</u> | Poor |
| 5) Information for preparation of course | Excellent | Good | Fair | <u>Poor</u> |
| 6) Information for preparation of trip | Excellent | Good | <u>Fair</u> | Poor |
| 7) Responsiveness of Center personnel | <u>Excellent</u> | Good | Fair | Poor |
| 8) Responsiveness of OIP personnel | <u>Excellent</u> | Good | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | Excellent | <u>Good</u> | Fair | Poor |
| Equipment | Excellent | <u>Good</u> | Fair | Poor |
| Copies | Excellent | <u>Good</u> | Fair | Poor |
| Other _____ | Excellent | Good | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

(5) There was a lot of uncertainty about who the target audiences were, their background, and their expectations in participating in this program. As a first-timer, I felt that I needed more information to help me decide on the content and methods of delivery.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

- *Lots of examples -- especially those that are NOT culture-bound (to U.S.)*
- *Case discussions worked well.*
- *Be prepared to be flexible, because students were very eager to voice their opinions which were often unexpected but nevertheless very important in putting the course content in perspective. (proper perspective)*

If you or a colleague were to give this seminar again, which three things would you change?

Reduce the amount of time allotted for lectures and include more group-work and discussion

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

It was a good mix because there was variation in the "progressiveness" of their thinking. This led to lots of interesting discussions and a stimulating learning environment. However, what made it a nice group to teach was that everybody was very eager to learn.

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

See answer to "things that worked well."

Additional Comments:

INSTRUCTOR EVALUATION

Name DongHoon Kim
Address Jacobs Management Center
SUNY at Buffalo
Course Short Course: Marketing
Date May 14-15, 1992 - Szombathely

How would you rate the following: (Circle one)

1) Coordination with the Center	Excellent	<u>Good</u>	Fair	Poor
2) Coordination with the Office of International Programs (OIP)	Excellent	<u>Good</u>	Fair	Poor
3) Lodging	Excellent	<u>Good</u>	Fair	Poor
4) Travel arrangements	Excellent	Good	<u>Fair</u>	Poor
5) Information for preparation of course	Excellent	Good	Fair	<u>Poor</u>
6) Information for preparation of trip	Excellent	Good	<u>Fair</u>	Poor
7) Responsiveness of Center personnel	<u>Excellent</u>	Good	Fair	Poor
8) Responsiveness of OIP personnel	<u>Excellent</u>	Good	Fair	Poor
9) Seminar Facilities				
Classroom	Excellent	<u>Good</u>	Fair	Poor
Equipment	Excellent	<u>Good</u>	Fair	Poor
Copies	Excellent	<u>Good</u>	Fair	Poor
Other _____	Excellent	Good	Fair	Poor

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

Same as Gyongyos

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

- lots of examples
- Allow ample time for them to raise questions and to discuss them.
- Video

If you or a colleague were to give this seminar again, which three things would you change?

Same as Gyongyos

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

This group was slightly different from the Executive Development group. They were less cohesive and the overall quality was slightly lower. However they were just as eager to learn.

I found that case approach was less effective. The problem wasn't participation (in fact I had a difficult time cutting them off) but rather the difficulty with which they grasped the main issues.

Which advise would you give colleagues going to Hungary to study, research, or to give a similar course?

See above.

Additional Comments:

INSTRUCTOR EVALUATION

Name Dosoung Choi
 Address Jacobs Management Center
SUNY at Buffalo
 Course Executive Development: Finance
 Date Gyongyos - May 18-20, 1992

How would you rate the following: (Circle one)

1) Coordination with the Center	Excellent	<u>Good</u>	Fair	Poor
2) Coordination with the Office of International Programs (OIP)	<u>Excellent</u>	Good	Fair	Poor
3) Lodging	Excellent	Good	<u>Fair</u>	<u>Poor</u> *
4) Travel arrangements	Excellent	<u>Good</u>	Fair	Poor
5) Information for preparation of course	<u>Excellent</u>	Good	Fair	Poor
6) Information for preparation of trip	Excellent	Good	<u>Fair</u>	Poor
7) Responsiveness of Center personnel	Excellent	Good	<u>Fair</u>	Poor **
8) Responsiveness of OIP personnel	Excellent	<u>Good</u>	Fair	Poor
9) Seminar Facilities				
Classroom	<u>Excellent</u>	Good	Fair	Poor
Equipment	Excellent	Good	<u>Fair</u>	Poor
Copies	Excellent	<u>Good</u>	Fair	Poor
Other _____	Excellent	Good	Fair	Poor

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

* Lodging facilities are poor, especially rooms are without toilet. However, the logistics (rooms and seminar facilities) are good. Service provided by the guesthouse was reasonably good.

** Copies of my handout (in Hungarian) arrived two days after I had arrived.

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

1) Encourage group discussion and presentation. Make sure that each group of 4 or 5 should have one or two participants who can communicate with you in English. (This does not mean that you can do without interpreter. English speaking participants help others understand what the case is about.)

2) Mingle with participants during meals and evening hours (e.g., visiting a wine cellar for wine tasting for a couple of hours helped me to get acquainted with the participants)

If you or a colleague were to give this seminar again, which three things would you change?

- 1) Introduce one or two additional, illustrative cases and have the participants discuss.
- 2) Introduce a bit more international management materials
- 3) Develop a simple case or two of Hungarian businesses.

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

The group I had in Gyöngyös was an excellent mix. About one third to one half are senior executives of local or joint-venture businesses. One fourth of them are engineers who aspire to become managers. The rest are independent business men from all over Hungary -- one from Romania and the other from Sombathely. Their background and their enthusiasm for the program were excellent -- their participation was very active -- they were even able to come with their own analogies when we discussed capital budgeting concepts.

Which advice would you give colleagues going to Hungary to study, research, or to give a similar course?

Keep your enthusiasm and excitement -- you are doing a great thing to help the people and the country.
Provide technical expertise but not ^{too much} sympathy for the hardship

Additional Comments:

The program in Gyöngyös is very well organized. Josef Bogner should deserve extra credit. I would love to do it again in the same place even if rooms in the guesthouse are without toilets.

It will be nice to be able to visit local companies and conduct "grass" consulting. I did one (free) at Brown-Roliton company plant. It was a good experience for me as well as for them.

INSTRUCTOR EVALUATION

Name Dosoung Choi
Address Jacobs Management Center
SUNY at Buffalo

Course Finance for Non/Financial Managers: Finance
Date May 20-22, 1992 - Miskolc

How would you rate the following: (Circle one)

- | | | | | |
|---|------------------|-------------|-------------|---------|
| 1) Coordination with the Center | Excellent | <u>Good</u> | Fair | Poor |
| 2) Coordination with the Office of International Programs (OIP) | <u>Excellent</u> | Good | Fair | Poor |
| 3) Lodging | Excellent | <u>Good</u> | Fair | Poor |
| 4) Travel arrangements | Excellent | <u>Good</u> | Fair | Poor * |
| 5) Information for preparation of course | <u>Excellent</u> | Good | Fair | Poor |
| 6) Information for preparation of trip | Excellent | <u>Good</u> | Fair | Poor |
| 7) Responsiveness of Center personnel | Excellent | <u>Good</u> | Fair | Poor |
| 8) Responsiveness of OIP personnel | Excellent | <u>Good</u> | Fair | Poor |
| 9) Seminar Facilities | | | | |
| Classroom | Excellent | <u>Good</u> | Fair | Poor |
| Equipment | Excellent | <u>Good</u> | <u>Fair</u> | Poor ** |
| Copies | Excellent | <u>Good</u> | Fair | Poor |
| Other _____ | Excellent | <u>Good</u> | Fair | Poor |

If you have circled **Poor** for any of the above, please explain why and make suggestions for how it can be improved or avoided. Also, please feel free to make any suggestions in the following space.

* The trip from Gyöngyös to Miskolc was hectic and it took nearly two hours but Vic Pastena covered the day for me and it worked out well. Need a bit more pre-planning

** Need better quality supplies, especially overhead transparency (maybe I should have brought some blank sheets)

List three things that worked well for you/your seminar which you would recommend to someone giving a seminar in Hungary:

1) Encourage group discussion and presentation

2) Mingle with participants during meals and evening hours

If you or a colleague were to give this seminar again, which three things would you change?

- 1) Introduce more (1-2) illustrative cases for group discussion
- 2) Develop a case or two ^{on} Hungarian businessmen (e.g., inflation)
- 3) More international orientation.

Evaluating the composition of the class (including levels of content knowledge, diversity, experience, demographic characteristics, and levels of participation) would you say this was a good mix? Why or Why not?

The group I had in Miskolc was a good mix. About one half to two-thirds are educators and the rest are high-level business executives (e.g., managers of a bank, convention center, mill).

Their participation was enthusiastic but somewhat passive.

I could have used more business people than educators.

Which advice would you give colleagues going to Hungary to study, research, or to give a similar course?

Keep your enthusiasm high.

Help business people learn efficient management practices
-- A lot of things are new there.

Additional Comments:

The people in Miskolc were very hospitable -- Nagy, Fülöp and others were very helpful.

I could have spent some time to visit companies and plants to do "zeam" (free) consulting. Not much time, no opportunities.

I would be happy to do it again in Miskolc.

Curriculum Development Workshop Schedule-May

Pécs, University of Janus Pannonius	May	11-12	- Human Resource	6
Pécs, University of Janus Pannonius	May	18-19	- Marketing	6
Pécs, University of Janus Pannonius	May	25-26	- Strategic management	5
Szeged, University	May	18-19	- MIS	18
Budapest, Collage of Foreign Trade	May	18-19	- Strategic management	
Budapest, Collage of Finance	May	21-22	- MIS	
Keszthely, University of Agriculture	May	18-19	- Agricultural Computer Application	20
Keszthely, University of Agriculture	May	21-22	- Marketing	22
Gödöllő, University of Agriculture	May	18-19	- Marketing	15
Gödöllő, University of Agriculture	May	21-22	- Agricultural computer Application	15

Program Name: Small Business

Course/workshop/seminar
name: Strategic
Management

Location/Partner: Bánki College,
Budapest

Instructor: Dr. Louis
Desfosses

Facilities donated by Partner? Yes No (if yes, please
Translator used? Yes No give detail)

Translator provided by Partner? Yes No
Lodging/food provided by Partner? Yes No

Dates of Workshop/program: June 18-19, 1992

Participant Name (3)new=N	Organization	(1)Job	(2)paid=P code sponser=S	or return=R
Mr Csontos, László	BUES	13	s	n
Mr Szabó, Csaba	same	13	s	r
Ms Hidegföldi, Krisztina	Econovator Ltd.	2	s	r
Mr Major, Zoltán	Frequency Inst.	5	s	n
Ms Balogh, Beatrix	Foreign Trade Coll.	13	s	n
Ms Palla, Krisztina	BUES	13	s	n
Mr Móré, Ferenc	Economix Inc.	11	s	n
Mr Kupás, Tibor	TUB	13	s	n
Mr Kiss, Tivadar	TUB	13	s	n
Mr Papdi, Zsolt	TUB	13	s	n

Seminar Evaluation Form
 Prof. Desfosses
 CRISIS MANAGEMENT
 June 22-23, 1992 Győr

	New	Known	Diffrently Known
<u>1st day</u>			
Morning	2	1	
Afternoon		3	

<u>2nd day</u>			
Morning	2	1	
Afternoon	3	1	

	good	medium	bad
Practical usability	3		

Interesting: 3
 Boring:
 Too detailed:
 Too common:
 Easy to follow: 3
 Good translation: 3

Program Name: Small business

Course/workshop/seminar
name: Crisis Management

Location/Partner: Győr

Instructor: Dr. Louis
Desfosses

Facilities donated by Partner? Yes No (if yes, please
Translator used? Yes No give detail)
Translator provided by Partner? Yes No
Lodging/food provided by Partner? Yes No

Dates of Workshop/program: June 24-25, 1992

Participant Name	Organization	(1) Job code	(2) paid-P or sponsor-S	(3) new=N or return-R
Mr Bodrogi, Csaba	Ferrotrans Ltd.	8	S	R
Mr Galambos, Endre	same	8	S	R
Mr Markos, Tibor	same	10	S	R
Mr Boros, Imre	same	10	S	R
Mr Peski, László	RÁba Inc.	5	S	N
Mr Sággy, Miklós	same	4	S	N
Mr Szakács, József	same	4	S	N
Mr Szekér, Lajos	GYÁÉV	5	S	N
Mr Pozsgai, Vince	same	4	S	N
Mr Tolnai, Tibor	Ringa Co.	5	S	N
Mr Herbert, János	same	7	S	R
Mr Óvári, Ernő	Navitas Co.	4	S	R
Mr Rácz, Lajos	Magic Mnmt.Intn'l	1	S	N
Mrs Huszár, Gusztávné	Rekord Inc.	8	S	N
Mr Soós, Tibor	Agrobank Inc.	8	S	N

**Magánvállalkozásokat Fejlesztő Központ
The Center for Private Enterprise Development**

**Seminar Evaluation Form
Nicolas Vaczek
AGRICULTURAL MANAGEMENT
June 25-26, 1992
Sárospatak**

	New	Known	Differently Known
<u>1st day</u>			
Morning	2	4	1
Afternoon	4	1	2

<u>2nd day</u>			
Morning	3	4	1
Afternoon	2	2	3

	good	medium	bad
Practical usability	6	1	

Interesting: 7
 Boring:
 Too detailed:
 Too common:
 Easy to follow: 7
 Good translation: 7

Program Name: Small business

Course/workshop/seminar name:
Agricultural Management

Location/Partner: Sárospatak

Instructor: Nicolas Vaczek

Facilities donated by Partner? Yes No (if yes, please
Translator used? Yes No, give detail
Translator provided by Partner? Yes No
Lodging/food provided by Partner? Yes No

Dates of Workshop/program: June 25-26, 1992

Participant Name	Organization	(1) Job code	(2) paid? or sponsor=?	(3) signed or return=?
Mr Laczkó, Sándor	Petőfi Coop.	13	s	n
Mr Bojtos, Bertalan	Dózsa Coop.	13	s	n
Mr Kovács, István	Gazdász Coop.	4	s	n
Mr Farkas, László	same	13	s	n
Mr Séra, Ferenc	same	13	s	n
Mr Pesta, Ferenc	same	13	s	n
Mr Gyüre, Ottó	Petőfi Coop.	13	s	n
Ms Kovács, Regina	Kossuth University	13	p	n
Ms Kovács, Ágota	Coll. for Teachers	13	p	n

COURSE IN NYÍREGYHÁZA
(June 29-30, 1992)
Prof. William K. Hostein

Number of participant: 23

Valuation

Entrepreneurial exp. recognition	3	11	9
Industry and competitive analysis	6	7	10
Fundamentals of planning	10	6	7
Tools for analysis and planning	8	6	9
The business plan	9	11	3
Business plan elements	11	7	6
Preparing the business elements	12	4	8

Usability: 17 good 5 medium

Interesting: 23

Boring: 0

Too detailed: 0

Too common: 0

Easy to follow: 23

Good translation: 23

Program Name: Small Business

Course/workshop/seminar
name: How to Write a
Business Plan

Location/Partner: Nyíregyháza

Instructor: Prof. William
Holstein

Facilities donated by Partner? Yes No (if yes, please
Translator used? Yes No give detail)
Translator provided by Partner? Yes No
Lodging/food provided by Partner? Yes No

Dates of Workshop/program: June 29-30, 1992

Participant Name	Organization	(1)Job code	(2)paid=P or sponsor=S	(3)new=N or return=R
Mr Duszka, József	Párbeszéd Ass.	13	s	y
Ms Kovács, Mária	unemployed	13	s	n
Mr Magyar, András	unknown	13	s	n
Ms Kaszineer, Zsuzsa	unemployed	13	s	n
Dr. Takács, Zoltán	Mediker Co.	1	s	n
Mr Hansághy, Győző	Air Service	5	s	n
Mr Medgyesi, Mihály	unknown	13	s	n
Mr Tirol, László	unemployed	13	s	n
Ms Forgan, Katalin	same	13	s	n
Mrs Róka, Lászlóné	unknown	13	s	n
Ms Czérna, Katalin	Tax-Info Office	1	p	n
Mr Kovács, Csaba	3K Ltd.	1	s	n
Mr Bakó, Zsolt	Providencia Ins.Inc.	10	s	n
Mrs Kerecsenyé Papp, Márta	unknown	13	s	n
Mr Jakó, Ernő	City Public Hall	7	s	n
Mr Pongor, Gyula	unemployed	13	p	n
Mr Rácz, Ferenc	unemployed	13	s	n
Mr Kark, László	unknown	13	s	n
Mrs Bengyel, Gyuláné	Látókör Co.	1	p	n
Mrs Alexáné Mészáros, Ildikó	unemployed	13	s	n
Mr Sipeki, Gyula	unknown	1	p	n
Dr. Kerékgyártó, Mária	Xéryus Co.	1	s	n
Mr Szabó, József	same	2	s	n
Ms Katona, Mária	City Hall	3	s	n

MAY 1992

Project	Monday	Tuesday	Wednesday	Thursday	Friday
Exec. Dev. Gyongyos	11 Kim	12 Kim	13 Kim/ H.R.	14 H.R.	15 H.R.
Exec. Dev. Gyor	Jain	Jain	Jain	Jain	Jain
Curr. Dev. TUB				Kim	Kim
MBA Dev. Pecs	H.R.	H.R.			
Curr. Dev. Kaposvar					
Exec. Dev. Gyongyos	18 Choi	19 Choi	20 Choi/ Frase	21 Frase	22 Frase
Finance Miskolc	Pastena	Pastena	Pastena/ Choi	Choi	Choi
Curr. Dev. TUB	Frase	Frase			
MBA Dev. Pecs	Jain	Jain			
Curr. Dev. Kaposvar					
MBA Dev. Pecs	25 Frase	26 Frase			

SHORT COURSE:

R. CERVENY -

V. PASTENA -

STRATEGIC MANAGEMENT SHORT COURSE

MIS CURRICULUM DEVELOPMENT AT TUB EITHER 5/11-12 IF THE SHORT COURSE IS THE WEEK OF 5/11, OR 5/14-15 IF THE SHORT COURSE IS THE WEEK OF 5/18

ACCOUNTING - AVAILABLE FOR A SHORT COURSE OR CURRICULUM DEV. COURSE 521-

MAY-19-1992 15:03 FROM SUNYAB SOM INT'L OFF TO ALBANY INT'L P.02/02

TOTAL P.02

69

ATTACHMENT B

HUNGARIAN HIGHER EDUCATION MANAGEMENT SEMINAR SERIES

A REPORT TO THE MELLON FOUNDATION

submitted by

Dr. David W. Chapman
Project Director

University at Albany
State University of New York

July, 1992

Between January and June 1992 a series of three Higher Education Management Seminars were conducted in Hungary under a grant from the Mellon Foundation to the State University of New York (SUNY). The series was jointly sponsored by the University Rectors Conference, the State University of New York at Albany, and SUNY's Budapest Center for Private Enterprise Development. Dr. David Chapman, Professor of Education at SUNY-Albany, served as Project Director. He was assisted in the seminar coordination by Dr. Peter Debreczeni of the University Rectors Conference and Mr. Arpad Kezdi, of the SUNY Center for Private Enterprise Development. This report describes those seminars, our experience in conducting them, and participants' evaluation of the activity.

Purpose

The purpose of the seminar series was to bring together Hungarian and American experts to examine the management policies and procedures that constrain or facilitate the efficiency operation of higher education in Hungary. The seminars provided a forum for considering alternative strategies and solutions in the management of higher education that university leaders might adapt to the specific contexts and needs of their own institutions.

Description of Seminars

The themes, dates, and locations of the seminars are summarized below. The full program for each of the three seminars is presented in Appendix 1. Copies of the papers prepared by the U.S. presenters are presented in Appendix 3.

Seminar I: Promoting Institutional Effectiveness in Universities: Issues of Autonomy, Accountability, Finance and Professional Development
February 27-29, 1992, House of Professors, Budapest

Seminar II: Financial Management in Universities: Economic Context and Institutional Policies
April 2-3, 1992, Attila Jozsef University, Szeged

Seminar III: Addressing Management Concerns in Colleges: Issues of Effectiveness and Finance

May 28-29, 1992, House of Professors, Budapest

All three Seminars followed a similar format within each half-day block: (1) a formal presentations by a Hungarian and an American speaker; (2) a brief formal response to the presentations by a panel of two Hungarian and one American panelist, intended to expand on the ideas offered in the formal presentations and further interpret them into the Hungarian context; followed by (3) a full group discussion of the issues raised in the presentations and panel discussion. All three parts worked well. Presenters and panelist seemed well prepared, participants actively joined in the discussion sessions, and debate was often lively. Lunch was provided to all participants as a means of encouraging continued discussion. In addition, a reception was held during one evening of each Seminar to further encourage informal discussion and to provide an opportunity for Rectors who were not able to attend the full Seminar to meet the presenters.

Two of the U.S. presenters, Dr. David Chapman and Dr. Douglas Windham, participated in all three Seminars. This offered continuity of ideas and discussion. The third U.S. presenter differed in each Seminar. Dr. Patrick Swygert, President of the University at Albany, was the featured speaker in Seminar I. Dr Bruce Johnstone, Chancellor of the SUNY system, was the featured speaker in Seminar II. Dr. Neal Robbins, Acting Deputy to the Chancellor for Community Colleges and former President of SUNY Agricultural and Technical College at Cobleskill, was featured in the third. A short biographical statement about each of the U.S. participants is presented in Appendix 2.

Approximately 60 people participated in Seminar I, which is about the maximum that could be comfortably accommodated in the conference room of the House of Professors. The second seminar, held in Szeged, was attended by about 50 people. This was considered a strong indication of interest, since participation involved considerable travel for most of those present. Seminar III, targeted at college administrators and held at the House of Professors in Budapest, was attended by approximately 50 people. Simultaneous translation was provided at all three Seminars.

Since a more detailed presentation of the seminar content is available in the Appendices, this report will concentrate on issues related to the design and implementation of the Seminars, particularly as they might inform future efforts to conduct this type of activity.

Original Plan and Subsequent Modifications

In its original design, this seminar series was intended to emphasize the training of senior administrators at regional universities. However, information gathered during an initial planning visit (November 1991) indicated the need for four major modifications which were subsequently approved by the Mellon Foundation and incorporated in our design:

1. Two of the seminars were directed to the university rectors and senior university management; one was targeted to college presidents.

The original plan was that all three seminars would be for university rectors. However, the rectors presently are besieged with seminar, workshop, and speaking opportunities. Educators we spoke with believed it unlikely that the rectors could

free sufficient time to attend three 3-day workshops. At the same time, college presidents, though they face many of the same problems, largely have been overlooked in the professional development opportunities that are now being made available to the university leadership.

2. Two persons from each of the 19 universities in Hungary were invited to the two seminars for rectors.

The original plan was that participation would be limited to three senior administrators from each of eight universities. This widening of the target group was based on information that (1) it was unlikely that three senior administrators from eight campuses could commit to so much time away from campus at the same time and (2) universities could not commit to sending the same people to all of the seminars.

3. Two of the seminars were held in Budapest.

The original plan was that the seminars would be held on the campuses of provincial universities, to counteract the preponderance of opportunity for university personnel in Budapest. However, the transportation system of Hungary is Budapest-centered. University personnel generally have to travel via Budapest to reach even nearby institutions. Budapest appeared to provide the greatest convenience for provincial university leaders. Also, the House of Professors in Budapest offers an exceptional location for holding the seminars.

4. Money budgeted for per diem for Hungarian participants was used to provide meals for seminar participants and to provide stipends to Hungarian presenters.

The original plan was that the rectors would receive a per diem of \$85/day. However, there was widespread agreement of those with whom we spoke that (1) universities and colleges could absorb the cost of transportation and lodging for their administrators and (2) the use of the grant money offering the greatest incentive value was to provide meals for participants during the seminar and stipends to Hungarian presenters. The change also was necessitated by the increased number of participants over the original plan (as described above).

Key Factors in Seminar Success

The Seminar Series was quite successful, a judgement based on a series of observations: Attendance at the Seminars was higher than we had originally estimated, and was sustained throughout each seminar. People who came to the Seminar stayed. Within the Seminars, participation was strong, comments were thoughtful, conversation was often animated. Participants were engaged in the intellectual tasks of the seminars. Additionally, direct comments to the U.S. presenters, to Peter Debreczeni, and to Arpad Kezdi were very positive about both the content and the organization of the sessions. Finally, two outside observers (from Poland and Czechoslovakia), asked to provide formal written evaluations of the Seminar they attended, both offered positive assessments. The success probably was due to a combination of four factors.

1. *The active participation of Hungarian educators in making presentations, serving on panels, and participating in discussions.* Their participation helped ensure the relevance of the Seminars to the particular issues of Hungary.

2. *Timing.* The issues under discussion at the Seminars were hot topics in Hungarian higher education. The new higher education law was under debate during the time that our Seminars were being conducted. Issues of organization, management, and financing of higher education had special salience.

3. *The seniority and stature of the U.S. presenters.* Participants recognized the importance SUNY assigned to these seminars in the stature of the U.S. presenters. The participation of the Chancellor of the SUNY system and two campus presidents provided credibility and a wealth of practical, hands-on experience. Dr. Windham and I both have extensive experience in international development and in the development of higher education systems.

4. *Good field coordination.* Much of the success of the Seminars can be attributed to the excellent work of Mr. Arpad Kezdi, Deputy Director of the SUNY Center for Private Enterprise Development in Budapest. He handled most of the local arrangements and was the primary liaison between the U.S. presenters and the Rectors Conference. The University Rectors Conference publicized the Seminars, helped select and contact Hungarian presenters, and facilitated local arrangement. The Seminar series benefited from both the stature and the hard work provided by Rectors Conference.

Follow-On Activities

At the conclusion of the third Seminar, Dr. Windham and I met with the Presidents of the University Rectors and College Directors Conferences to discuss appropriate follow-on activities. It was their assessment that, with the recent passage of the new Higher Education Law, further training should wait. The next priority for both Conferences is to work with Government and their membership in interpreting and implementing the new law. In particular, they saw the next year as being devoted to building the necessary agreements and consensus within their constituency regarding patterns of institution-institution and institution-Government collaboration. Both Directors felt that once these agreements were reached, there would be a need for focused management training (in such areas as budgeting and financial management, research administration, public relations), but that training prior to further clarification of lines of responsibility (among higher education institutions and between institutions and Government) would be premature.

You asked me to assess whether the Seminar series would be appropriate for Poland and Czechoslovakia. To assist in that assessment, as you know, we arranged for a representative from each of those countries to attend our last Seminar in late May. Copies of their written evaluations are attached. To summarize, both Dr. Dyrek (Poland) and Dr. Ivanek (Czechoslovakia) were positive about the Hungarian Seminar they had attended. However, both felt that similar activities had already occurred in their countries under USIA, OECD, or ACE auspices. Each suggested other ways we might work with their country. I told them I would convey their comments to you, with my own suggestion for what might be an appropriate next step. Their evaluations and my suggestions are included with the cover letter accompanying this report.

I speak for all the U.S. presenters in thanking the Mellon Foundation for the opportunity to collaborate with the Rectors Conference and the SUNY Private Enterprise Development Center in conducting these Seminars. It was a valuable experience for us and, I believe, a useful experience for the Hungarian participants.

Appendix 1

Seminar Programs

Seminar I

**PROMOTING INSTITUTIONAL EFFECTIVENESS IN UNIVERSITIES
ISSUES OF AUTONOMY, ACCOUNTABILITY, FINANCE,
AND PROFESSIONAL DEVELOPMENT**

February 27-29, 1992
House of Professors
Budapest

Thursday, February 27

10:00-10:30 Registration (coffee and tea served)

10:30 Opening Session

Statement of Seminar purpose and introduction of SUNY consultants
Dr. David Chapman

Welcoming Statements

--by Representative of Rectors Conference

--by Representative from Ministry of
Education

--Dr. Patrick Swygert, President
State University of New York at Albany

Keynote Address: Implications of the New Education Law

Brief Announcement of Seminar Logistics
Dr. David Chapman

12:30-2:30 Lunch (provided for all participants)

2:30 **Afternoon Theme: New Directions for Higher Education Management**

Presentation: New Goals for Hungarian Higher Education
Hungarian Presenter

**Presentation: New Roles in Management--Administrators,
Professors, Students**

Dr. Patrick Swygert
State University of New York at Albany

3:30-4:00 Break (coffee and tea will be served)

4:00 Panel Response to Presentation

Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

- 4:45 **Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 6:00 **Conclusion of Discussion Groups**
- 8:00 **Dinner (provided to participants)**

Friday, February 28

- 9:00 **Morning Theme: Autonomy and Accountability--New Institution-Government Relationships**

Presentation: **New Organizational Structures and New Lines of Accountability**
Hungarian Presenter

Presentation: **Government-Institutional Relationships: Promoting Cooperative Structures**
Dr. Patrick Swygert
State University of New York at Albany
- 10:00-10:30 **Break (coffee and tea will be served)**
- 10:30 **Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:15 **Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30 **Lunch (provided for participants)**
- 2:30 **Afternoon Theme: Promoting Institutional Effectiveness**

Presentation: **Internal and External Dimensions of Institutional Effectiveness**
Dr. David W. Chapman
State University of New York at Albany

Presentation: **Critical Issues of Institutional Effectiveness in Hungary**
Hungarian Presenter
- 3:30-4:00 **Break (coffee and tea will be served)**
- 4:00 **Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

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- 4:45 **Group Discussions**
Participants will divide into three smaller groups for a discussion of
• the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 6:15 **Conclusion of Group Discussions**
- 7:00 **Informal Reception (with cash bar)**
- 8:00 **Dinner (provided to participants)**

Saturday, February 29

- 9:00 **Morning Theme: Implications for Professional Development and Financing in Higher Education**
- Presentation: Implications for Professional Development: What Training for Whom?**
Hungarian Presenter
- Presentation: Alternatives for Obtaining and Using Resources for Higher Education**
Dr. Douglas Windham
State University of New York at Albany
- 10:00-10:30 **Break (coffee and tea will be served)**
- 10:30 **Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:15 **Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30 **Lunch (provided for participants)**
- 2:00 **Conclusion of Seminar**

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Seminar II

**FINANCIAL MANAGEMENT IN UNIVERSITIES:
ECONOMIC CONTEXT AND INSTITUTIONAL POLICIES**

2-3 April 1992
Attila Jozsef University
Szeged

Thursday, April 2

- 9:30-10:00 **Registration (coffee and tea served)**
- 10:00-10:45 **Opening Session**
- Statement of Seminar purpose and introduction of SUNY consultants
 Dr. David Chapman**
- Welcoming Statements**
- by Representative of Rectors Conference
- by Representative from Ministry of
 Education
- Chancellor D. Bruce Johnstone on behalf of SUNY
- Brief Announcement of Seminar Logistics**
- Mr. Arpad Kezdi
- 10:45-11:45 **Morning Theme: Cost Analysis in Higher Education Management**
- Presentation: Distinguishing Issues of Cost and Financing**
- Dr. D. Bruce Johnstone
- Presentation: The Analysis of Cost in Higher Education**
- Hungarian Presenter
- 11:45-12:30 **Group Discussion**
- Opportunity for participants to discuss issues raised in the
 presentations.**
- 12:30-1:30 **Lunch (provided for all participants)**
- 1:30- 2:30 **Afternoon Theme: Promoting Effectiveness Through Financial Management**
- Presentation: Opportunities for Revenue Enhancement**
- Hungarian Presenter
- Presentation: Opportunities for Cost Containment**
- Dr. Douglas Windham
- 2:30-2:45 **Break (coffee and tea will be served)**

- 2:45-3:30 **Panel Response to Presentation**
 Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 3:30-5:00 **Group Discussion**
 Opportunity for participants to discuss issues raised in the presentations.
- 7:00pm **Reception**

Friday, April 3

- 9:00-10:00 **Morning Theme: Financing Higher Education: Alternative Sources and Means**
- Presentation: Specifying the Alternatives and Means**
 --Dr. D. Bruce Johnstone
- Presentation: Constraints and Opportunities in the Hungarian Context**
 --Hungarian Presenter
- 10:00-10:15 **Break (coffee and tea will be served)**
- 10:15-11:00 **Panel Response to Presentation**
 Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:00-12:30 **Group Discussion**
 Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30-1:30 **Lunch (provided for participants)**
- 1:30-2:30 **Afternoon Theme: External Effectiveness of Higher Education**
- Presentation: Relevance of Graduates' Skills to the Labor Market**
 --Dr. David Chapman
- Presentation: Research and Entrepreneurial Opportunities for Higher Education**
 --Hungarian Presenter
- 2:30-2:45 **Break (coffee and tea will be served)**

- 2:45-3:30** **Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for
- discussion
- 3:30-5:00** **Group Discussion**
Opportunity for participants to discuss issues raised in the presentations.
- 5:00** **Conclusion of Seminar**

Seminar III

**ADDRESSING MANAGEMENT CONCERNS IN COLLEGES:
• ISSUES OF EFFECTIVENESS AND FINANCE**

May 28-29, 1992
House of Professors
Budapest

Thursday, May 28

9:30-10:00 Registration (coffee and tea served)

10:00-10:45 Opening Session

Statement of Seminar purpose and introduction of SUNY consultants
Dr. David Chapman

Welcoming Statements

--by Representative of Rectors Conference

--by Representative from Ministry of Education

--Dr. Neal Robbins on behalf of SUNY

Brief Announcement of Seminar Logistics
Mr. Arpad Kezdi

10:45-11:45 **Morning Theme: Promoting Institutional Effectiveness**

Presentation: Internal and External Dimensions of Institutional Effectiveness
Dr. David Chapman

Presentation: Critical Issues of Institutional Effectiveness in Hungary
Hungarian Presenter

11:45-12:30 **Group Discussions**

Opportunity for participants to discuss issues raised in the presentations.

12:30-2:30 **Lunch (provided for all participants)**

1:30-2:30 **Afternoon Theme: Autonomy and Accountability--New Institution-
Government Relationships**

Presentation: New Organizational Structures and New Lines of
Accountability
Dr. Neal Robbins

**Presentation: Government-Institutional Relationships: Promoting
Cooperative Structures
Hungarian Presenter**

**Presentation: College-University and College-College Relationships:
Promoting Cooperative Structures**

2:30-2:45 Break (coffee and tea will be served)

2:45-3:30 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

3:30-5:00 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

7:00pm Reception

Friday, May 29

9:00-10:00 Morning Theme: Financing Higher Education: Alternative Sources and Means

**Presentation: Alternatives for Obtaining and Using Resources for Higher Education
Dr. Douglas Windham**

**Presentation: Constraints and Opportunities in the Hungarian Context
Hungarian Presenter**

10:00-10:15 Break (coffee and tea will be served)

10:15-11:00 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

11:00-12:30 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

12:30-1:30 Lunch (provided for participants)

1:30-2:30 Afternoon Theme: Implications for Professional Development and Financing in Higher Education

**Presentation: Implications for Professional Development: What Training for Whom?
Dr. Neal Robbins**

**Presentation: Specifying the Alternatives and Means
Hungarian Presenter**

2:30-2:45 Break (coffee and tea will be served)

2:45-3:30 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

3:30-5:00 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

5:00 Conclusion of Seminar

Appendix 2

Seminar Presenters from the State University of New York

Presenters from the State University of New York

Background Notes

Seminar I

H. Patrick Swygert is President of the University at Albany, State University of New York, a public research university of 17,000 students and 900 faculty in 10 schools and colleges. Dr. Swygert serves as a member of the Council of Presidents of the State University of New York and the SUNY 2000 Task Force, a Board of Trustees appointed advisory body reviewing the mission of the nation's largest public system of higher education. Dr. Swygert previously served as Executive Vice President of Temple University in Philadelphia, a comprehensive, state-related research university of 33,000 students, 1,700 faculty, and 13 schools and colleges, including law, medicine and dentistry and a 508 bed tertiary care hospital. At Temple, Mr. Swygert also was Professor of Law and, in 1977, served as Acting Dean of the Law School. Dr. Swygert received his bachelors degree in history and his doctorate in law from Howard University.

Seminar II

D. Bruce Johnstone is Chancellor of the State University of New York (SUNY). SUNY is the largest comprehensive University system in the United States and consists of 64 campuses enrolling some 400,000 students with a consolidated budget of approximately \$4.5 billion. Prior to his appointment as Chancellor in 1988, Dr. Johnstone served for nine years as President of the State University College at Buffalo. He is the first SUNY Chancellor to be named from one of the system's campus presidencies. He also served as Executive Assistant to the President and then as Vice President for Administration at the University of Pennsylvania, a Project Specialist for the Ford Foundation, Administrative Assistant to the then United States Senator Walter F. Mondale, and as a high school teacher of Economics and United State History. Dr. Johnstone is a leading authority on the economics and finance of higher education and is the author of two books and many articles, primarily in the field of student finance, the most recent work dealing with United States and West European higher education and finance. Dr. Johnstone received his Ph.D. in Education from the University of Minnesota.

Seminar III

Dr. Cornelius (Neal) V. Robbins has extensive experience as both a college president and as a System-wide administrator. From 1985-1992, served as President of the State University College of Agriculture and Technology at Cobleskill, New York. Prior to that, he served for 12 years as Deputy to the Chancellor for Community Colleges for the State University of New York System. He has also served as Acting President of the State University of New York College at Potsdam and as President of Genesee Community College. Upon his recent retirement as president at Cobleskill, he returned to SUNY Central Administration, where he now serves as the Acting Deputy to the Chancellor for Community Colleges for the

State University of New York System. In addition, he is Professor of Educational Administration and Policy Studies at the State University of New York at Albany. Dr. Robbins received his doctorate from the University of Pennsylvania.

Seminar I, II, III

David W. Chapman is Professor of Education at the University at Albany, State University of New York at Albany where he teaches program evaluation in the Department of Educational Theory and Practice. Prior to joining the faculty at SUNY-Albany, Dr. Chapman served on the research faculty of the Center for the Study of Higher Education at the University of Michigan, as a Senior Evaluation Specialist at the Center for Instructional Development at Syracuse University, and as an administrator at a private liberal arts college. Professor Chapman specializes in program evaluation in international settings and its role in educational planning. He has served as a consultant to such international agencies as The World Bank, USAID, and UNICEF. He currently is co-directing a major writing project with the International Institute for Educational Planning (Paris). Dr. Chapman co-founded and, from 1986-89, served as the Director of the Evaluation Consortium at Albany. He has published over 80 articles, monographs and books on higher education, program evaluation, and international development. Dr. Chapman received his Ph.D. from Syracuse University.

Seminar I, II, III

Douglas M. Windham is Distinguished Service Professor of Educational Administration and Policy Studies and of Public Policy at the University of Albany, State University of New York at Albany. His specialization is in the economics of education with most of his work divided between issues of domestic higher educational finance and international macroeducational planning and evaluation (with an emphasis on issues of equity and efficiency). Dr. Windham previously was associated with the Ford Foundation and the University of Chicago. While at the University of Chicago, he served as Director of the Comparative Education Center. Dr. Windham has published numerous books, monographs, and articles on the economics of education and has served as a consultant to such groups as USAID, The World Bank, UNDP, UNICEF, UNESCO, and OECD. Professor Windham recently was named to the International Institute for Educational Planning (Paris) Council of Consultant Fellows. He served as senior advisor to the Executive Secretariat of the U.N./World Bank cooperative effort in planning the World Conference on Education for All held in Thailand in March, 1990. Professor Windham received his Ph.D in economics from Florida State University in 1969

Vysoká škola ekonomická v Praze

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David W. Chapman
Professor of Education
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Prague, June 26, 1992

Dear Prof. Chapman,

I really enjoyed the seminar in Budapest and meeting with you and your colleagues. I am sending you my short personal assessment of the seminar. My conclusion is as I have discussed with you in Budapest - I propose to organise rather some collaboration with College Planning Committees than traditional type of seminar (the reason is the history of such actions in Czechoslovakia). If you mean my text should be formulated in different way to gain support for proposed collaboration, I can change it.

I am looking forward to meet you and dr. Windham in Prague, but better time will be in October when also the situation with our university plans for college/faculty establishment will be clarified.

Thank you very much for your interests and offers for Czechoslovakia. I hope to our future collaboration on university management problem solving.

Sincerely,


Jiří Ivánek

Personal assessment of the relevance of
"Hungarian Higher Education Management Seminars"
for Czechoslovakia

Contents

- There were three seminars in the series:
- I. Promoting Institutional Effectiveness in Universities
Issues of Autonomy, Accountability, Finance, and
Professional Development (February 27-29, 1992)
 - II. Financial Management in Universities: Economic Context
and Institutional Policies (April 2-3, 1992)
 - III. Addressing Management Concerns in Colleges: Issues of
Effectiveness and Finance (May 28-29, 1992)

I was attending the third seminar, but it seems that that the first two ones had similar program (with the focus on universities' management). The content of the program fulfilled my expectations. Maybe, more attention could be given to demographical and sociological issues of higher education, and information systems.

Applicability

The lectures contained many inspirations, experience and hints on higher education management. What is applicable has not been exactly clear to lecturers and participants. This could be identified, as I think, rather by case studies or face-to-face discussions.

I don't know exactly if Hungarian participants at the seminar explicitly knew what they wanted and asked for - I am not sure if they had an impression of obtaining new applicable knowledge.

Organization

The seminar was well organized from both American and Hungarian side - including accommodation, conference materials, parallel translation, and so on. One negative remark: air condition in the seminar room was not satisfactory which made the participants more tired.

Materials

The materials from American side were well prepared (the materials from Hungarian side were not readable for me)

Lectures

During presentations (which were otherwise excellent), I missed other facilities than spoken words (i. e. back projection; a blackboard was used once).

Discussions

The discussion was partly pre-organized (some Hungarian experts were asked for preparation beforehand), partly was rather weak on the first day, but it has a good one at the second day (as to information given me by organizers, higher level of discussions has at seminars I, II).

Relevance for Czechoslovakia

In Czechoslovakia, at least two activities similar to this one took place last months:

1. OECD Conference (March 30 - April 1, 1992)
"Higher Education in the Czech and Slovak Federal Republic"
Participants: - Delegates and Experts from OECD countries,
- Czech and Slovak Ministers of Education,
- Authors of the Report to OECD,
- Rectors of the Czech and Slovak Universities,
- Members of the Council of Universities,
- Observers from University Senates,
- Faculties Members,...

During this conference, the final analysis of higher education in Czechoslovakia and the set of recommendations were presented and discussed. Results were distributed to all higher schools officials and thoroughly studied there.

2. Training Program for Higher Education Managers (May 11 - 15, 1992) "Top Management Strategy and the University".
Lecturers: B.B. Tregoe, J.W. Zimmerman from Kepner - Tregoe, Inc., Princeton
Organizers: Czechoslovak Management Center
Sponsors: United States Information Agency, University of Pittsburgh
Participants: Rectors, Vice - Rectors, Deans, Rectors of Universities

This program was oriented to management skills, especially decision making, trained on case studies using team-work system of learning. There were attached also one-week programs on Finance of Universities and so on.

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As a participant of both these seminars in Czechoslovakia, I can say that themes of the seminar in question (in Hungary) were mostly covered by the Czechoslovak ones. Further, there is (by my personal impression) feeling of saturation among higher education managers by these seminars.

On the other hand, several new regional universities or colleges were, or are going to be established now in Czechoslovakia. It seems very valuable to help planning committees by U.S. experts' knowledge, experience and advice. For this purpose, some variation of the workshops series focusing on the problems of university/college establishment and first years development should be interesting. Of course, direct expert's work in committees could have the biggest impact both on improvement of establishing process and its result, and on knowledge/skills transfer. It can also lead to a future collaboration of participants.

Prague, 6.26.1992



Doc. RNDr. Jiří Ivánek, CSc.
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THE JAGIELLONIAN UNIVERSITY
RECTOR

Cracow, June 8, 1992

Dr. David W. Chapman
Professor of Education
University of Albany
State University of New York
314 School of Education
1400 Washington Avenue
Albany, New York 12 222, USA

By fax: (518) 442-4953

3 pages

Dear David,

Thank you very much for your kindness and hospitality offered me during the Seminar organized by you in Budapest on May 28-29, 1992. It was a very interesting and useful meeting. I enjoyed very much discussions with you and with professors Neal V. Robbins and Douglas M. Windham. It was also very interesting for me to hear opinions about the present situation at Hungarian higher schools expressed by directors of colleges.

Indeed, there are some common problems for our two countries, but there are also many differences. Please, find enclosed my report on Seminar III in which I participated, and also some comments concerning the previous two seminars, based on materials received from you.

If you find that my suggestions may be realized, please contact me by fax +4812 22-17-57 or E-mail ujrektor@plkracy11.bitnet. I will be available throughout July and August.

With best wishes and warmest regards,

Sincerely yours,

Krystyna Dyrek

Report

**on the Seminar: Addressing management concerns in colleges:
 Issues of effectiveness and finance.
 May 28-29, 1992, Budapest**

1. Applicability of the themes of the Seminar for schools of higher education in Poland.

1.1. Internal and external dimensions of institutional effectiveness.

The theme is important also for the Polish schools. Conflicts which can appear during the realization of the goals of an university under the restrictions of its budget, e.g. the necessity to maintain high level of education in spite of limited resources, are the more difficult to be solved, that the scale of reductions of budget is incomparable with that in the USA.

We cannot solve these problems, e.g. by cancelling expensive fields of studies, like astronomy or history of art, and convert the university into, let us say, a school of business. It is not a goal of our university.

The best universities must keep their high level of teaching quality and so we cannot reduce to much funds used for this purpose.

1.2. Professional development

Working out the criteria to be satisfied by the university leaders is an important and actual problem. Usually these criteria do not depend on the way the university leaders are called. However, there are considerable differences between the system functioning in the USA, where a university president is usually nominated and keeps his/her position for many years, and the Polish system, where a rector is elected by the whole university community for the period of 3 years. Each system has its advantages and disadvantages. The leaders elected for 3 years do not use close contacts with the university community. On the other hand, the nominated presidents are professionally better prepared for administering the university.

1.3. Autonomy and accountability

Autonomy and freedom to make decisions results in the increase of the sense of responsibility. Unfortunately, the autonomy of schools of higher education achieved in Poland with so many difficulties is considerably limited by insufficiency of financial means allowed by the Ministry of National Education, uncertainty of the amount of the budget, irregularities and delays in money transfers from the Ministry. It is connected with the next theme of the Seminar, i.e.

1.4. Alternatives for obtaining and using resources for higher education

Again, similar statements are true for the Polish reality.

In case of reductions of the subsidies from the State budget there are three possibilities:

- getting funds from other sources
- better use of the received money

- lowering of the level of education (reduction of employment, and of purchases of equipment)

The first solution is difficult to be implemented in our country. Endeavors have been made to establish Jagiellonian University alumni organizations abroad which, among their other activities, will raise funds. We also try to get money from foreign foundations and sponsors. The second way is still actual. It requires exact analysis of the costs of functioning of particular university units, however we do not have enough experience in this matter. The third solution is painful, but often inevitable. It will be very difficult to repair the harms caused by the loss of valuable academic staff.

2. Evaluation of the form of the seminar.

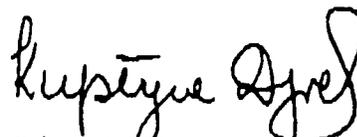
The form of a seminar was an interesting idea: American report, Hungarian co-report and a discussion. Certainly, it has given a general knowledge of the covered issues concerning particular countries to both parties, although in the first day of the meeting the discussion was very weak. Frequently raised issues, difficulties and problems were often impossible to be solved by the people participating in the meetings. In my opinion, the educational system in Hungary is much more centralized than in Poland, however the financial situation of education is probably better.

3. Suggestions

In my opinion, general knowledge of the problems discussed during the seminar in Budapest by the rectors of Polish universities is satisfactory. The participation of the Polish university leaders of 10 universities in the "Program for University Rectors" in September/October 1991 at the invitation of the IUSA, and of the rectors and vice rectors of three biggest Polish universities by the ACE in the program organized in January/February 1992 enabled them to get acquainted with the basic issues concerning university management. However, there is a strong need to train administrative staff in:

- organization of work and wide application of computer methods and techniques,
- training of fund raising officers
- instructing in professional editing of university bulletins concerning
- possibilities to study at the Jagiellonian University
- research potential of the academic staff

Any assistance of the State University of New York in the realization of such program would be most valuable for us.



Prof.dr hab. Krystyna Dyrek
Vice Rector

HUNGARIAN HIGHER EDUCATION MANAGEMENT SEMINAR SERIES

A REPORT TO THE MELLON FOUNDATION

submitted by

Dr. David W. Chapman
Project Director

University at Albany
State University of New York

July, 1992

Between January and June 1992 a series of three Higher Education Management Seminars were conducted in Hungary under a grant from the Mellon Foundation to the State University of New York (SUNY). The series was jointly sponsored by the University Rectors Conference, the State University of New York at Albany, and SUNY's Budapest Center for Private Enterprise Development. Dr. David Chapman, Professor of Education at SUNY-Albany, served as Project Director. He was assisted in the seminar coordination by Dr. Peter Debreczeni of the University Rectors Conference and Mr. Arpad Kezdi, of the SUNY Center for Private Enterprise Development. This report describes those seminars, our experience in conducting them, and participants' evaluation of the activity.

Purpose

The purpose of the seminar series was to bring together Hungarian and American experts to examine the management policies and procedures that constrain or facilitate the efficiency operation of higher education in Hungary. The seminars provided a forum for considering alternative strategies and solutions in the management of higher education that university leaders might adapt to the specific contexts and needs of their own institutions.

Description of Seminars

The themes, dates, and locations of the seminars are summarized below. The full program for each of the three seminars is presented in Appendix 1. Copies of the papers prepared by the U.S. presenters are presented in Appendix 3.

Seminar I: Promoting Institutional Effectiveness in Universities: Issues of Autonomy, Accountability, Finance and Professional Development
February 27-29, 1992, House of Professors, Budapest

Seminar II: Financial Management in Universities: Economic Context and Institutional Policies
April 2-3, 1992, Attila Jozsef University, Szeged

Seminar III: Addressing Management Concerns in Colleges: Issues of Effectiveness and Finance
May 28-29, 1992, House of Professors, Budapest

All three Seminars followed a similar format within each half-day block: (1) a formal presentation by a Hungarian and an American speaker; (2) a brief formal response to the presentations by a panel of two Hungarian and one American panelist, intended to expand on the ideas offered in the formal presentations and further interpret them into the Hungarian context; followed by (3) a full group discussion of the issues raised in the presentations and panel discussion. All three parts worked well. Presenters and panelist seemed well prepared, participants actively joined in the discussion sessions, and debate was often lively. Lunch was provided to all participants as a means of encouraging continued discussion. In addition, a reception was held during one evening of each Seminar to further encourage informal discussion and to provide an opportunity for Rectors who were not able to attend the full Seminar to meet the presenters.

Two of the U.S. presenters, Dr. David Chapman and Dr. Douglas Windham, participated in all three Seminars. This offered continuity of ideas and discussion. The third U.S. presenter differed in each Seminar. Dr. Patrick Swygert, President of the University at Albany, was the featured speaker in Seminar I. Dr Bruce Johnstone, Chancellor of the SUNY system, was the featured speaker in Seminar II. Dr. Neal Robbins, Acting Deputy to the Chancellor for Community Colleges and former President of SUNY Agricultural and Technical College at Cobleskill, was featured in the third. A short biographical statement about each of the U.S. participants is presented in Appendix 2.

Approximately 60 people participated in Seminar I, which is about the maximum that could be comfortably accommodated in the conference room of the House of Professors. The second seminar, held in Szeged, was attended by about 50 people. This was considered a strong indication of interest, since participation involved considerable travel for most of those present. Seminar III, targeted at college administrators and held at the House of Professors in Budapest, was attended by approximately 50 people. Simultaneous translation was provided at all three Seminars.

Since a more detailed presentation of the seminar content is available in the Appendices, this report will concentrate on issues related to the design and implementation of the Seminars, particularly as they might inform future efforts to conduct this type of activity.

Original Plan and Subsequent Modifications

In its original design, this seminar series was intended to emphasize the training of senior administrators at regional universities. However, information gathered during an initial planning visit (November 1991) indicated the need for four major modifications which were subsequently approved by the Mellon Foundation and incorporated in our design:

1. Two of the seminars were directed to the university rectors and senior university management; one was targeted to college presidents.

The original plan was that all three seminars would be for university rectors. However, the rectors presently are besieged with seminar, workshop, and speaking opportunities. Educators we spoke with believed it unlikely that the rectors could

free sufficient time to attend three 3-day workshops. At the same time, college presidents, though they face many of the same problems, largely have been overlooked in the professional development opportunities that are now being made available to the university leadership.

2. Two persons from each of the 19 universities in Hungary were invited to the two seminars for rectors.

The original plan was that participation would be limited to three senior administrators from each of eight universities. This widening of the target group was based on information that (1) it was unlikely that three senior administrators from eight campuses could commit to so much time away from campus at the same time and (2) universities could not commit to sending the same people to all of the seminars.

3. Two of the seminars were held in Budapest.

The original plan was that the seminars would be held on the campuses of provincial universities, to counteract the preponderance of opportunity for university personnel in Budapest. However, the transportation system of Hungary is Budapest-centered. University personnel generally have to travel via Budapest to reach even nearby institutions. Budapest appeared to provide the greatest convenience for provincial university leaders. Also, the House of Professors in Budapest offers an exceptional location for holding the seminars.

4. Money budgeted for per diem for Hungarian participants was used to provide meals for seminar participants and to provide stipends to Hungarian presenters.

The original plan was that the rectors would receive a per diem of \$85/day. However, there was widespread agreement of those with whom we spoke that (1) universities and colleges could absorb the cost of transportation and lodging for their administrators and (2) the use of the grant money offering the greatest incentive value was to provide meals for participants during the seminar and stipends to Hungarian presenters. The change also was necessitated by the increased number of participants over the original plan (as described above).

Key Factors in Seminar Success

The Seminar Series was quite successful, a judgement based on a series of observations: Attendance at the Seminars was higher than we had originally estimated, and was sustained throughout each seminar. People who came to the Seminar stayed. Within the Seminars, participation was strong, comments were thoughtful, conversation was often animated. Participants were engaged in the intellectual tasks of the seminars. Additionally, direct comments to the U.S. presenters, to Peter Debreczeni, and to Arpad Kezdi were very positive about both the content and the organization of the sessions. Finally, two outside observers (from Poland and Czechoslovakia), asked to provide formal written evaluations of the Seminar they attended, both offered positive assessments. The success probably was due to a combination of four factors.

1. *The active participation of Hungarian educators in making presentations, serving on panels, and participating in discussions.* Their participation helped ensure the relevance of the Seminars to the particular issues of Hungary.

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2. *Timing.* The issues under discussion at the Seminars were hot topics in Hungarian higher education. The new higher education law was under debate during the time that our Seminars were being conducted. Issues of organization, management, and financing of higher education had special salience.

3. *The seniority and stature of the U.S. presenters.* Participants recognized the importance SUNY assigned to these seminars in the stature of the U.S. presenters. The participation of the Chancellor of the SUNY system and two campus presidents provided credibility and a wealth of practical, hands-on experience. Dr. Windham and I both have extensive experience in international development and in the development of higher education systems.

4. *Good field coordination.* Much of the success of the Seminars can be attributed to the excellent work of Mr. Arpad Kezdi, Deputy Director of the SUNY Center for Private Enterprise Development in Budapest. He handled most of the local arrangements and was the primary liaison between the U.S. presenters and the Rectors Conference. The University Rectors Conference publicized the Seminars, helped select and contact Hungarian presenters, and facilitated local arrangement. The Seminar series benefited from both the stature and the hard work provided by Rectors Conference.

Follow-On Activities

At the conclusion of the third Seminar, Dr. Windham and I met with the Presidents of the University Rectors and College Directors Conferences to discuss appropriate follow-on activities. It was their assessment that, with the recent passage of the new Higher Education Law, further training should wait. The next priority for both Conferences is to work with Government and their membership in interpreting and implementing the new law. In particular, they saw the next year as being devoted to building the necessary agreements and consensus within their constituency regarding patterns of institution-institution and institution-Government collaboration. Both Directors felt that once these agreements were reached, there would be a need for focused management training (in such areas as budgeting and financial management, research administration, public relations), but that training prior to further clarification of lines of responsibility (among higher education institutions and between institutions and Government) would be premature.

You asked me to assess whether the Seminar series would be appropriate for Poland and Czechoslovakia. To assist in that assessment, as you know, we arranged for a representative from each of those countries to attend our last Seminar in late May. Copies of their written evaluations are attached. To summarize, both Dr. Dyrek (Poland) and Dr. Ivanek (Czechoslovakia) were positive about the Hungarian Seminar they had attended. However, both felt that similar activities had already occurred in their countries under USIA, OECD, or ACE auspices. Each suggested other ways we might work with their country. I told them I would convey their comments to you, with my own suggestion for what might be an appropriate next step. Their evaluations and my suggestions are included with the cover letter accompanying this report.

I speak for all the U.S. presenters in thanking the Mellon Foundation for the opportunity to collaborate with the Rectors Conference and the SUNY Private Enterprise Development Center in conducting these Seminars. It was a valuable experience for us and, I believe, a useful experience for the Hungarian participants.

Appendix 1

Seminar Programs

Seminar I

**PROMOTING INSTITUTIONAL EFFECTIVENESS IN UNIVERSITIES
ISSUES OF AUTONOMY, ACCOUNTABILITY, FINANCE,
AND PROFESSIONAL DEVELOPMENT**

February 27-29, 1992
House of Professors
Budapest

Thursday, February 27

10:00-10:30 Registration (coffee and tea served)

10:30 Opening Session

Statement of Seminar purpose and introduction of SUNY consultants
Dr. David Chapman

Welcoming Statements

--by Representative of Rectors Conference

--by Representative from Ministry of
Education

--Dr. Patrick Swygert, President
State University of New York at Albany

Keynote Address: Implications of the New Education Law

Brief Announcement of Seminar Logistics
Dr. David Chapman

12:30-2:30 Lunch (provided for all participants)

2:30 **Afternoon Theme: New Directions for Higher Education Management**

Presentation: New Goals for Hungarian Higher Education
Hungarian Presenter

**Presentation: New Roles in Management--Administrators,
Professors, Students**

Dr. Patrick Swygert
State University of New York at Albany

3:30-4:00 Break (coffee and tea will be served)

4:00 Panel Response to Presentation

Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

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- 4:45 Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 6:00 Conclusion of Discussion Groups**
- 8:00 Dinner (provided to participants)**

Friday, February 28

- 9:00 Morning Theme: Autonomy and Accountability--New Institution-Government Relationships**
- Presentation: New Organizational Structures and New Lines of Accountability**
Hungarian Presenter
- Presentation: Government-Institutional Relationships: Promoting Cooperative Structures**
Dr. Patrick Swygert
State University of New York at Albany
- 10:00-10:30 Break (coffee and tea will be served)**
- 10:30 Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:15 Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30 Lunch (provided for participants)**
- 2:30 Afternoon Theme: Promoting Institutional Effectiveness**
- Presentation: Internal and External Dimensions of Institutional Effectiveness**
Dr. David W. Chapman
State University of New York at Albany
- Presentation: Critical Issues of Institutional Effectiveness in Hungary**
Hungarian Presenter
- 3:30-4:00 Break (coffee and tea will be served)**
- 4:00 Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

- 4:45 Group Discussions**
Participants will divide into three smaller groups for a discussion of
• the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 6:15 Conclusion of Group Discussions**
- 7:00 Informal Reception (with cash bar)**
- 8:00 Dinner (provided to participants)**

Saturday, February 29

- 9:00 Morning Theme: Implications for Professional Development and Financing in Higher Education**
- Presentation: Implications for Professional Development: What Training for Whom?**
Hungarian Presenter
- Presentation: Alternatives for Obtaining and Using Resources for Higher Education**
Dr. Douglas Windham
State University of New York at Albany
- 10:00-10:30 Break (coffee and tea will be served)**
- 10:30 Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:15 Group Discussions**
Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30 Lunch (provided for participants)**
- 2:00 Conclusion of Seminar**

Seminar II

**FINANCIAL MANAGEMENT IN UNIVERSITIES:
ECONOMIC CONTEXT AND INSTITUTIONAL POLICIES**

2-3 April 1992
Attila Jozsef University
Szeged

Thursday, April 2

- 9:30-10:00 Registration (coffee and tea served)
- 10:00-10:45 Opening Session
- Statement of Seminar purpose and introduction of SUNY consultants
 Dr. David Chapman
- Welcoming Statements
 --by Representative of Rectors Conference
 --by Representative from Ministry of
 Education
 --Chancellor D. Bruce Johnstone on behalf of SUNY
- Brief Announcement of Seminar Logistics
 Mr. Arpad Kezdi
- 10:45-11:45 **Morning Theme: Cost Analysis in Higher Education Management**
- Presentation: Distinguishing Issues of Cost and Financing
 --Dr. D. Bruce Johnstone
- Presentation: The Analysis of Cost in Higher Education
 --Hungarian Presenter
- 11:45-12:30 **Group Discussion**
 Opportunity for participants to discuss issues raised in the
 presentations.
- 12:30-1:30 **Lunch (provided for all participants)**
- 1:30- 2:30 **Afternoon Theme: Promoting Effectiveness Through Financial Management**
- Presentation: Opportunities for Revenue Enhancement
 --Hungarian Presenter
- Presentation: Opportunities for Cost Containment
 --Dr. Douglas Windham
- 2:30-2:45 **Break (coffee and tea will be served)**

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- 2:45-3:30 **Panel Response to Presentation**
 Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 3:30-5:00 **Group Discussion**
 Opportunity for participants to discuss issues raised in the presentations.
- 7:00pm **Reception**

Friday, April 3

- 9:00-10:00 **Morning Theme: Financing Higher Education: Alternative Sources and Means**
- Presentation: Specifying the Alternatives and Means**
 --Dr. D. Bruce Johnstone
- Presentation: Constraints and Opportunities in the Hungarian Context**
 --Hungarian Presenter
- 10:00-10:15 **Break (coffee and tea will be served)**
- 10:15-11:00 **Panel Response to Presentation**
 Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion
- 11:00-12:30 **Group Discussion**
 Participants will divide into three smaller groups for a discussion of the issues raised in the presentations and panel session. One SUNY consultant and one panelist will join each group.
- 12:30-1:30 **Lunch (provided for participants)**
- 1:30-2:30 **Afternoon Theme: External Effectiveness of Higher Education**
- Presentation: Relevance of Graduates' Skills to the Labor Market**
 --Dr. David Chapman
- Presentation: Research and Entrepreneurial Opportunities for Higher Education**
 --Hungarian Presenter
- 2:30-2:45 **Break (coffee and tea will be served)**

- 2:45-3:30** **Panel Response to Presentation**
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for
- discussion
- 3:30-5:00** **Group Discussion**
Opportunity for participants to discuss issues raised in the presentations.
- 5:00** **Conclusion of Seminar**

Seminar III

**ADDRESSING MANAGEMENT CONCERNS IN COLLEGES:
• ISSUES OF EFFECTIVENESS AND FINANCE**

May 28-29, 1992
House of Professors
Budapest

Thursday, May 28

9:30-10:00 Registration (coffee and tea served)

10:00-10:45 Opening Session

Statement of Seminar purpose and introduction of SUNY consultants
Dr. David Chapman

Welcoming Statements

--by Representative of Rectors Conference

--by Representative from Ministry of Education

--Dr. Neal Robbins on behalf of SUNY

Brief Announcement of Seminar Logistics
Mr. Arpad Kezdi

10:45-11:45 **Morning Theme: Promoting Institutional Effectiveness**

Presentation: Internal and External Dimensions of Institutional Effectiveness
Dr. David Chapman

Presentation: Critical Issues of Institutional Effectiveness in Hungary
Hungarian Presenter

11:45-12:30 Group Discussions

Opportunity for participants to discuss issues raised in the presentations.

12:30-2:30 Lunch (provided for all participants)

1:30-2:30 **Afternoon Theme: Autonomy and Accountability--New Institution-
Government Relationships**

Presentation: New Organizational Structures and New Lines of
Accountability
Dr. Neal Robbins

**Presentation: Government-Institutional Relationships: Promoting
Cooperative Structures
Hungarian Presenter**

**Presentation: College-University and College-College Relationships:
Promoting Cooperative Structures**

2:30-2:45 Break (coffee and tea will be served)

2:45-3:30 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

3:30-5:00 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

7:00pm Reception

Friday, May 29

**9:00-10:00 Morning Theme: Financing Higher Education: Alternative Sources and
Means**

**Presentation: Alternatives for Obtaining and Using Resources for Higher
Education
Dr. Douglas Windham**

**Presentation: Constraints and Opportunities in the Hungarian Context
Hungarian Presenter**

10:00-10:15 Break (coffee and tea will be served)

10:15-11:00 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

11:00-12:30 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

12:30-1:30 Lunch (provided for participants)

**1:30-2:30 Afternoon Theme: Implications for Professional Development and Financing
in Higher Education**

**Presentation: Implications for Professional Development: What Training for
Whom?
Dr. Neal Robbins**

**Presentation: Specifying the Alternatives and Means
Hungarian Presenter**

2:30-2:45 Break (coffee and tea will be served)

2:45-3:30 Panel Response to Presentation
Three panelists will respond to the ideas presented in the two earlier presentations as a way of focusing and extending the issues for discussion

3:30-5:00 Group Discussions
Opportunity for participants to discuss issues raised in the presentations.

5:00 Conclusion of Seminar

Appendix 2

Seminar Presenters from the State University of New York

Presenters from the State University of New York

Background Notes

Seminar I

H. Patrick Swygert is President of the University at Albany, State University of New York, a public research university of 17,000 students and 900 faculty in 10 schools and colleges. Dr. Swygert serves as a member of the Council of Presidents of the State University of New York and the SUNY 2000 Task Force, a Board of Trustees appointed advisory body reviewing the mission of the nation's largest public system of higher education. Dr. Swygert previously served as Executive Vice President of Temple University in Philadelphia, a comprehensive, state-related research university of 33,000 students, 1,700 faculty, and 13 schools and colleges, including law, medicine and dentistry and a 508 bed tertiary care hospital. At Temple, Mr. Swygert also was Professor of Law and, in 1977, served as Acting Dean of the Law School. Dr. Swygert received his bachelors degree in history and his doctorate in law from Howard University.

Seminar II

D. Bruce Johnstone is Chancellor of the State University of New York (SUNY). SUNY is the largest comprehensive University system in the United States and consists of 64 campuses enrolling some 400,000 students with a consolidated budget of approximately \$4.5 billion. Prior to his appointment as Chancellor in 1988, Dr. Johnstone served for nine years as President of the State University College at Buffalo. He is the first SUNY Chancellor to be named from one of the system's campus presidencies. He also served as Executive Assistant to the President and then as Vice President for Administration at the University of Pennsylvania, a Project Specialist for the Ford Foundation, Administrative Assistant to the then United States Senator Walter F. Mondale, and as a high school teacher of Economics and United State History. Dr. Johnstone is a leading authority on the economics and finance of higher education and is the author of two books and many articles, primarily in the field of student finance, the most recent work dealing with United States and West European higher education and finance. Dr. Johnstone received his Ph.D. in Education from the University of Minnesota.

Seminar III

Dr. Cornelius (Neal) V. Robbins has extensive experience as both a college president and as a System-wide administrator. From 1985-1992, served as President of the State University College of Agriculture and Technology at Cobleskill, New York. Prior to that, he served for 12 years as Deputy to the Chancellor for Community Colleges for the State University of New York System. He has also served as Acting President of the State University of New York College at Potsdam and as President of Genesee Community College. Upon his recent retirement as president at Cobleskill, he returned to SUNY Central Administration, where he now serves as the Acting Deputy to the Chancellor for Community Colleges for the

State University of New York System. In addition, he is Professor of Educational Administration and Policy Studies at the State University of New York at Albany. Dr. Robbins received his doctorate from the University of Pennsylvania.

Seminar I, II, III

David W. Chapman is Professor of Education at the University at Albany, State University of New York at Albany where he teaches program evaluation in the Department of Educational Theory and Practice. Prior to joining the faculty at SUNY-Albany, Dr. Chapman served on the research faculty of the Center for the Study of Higher Education at the University of Michigan, as a Senior Evaluation Specialist at the Center for Instructional Development at Syracuse University, and as an administrator at a private liberal arts college. Professor Chapman specializes in program evaluation in international settings and its role in educational planning. He has served as a consultant to such international agencies as The World Bank, USAID, and UNICEF. He currently is co-directing a major writing project with the International Institute for Educational Planning (Paris). Dr. Chapman co-founded and, from 1986-89, served as the Director of the Evaluation Consortium at Albany. He has published over 80 articles, monographs and books on higher education, program evaluation, and international development. Dr. Chapman received his Ph.D. from Syracuse University.

Seminar I, II, III

Douglas M. Windham is Distinguished Service Professor of Educational Administration and Policy Studies and of Public Policy at the University of Albany, State University of New York at Albany. His specialization is in the economics of education with most of his work divided between issues of domestic higher educational finance and international macroeducational planning and evaluation (with an emphasis on issues of equity and efficiency). Dr. Windham previously was associated with the Ford Foundation and the University of Chicago. While at the University of Chicago, he served as Director of the Comparative Education Center. Dr. Windham has published numerous books, monographs, and articles on the economics of education and has served as a consultant to such groups as USAID, The World Bank, UNDP, UNICEF, UNESCO, and OECD. Professor Windham recently was named to the International Institute for Educational Planning (Paris) Council of Consultant Fellows. He served as senior advisor to the Executive Secretariat of the U.N./World Bank cooperative effort in planning the World Conference on Education for All held in Thailand in March, 1990. Professor Windham received his Ph.D in economics from Florida State University in 1969

ATTACHMENT C

ACCOUNT NO. 316-0092A

DEPARTMENT

PROJECT DIRECTOR OPPEN, MR. RONALD P.

SPONSOR

PROJECT TITLE

AGENCY FOR INTERNATIONAL DEVELOPMENT
 MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN
 EUROPE

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
 ACCOUNT EXPENDITURE SUMMARY

MONTH ENDING 06/30/92

AWARD PERIOD 07/23/91 TO 07/16/92

AWARD AMOUNT \$885,084.00

SPONSOR ID NO EURO029G00106100

DFAFS NO

PAGE NO. 1

CATEGORY	BUDGET	CURRENT MO. EXPENDITURES	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1001 SALARIES & WAGES-PAYROLL	85,210.00	6,581.42	44,681.36	2,388.25	47,069.61	38,140.39
1501 EMPLOYEE BENEFITS-PAYROLL	27,606.00	2,086.23	12,378.58	692.59	13,071.17	14,534.83
2001 CONSULTANT SERVICES	157,830.00	17,165.59	78,887.50	7,324.92	86,012.42	71,817.58
2501 EQUIPMENT-RESEARCH	13,923.00		7,715.24		7,715.24	6,207.76
3006 SUPPLIES-OTHER	19,403.00	1,502.81	3,819.35		3,819.35	15,583.65
3502 TRAVEL-FOREIGN	90,093.00	11,947.41	61,664.67		61,664.67	28,428.33
6507 MISCELLANEOUS-SUPPORTING SERVICES	4,711.00	84.49	8,828.92		8,828.92	
6508 MISCELLANEOUS-SUB CONTRACTS	277,500.00		208,125.00	69,375.00	277,500.00	
6510 MISCELLANEOUS-OTHER	78,352.00	4,511.77-	90,087.83	19,289.00	109,376.83	
TOTAL MISCELLANEOUS	360,563.00	4,427.28-	307,041.75	88,664.00	395,705.75	35,142.75-
7001 PARTICIPANT SUPPORT-STIPENDS	1,790.00		2,314.00		2,314.00	524.00-
TOTAL DIRECT COSTS	756,418.00	34,836.18	518,302.45	99,069.76	617,372.21	139,045.79
7501 INDIRECT COSTS	128,666.00	12,014.62	61,576.83	3,184.16	64,760.99	63,905.01
TOTAL COSTS	885,084.00	46,850.80	579,879.28	102,253.92	682,133.20	202,950.80

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ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITYMONTH ENDING 06/30/92
PAGE NO. 2

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	TOTAL BEGINNING BALANCE FORWARD 05/31/92	885,084.00	533,028.48	110,020.51	643,048.99	242,035.01
	1001 SALARIES & WAGES-PAYROLL					
	BALANCE AS OF 05/31/92	85,210.00	38,119.94	7,145.13	45,265.07	
	06/30/92 ENCUMBRANCE ADJ 051568198			3.15		
	06/30/92 ENCUMBRANCE ADJ 115248844			1.34		
	06/30/92 ENCUMBRANCE ADJ 307401780			2.05		
	VENDOR ISSUE/CANCEL					
1,749.89	00000 06/15/92 - HUDSON VALLEY AUTO CLUB					
48.11	00000 06/15/92 - RONALD P. OPPEN					
	PAYROLL					
2,381.71	06/12/92			2,381.71-		
2,381.71	06/26/92			2,381.71-		
	MONTHLY TRANSACTIONS		8,561.42	4,758.88-		
	BALANCE TO DATE	85,210.00	44,681.36	2,388.25	47,069.61	38,140.39
	1501 EMPLOYEE BENEFITS-PAYROLL					
	BALANCE AS OF 05/31/92	27,606.00	10,292.35	1,976.82	12,269.17	
	06/30/92 ENCUMBRANCE ADJ 051568198			.91		
	06/30/92 ENCUMBRANCE ADJ 115248844			.39		
	06/30/92 ENCUMBRANCE ADJ 307401780			.59		
	VENDOR ISSUE/CANCEL					
800.11	00000 06/15/92 - HUDSON VALLEY AUTO CLUB					
	PAYROLL					
643.06	06/12/92			643.06-		
643.06	06/26/92			643.06-		
	MONTHLY TRANSACTIONS		2,088.23	1,284.23-		
	BALANCE TO DATE	27,606.00	12,378.58	692.59	13,071.17	14,534.83
	2001 CONSULTANT SERVICES					
	BALANCE AS OF 05/31/92	157,830.00	61,521.91	7,166.66	68,688.57	
	PURCHASE ORDERS					
	00705 06/02/92 - PAUL MIESING			1,096.00		
	00706 06/02/92 - JULIANNA KOLONICS			830.00		
	00707 06/02/92 - ISTVAN GOBLYOS			1,660.00		
	00710 06/03/92 - LOUIS DEFOSSIS			3,030.00		
	00738 06/18/92 - ROBERT CERVENY			900.00		
	00750 06/24/92 - OFFICE OF INTERNATIONAL			810.00		
	JOURNAL ENTRIES					
900.00	00658 06/11/92 70999					
3,809.92	0092A 06/18/92 70979					

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 06/30/92
PAGE NO. 3

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1,719.22	0092A 06/18/92 70980					
2,834.71	0092A 06/22/92 70996					
	INVOICE PAYMENTS					
1,284.18	00518 06/02/92 - ARPAD KEZDI			1,284.18-		
1,202.56	00544 06/03/92 - KRISZTINA HILLIER			1,202.56-		
750.00	00856 06/11/92 - ANDRAS SURANYI			1,650.00-		
1,096.00	00705 06/26/92 - PAUL MIESING			1,096.00-		
415.00	00706 06/02/92 - JULIANNA KOLONICS			415.00-		
830.00	00707 06/02/92 - ISTVAN GOBLYOS			830.00-		
900.00	00738 06/29/92 - ROBERT CERVENY			900.00-		
810.00	00750 06/29/92 - DONGHOON KIM			810.00-		
560.00	00000 06/05/92 - GEORGE L. NAGY, PH.D.					
274.00	00000 06/26/92 - PAUL MIESING					
	MONTHLY TRANSACTIONS		17,165.59	158.26		
	BALANCE TO DATE	157,830.00	78,687.50	7,324.92	86,012.42	71,817.58
	2501 EQUIPMENT-RESEARCH					
	BALANCE TO DATE	13,923.00	7,715.24		7,715.24	6,207.76
	3006 SUPPLIES-OTHER					
	BALANCE AS OF 05/31/92	19,403.00	2,316.54		2,316.54	
	JOURNAL ENTRIES					
613.27	0092A 06/18/92 70979					
140.60	0092A 06/18/92 70980					
662.15	0092A 06/22/92 70996					
54.86	0092A 06/22/92 70987					
	INVOICE PAYMENTS					
31.93	00000 06/05/92 - WILLIAM HOTSTEIN					
	MONTHLY TRANSACTIONS		1,502.81			
	BALANCE TO DATE	19,403.00	3,819.35		3,819.35	15,583.65
	3502 TRAVEL-FOREIGN					
	BALANCE AS OF 05/31/92	90,093.00	49,717.26	64.00	49,781.26	
	JOURNAL ENTRIES					
665.61	0092A 06/18/92 70979					
104.74	0092A 06/18/92 70980					
152.42	0092A 06/22/92 70996					
85.26	0092A 06/22/92 70987					
	INVOICE PAYMENTS					
357.00	TR142 06/30/92 - PAUL MIESING			64.00-		
445.62	00000 06/01/92 - RONALD P. OPPEN					
1,586.45	00000 06/02/92 - CHENANGO VALLEY TRAVEL					

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ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITYMONTH ENDING 06/30/92
PAGE NO. 4

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1,557.95	00000 06/18/92 - CHENANGO VALLEY TRAVEL					
1,529.45	00000 06/18/92 - CHENANGO VALLEY TRAVEL					
1,542.75	00000 06/19/92 - CHENANGO VALLEY TRAVEL					
584.27	00000 06/23/92 - RONALD P. OPPEN					
1,402.65	00000 06/23/92 - CHENANGO VALLEY TRAVEL					
80.00	00000 06/23/92 - DONGHOON KIM					
471.09	00000 06/29/92 - ROBERT CERVENY					
1,402.15	00000 06/30/92 - CHENANGO VALLEY TRAVEL					
	MONTHLY TRANSACTIONS		11,947.41	64.00-		
	BALANCE TO DATE	90,093.00	61,664.67		61,664.67	28,428.33
	6507 MISCELLANEOUS-SUPPORTING SERVICES					
	BALANCE AS OF 05/31/92	4,711.00	8,744.43		8,744.43	
	JOURNAL ENTRIES					
5.47	0092A 06/18/92 70979		84.49			
79.02	0092A 06/18/92 70980		8,828.92		8,828.92	4,117.92-
	MONTHLY TRANSACTIONS	4,711.00				
	BALANCE TO DATE					
	6508 MISCELLANEOUS-SUB CONTRACTS					
	BALANCE TO DATE	277,500.00	208,125.00	69,375.00	277,500.00	
	6510 MISCELLANEOUS-OTHER					
	BALANCE AS OF 05/31/92	78,352.00	94,599.60	19,289.00	113,888.60	
	JOURNAL ENTRIES					
400.00	RKFEE 06/18/92 00521					
400.00-	BKFEE 06/23/92 00522					
2,411.12-	00000 06/11/92 70978					
5,094.27-	0092A 06/18/92 70979					
2,043.58-	0092A 06/18/92 70980					
140.12-	0092A 06/22/92 70987					
3,449.28-	0092A 06/22/92 70998					
18.21-	2294A 06/11/92 70981					
5,795.41-	2294A 06/22/92 70998					
182.53-	2294A 06/22/92 70985					
1,243.84-	4482A 06/11/92 70982					
529.43-	4482A 06/22/92 70997					
1,338.09-	4482A 06/22/92 70986					
	INVOICE PAYMENTS					
12,950.00	00000 06/02/92 - DONALD C. ELLSON					
4,780.11	00000 06/03/92 - CORVINA KIADO VALLALAT					
4.00	00000 06/29/92 - DONALD C. ELLSON					

ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 08/30/92
PAGE NO. 5

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	MONTHLY TRANSACTIONS BALANCE TO DATE	78,352.00	4,511.77- 90,087.83	19,289.00	109,376.83	31,024.83-
	7001 PARTICIPANT SUPPORT-STIPENDS BALANCE TO DATE	1,790.00	2,314.00		2,314.00	524.00-
	TOTAL MONTHLY DIRECT COST TRANSACTIONS		34,836.18	5,946.85-		
	TOTAL DIRECT COSTS	756,418.00	518,302.45	99,069.76	617,372.21	139,045.79
	7501 INDIRECT COSTS BALANCE AS OF 05/31/92	128,666.00	49,562.21	5,003.90	54,566.11	
	INDIRECT COST 06/30/92			1,819.74-		
12,014.62	MONTHLY TRANSACTIONS BALANCE TO DATE	128,666.00	12,014.62 61,576.83	1,819.74- 3,184.16	64,760.99	63,905.01
	TOTAL MONTHLY TRANSACTIONS TOTAL BALANCE TO DATE	885,084.00	46,850.80 579,879.28	7,766.59- 102,253.92	682,133.20	202,950.80

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ACCOUNT NO.

318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 06/30/92
PAGE NO. 6

	REFERENCES	BUDGET	CASH REC'D	TRAN. IN	BALANCE DUE	
	BALANCE DUE ON AWARD					
	BALANCE AS OF 05/31/92	885,084.00	525,467.00		359,617.00	
	9001 00000 06/02/92 - AID		3,611.00			
	9001 00000 06/11/92 - AID		29,182.00			
	9001 00000 06/16/92 - AID		3,210.00			
	MONTHLY TRANSACTIONS		36,003.00			
	TOTAL BALANCE	885,084.00	561,470.00		323,614.00	

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ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITYMONTH ENDING 08/30/92
PAGE NO. 7

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCLUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	OUTSTANDING PURCHASE ORDERS					
	2001 CONSULTANT SERVICES					
	** 00518 12/20/91 - ARPAD KEZDI			799.17		
	** 00544 12/23/91 - KRISZTINA HILLIER			1,750.75		
	** 00878 04/30/92 - NICOLAS VACZEK			500.00		
	** 00708 08/02/92 - JULIANNA KOLONICS			415.00		
	** 00707 08/02/92 - ISTVAN GOBLYOS			830.00		
	00710 08/03/92 - LOUIS DEFOSSIS			3,030.00		
	SUB-TOTAL			7,324.92		
	8508 MISCELLANEOUS-SUB CONTRACTS					
	** 00482 10/29/91 - MOUNTAIN VIEW PRODUCTIO			89,375.00		
	SUB-TOTAL			89,375.00		
	8510 MISCELLANEOUS-OTHER					
	** 00373 09/05/91 - WILLIAM K. HOLSTEIN			19,289.00		
	SUB-TOTAL			19,289.00		
	TOTAL			95,988.92		
	** PARTIAL					

ACCOUNT NO. 316-0092A
 DEPARTMENT
 PROJECT DIRECTOR OPPEN, MR. RONALD P.
 SPONSOR AGENCY FOR INTERNATIONAL DEVELOPMENT
 PROJECT TITLE MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN EUROPE

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
 ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 06/30/92
 AWARD PERIOD 07/23/91 TO 07/16/92
 AWARD AMOUNT \$885,084.00
 SPONSOR ID NO EURO029G00106100
 DFAFS NO

PAGE NO. 8

TITLE	PERIOD	SALARIES AND WAGES		TYPE	% OF EFF	EXPENDITURES		TERM DATE ENCUM SHORT	ENCUMBERED BALANCE	
						PAYROLL/ STIPENDS	FB/DP ALLOWANCE		PAYROLL/ STIPENDS	FB/DP ALLOWANCE
PROJECT STAFF ASSOCIA	06/12/92	YONKERS	VIRGINIA	REG	100	1,147.53	309.83			
PROJECT ADMINISTRATIV	06/12/92	OPPEN	RONALD	REG	20	488.29	131.84			
PROJECT ADMINISTRATIV	06/12/92	ELLSON	DONALD	REG	39	745.89	201.39			
		SUB-TOTAL				2,381.71	643.06			
PROJECT STAFF ASSOCIA	06/26/92	YONKERS	VIRGINIA	REG	100	1,147.53	309.83	07/10/92	1,150.68	333.70
PROJECT ADMINISTRATIV	06/26/92	OPPEN	RONALD	REG	20	488.29	131.84	07/10/92	489.63	141.99
PROJECT ADMINISTRATIV	06/26/92	ELLSON	DONALD	REG	39	745.89	201.39	07/10/92	747.94	216.90
		SUB-TOTAL				2,381.71	643.06		2,388.25	692.59
		TOTAL				4,763.42	1,286.12		2,388.25	692.59
		* SUMMARY COMPLETE *								

ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY

DEPARTMENT

PROJECT DIRECTOR

SPONSOR

PROJECT TITLE

OPPEN, MR. RONALD P.

AGENCY FOR INTERNATIONAL DEVELOPMENT

MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN
EUROPE

MONTH ENDING 05/31/92

AWARD PERIOD 07/23/91 TO 07/16/92

AWARD AMOUNT \$885,084.00

SPONSOR ID NO EUR0029G00106100

DFAFS NO

PAGE NO. 1

CATEGORY	BUDGET	CURRENT NO. EXPENDITURES	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1001 SALARIES & WAGES-PAYROLL	85,210.00	7,145.13	38,119.94	7,145.13	45,265.07	39,944.93
1501 EMPLOYEE BENEFITS-PAYROLL	27,606.00	1,929.18	10,292.35	1,976.82	12,269.17	15,336.83
2001 CONSULTANT SERVICES	157,830.00	1,370.00	61,521.91	7,168.68	68,688.57	89,141.43
2501 EQUIPMENT-RESEARCH	13,923.00	47.89	7,715.24		7,715.24	6,207.76
3008 SUPPLIES-OTHER	19,403.00		2,316.54		2,316.54	17,086.46
3502 TRAVEL-FOREIGN	90,093.00	2,529.60	49,717.26	64.00	49,781.26	40,311.74
6507 MISCELLANEOUS-SUPPORTING SERVICES	4,711.00		8,744.43		8,744.43	
6508 MISCELLANEOUS-SUB CONTRACTS	277,500.00		208,125.00	69,375.00	277,500.00	
6510 MISCELLANEOUS-OTHER	78,352.00	5,741.43	94,599.60	19,289.00	113,888.60	
TOTAL MISCELLANEOUS	360,563.00	5,741.43	311,469.03	88,664.00	400,133.03	39,570.03-
7001 PARTICIPANT SUPPORT-STIPENDS	1,790.00		2,314.00		2,314.00	524.00-
TOTAL DIRECT COSTS	756,418.00	18,763.23	483,466.27	105,016.61	588,482.88	167,935.12
7501 INDIRECT COSTS	128,666.00	3,970.02	49,562.21	5,003.90	54,566.11	74,099.89
TOTAL COSTS	885,084.00	22,733.25	533,028.48	110,020.51	643,048.99	242,035.01

ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 05/31/92
PAGE NO. 2

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	TOTAL BEGINNING BALANCE FORWARD 04/30/92	885,084.00	510,295.23	127,912.38	638,207.61	246,876.39
2,381.71	1001 SALARIES & WAGES-PAYROLL					
2,381.71	BALANCE AS OF 04/30/92	85,210.00	30,974.81	14,290.26	45,265.07	
2,381.71	PAYROLL					
	05/01/92			2,381.71-		
	05/15/92			2,381.71-		
	05/29/92			2,381.71-		
	MONTHLY TRANSACTIONS		7,145.13	7,145.13-		
	BALANCE TO DATE	85,210.00	38,119.94	7,145.13	45,265.07	39,944.93
	1501 EMPLOYEE BENEFITS-PAYROLL					
	BALANCE AS OF 04/30/92	27,606.00	8,363.17	3,906.01	12,269.18	
	05/31/92 ENCUMBRANCE ADJ 051566198			.01-		
	PAYROLL					
643.06	05/01/92			643.06-		
643.06	05/15/92			643.06-		
643.06	05/29/92			643.06-		
	MONTHLY TRANSACTIONS		1,929.18	1,929.19-		
	BALANCE TO DATE	27,606.00	10,292.35	1,976.82	12,269.17	15,336.83
	2001 CONSULTANT SERVICES					
	BALANCE AS OF 04/30/92	157,830.00	60,151.91	7,816.66	67,968.57	
	PURCHASE ORDERS					
	00658 05/18/92 - CHANGE			500.00		
	INVOICE PAYMENTS					
	00668 05/27/92 - PAUL MIESING			1,150.00-		
1,370.00	MONTHLY TRANSACTIONS		1,370.00	650.00-		
	BALANCE TO DATE	157,830.00	61,521.91	7,168.66	68,688.57	89,141.43
	2501 EQUIPMENT-RESEARCH					
	BALANCE AS OF 04/30/92	13,923.00	7,667.35		7,667.35	
	INVOICE PAYMENTS					
47.89	00000 05/18/92 - RONALD P. OPPEN					
	MONTHLY TRANSACTIONS		47.89			
	BALANCE TO DATE	13,923.00	7,715.24		7,715.24	6,207.76
	3006 SUPPLIES-OTHER					
	BALANCE TO DATE	19,403.00	2,316.54		2,316.54	17,086.46

ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITYMONTH ENDING 05/31/92
PAGE NO. 3

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	3502 TRAVEL-FOREIGN					
	BALANCE AS OF 04/30/92	90,093.00	47,187.66		47,187.66	
	PURCHASE ORDERS					
	TR142 05/21/92 - PAUL MIESING			320.00		
1,171.00	JOURNAL ENTRIES					
	0085A 05/07/92 70989					
258.00	INVOICE PAYMENTS					
1,102.60	TR142 05/21/92 - PAUL MIESING			256.00-		
	00000 05/18/92 - PAUL MIESING					
	MONTHLY TRANSACTIONS		2,529.60	64.00		
	BALANCE TO DATE	90,093.00	49,717.26	64.00	49,781.26	40,311.74
	6507 MISCELLANEOUS-SUPPORTING SERVICES					
	BALANCE TO DATE	4,711.00	8,744.43		8,744.43	4,033.43-
	6508 MISCELLANEOUS-SUB CONTRACTS					
	BALANCE TO DATE	277,500.00	208,125.00	69,375.00	277,500.00	
	6510 MISCELLANEOUS-OTHER					
	BALANCE AS OF 04/30/92	78,352.00	88,858.17	24,564.49	113,422.66	
	PURCHASE ORDERS					
	00377 05/13/92 - REACTIVATION			13.16		
	INVOICE PAYMENTS					
1,000.00	00373 05/11/92 - WILLIAM K. HOLSTEIN			1,000.00-		
4,728.28	00377 05/12/92 - CORVINA KIADO VALLALAT			4,275.49-		
13.15	00377 05/13/92 - CORVINA KIADO VALLALAT			13.16-		
	MONTHLY TRANSACTIONS		5,741.43	5,275.49-		
	BALANCE TO DATE	78,352.00	94,599.60	19,289.00	113,888.60	35,536.60-
	7001 PARTICIPANT SUPPORT-STIPENDS					
	BALANCE TO DATE	1,790.00	2,314.00		2,314.00	524.00-
	TOTAL MONTHLY DIRECT COST TRANSACTIONS		18,763.23	14,935.81-		
	TOTAL DIRECT COSTS	756,418.00	483,466.27	105,016.61	588,482.88	167,935.12
	7501 INDIRECT COSTS					
	BALANCE AS OF 04/30/92	128,666.00	45,592.19	7,959.96	53,552.15	
	INDIRECT COST					

ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 05/31/92
PAGE NO. 4

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
3,970.02	05/31/92 MONTHLY TRANSACTIONS BALANCE TO DATE	128,666.00	3,970.02 49,562.21	2,956.06- 2,956.06- 5,003.90	54,566.11	74,099.89
	TOTAL MONTHLY TRANSACTIONS TOTAL BALANCE TO DATE	885,084.00	22,733.25 533,028.48	17,891.87- 110,020.51	643,048.99	242,035.01

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ACCOUNT NO.

318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 05/31/92
PAGE NO. 5

	REFERENCES	BUDGET	CASH REC'D	TRAN. IN	BALANCE DUE	
	BALANCE DUE ON AWARD					
	BALANCE AS OF 04/30/92	885,084.00	434,527.00		450,557.00	
	9001 00000 05/06/92 - AID		75,770.00			
	9001 00000 05/18/92 - AID		15,170.00			
	MONTHLY TRANSACTIONS		90,940.00			
	TOTAL BALANCE	885,084.00	525,467.00		359,617.00	

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 05/31/92
PAGE NO. 6

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	OUTSTANDING PURCHASE ORDERS					
	2001 CONSULTANT SERVICES					
	** 00518 12/20/91 - ARPAD KEZDI			2,063.35		
	** 00544 12/23/91 - KRISZTINA HILLIER			2,953.31		
	00858 04/08/92 - ANDRAS SURANYI			1,650.00		
	** 00678 04/30/92 - NICOLAS VACZEK			500.00		
	SUB-TOTAL			7,166.66		
	3502 TRAVEL-FOREIGN					
	** TR142 05/21/92 - PAUL MIESING			64.00		
	SUB-TOTAL			64.00		
	6508 MISCELLANEOUS-SUB CONTRACTS					
	** 00482 10/29/91 - MOUNTAIN VIEW PRODUCTIO			69,375.00		
	SUB-TOTAL			69,375.00		
	6510 MISCELLANEOUS-OTHER					
	** 00373 09/05/91 - WILLIAM K. HOLSTEIN			19,289.00		
	SUB-TOTAL			19,289.00		
	TOTAL			95,894.66		
	** PARTIAL					

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

DEPARTMENT
PROJECT DIRECTOR OPPEN, MR. RONALD P.
SPONSOR AGENCY FOR INTERNATIONAL DEVELOPMNT
PROJECT TITLE MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN EUROPE

MONTH ENDING 05/31/92
AWARD PERIOD 07/23/91 TO 07/18/92
AWARD AMOUNT \$885,084.00
SPONSOR ID NO EURO029G00108100
DFAFS NO

PAGE NO. 7

TITLE	PERIOD	SALARIES AND WAGES		TYPE	% OF EFF	EXPENDITURES		TERM DATE		ENCUMBERED BALANCE	
						PAYROLL/ STIPENDS	FB/DP ALLOWANCE	ENCUM	SHORT	PAYROLL/ STIPENDS	FB/DP ALLOWANCE
PROJECT STAFF ASSOCIA	05/01/92	GORMAN	VIRGINIA	REG	100	1,147.53	309.83				
PROJECT ADMINISTRATIV	05/01/92	OPPEN	RONALD	REG	20	488.29	131.84				
PROJECT ADMINISTRATIV	05/01/92	ELLSON	DONALD	REG	39	745.89	201.39				
		SUB-TOTAL				2,381.71	643.06				
PROJECT STAFF ASSOCIA	05/15/92	YONKERS	VIRGINIA	REG	100	1,147.53	309.83				
PROJECT ADMINISTRATIV	05/15/92	OPPEN	RONALD	REG	20	488.29	131.84				
PROJECT ADMINISTRATIV	05/15/92	ELLSON	DONALD	REG	39	745.89	201.39				
		SUB-TOTAL				2,381.71	643.06				
PROJECT STAFF ASSOCIA	05/29/92	YONKERS	VIRGINIA	REG	100	1,147.53	309.83	07/10/92		3,442.59	952.45
PROJECT ADMINISTRATIV	05/29/92	OPPEN	RONALD	REG	20	488.29	131.84	07/10/92		1,464.87	405.28
PROJECT ADMINISTRATIV	05/29/92	ELLSON	DONALD	REG	39	745.89	201.39	07/10/92		2,237.67	619.09
		SUB-TOTAL				2,381.71	643.06			7,145.13	1,976.82
		TOTAL				7,145.13	1,929.18			7,145.13	1,976.82
		* SUMMARY COMPLETE *									

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ACCOUNT NO. 318-0092A
 DEPARTMENT
 PROJECT DIRECTOR OPPEN, MR. RONALD P.
 SPONSOR AGENCY FOR INTERNATIONAL DEVELOPMENT
 PROJECT TITLE MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN EUROPE

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
 ACCOUNT EXPENDITURE SUMMARY

MONTH ENDING 07/31/92
 AWARD PERIOD 07/23/91 TO 07/16/93
 AWARD AMOUNT \$1,752,443.00
 SPONSOR ID NO EURO029G001061001
 DFAFS NO

PAGE NO. 1

CATEGORY		BUDGET	CURRENT NO. EXPENDITURES	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1001	SALARIES & WAGES-PAYROLL	341,933.00	8,119.11	52,800.47	68,235.97	121,036.44	220,896.58
1501	EMPLOYEE BENEFITS-PAYROLL	111,822.00	2,395.13	14,773.71	20,129.61	34,903.32	76,918.68
2001	CONSULTANT SERVICES	289,690.00	3,199.43	81,886.93	5,601.49	87,488.42	182,201.58
2501	EQUIPMENT-RESEARCH	13,923.00		7,715.24		7,715.24	6,207.76
3006	SUPPLIES-OTHER	37,589.00		3,819.35		3,819.35	33,749.65
3502	TRAVEL-FOREIGN	159,816.00	6,187.51	67,852.18	210.50	68,062.68	91,753.32
6501	MISCELLANEOUS-TUITION AND FEES SUNY	8,973.00					
6503	MISCELLANEOUS-ANIMAL CARE	756.00					
6507	MISCELLANEOUS-SUPPORTING SERVICES	40,501.00		8,828.92		8,828.92	
6508	MISCELLANEOUS-SUB CONTRACTS	277,500.00		208,125.00	69,375.00	277,500.00	
6510	MISCELLANEOUS-OTHER	212,908.00	13,506.74	103,594.57	19,289.00	122,883.57	
	TOTAL MISCELLANEOUS	540,638.00	13,506.74	320,548.49	88,664.00	409,212.49	131,425.51
7001	PARTICIPANT SUPPORT-STIPENDS	12,827.00	2,250.00	4,564.00		4,564.00	8,263.00
7003	PARTICIPANT SUPPORT-TRAVEL ALLOWANCE	1,350.00					1,350.00
	TOTAL DIRECT COSTS	1489,568.00	35,657.92	553,960.37	162,841.57	736,801.94	752,766.06
7501	INDIRECT COSTS	262,875.00	5,174.31	66,751.14	24,486.17	91,237.31	171,637.69
	TOTAL COSTS	1752,443.00	40,832.23	620,711.51	207,327.74	828,039.25	924,403.75

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITYMONTH ENDING 07/31/92
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CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	TOTAL BEGINNING BALANCE FORWARD 06/30/92	885,084.00	579,879.28	102,253.92	682,133.20	202,950.80
	BUDGET ADJUSTMENT	867,359.00				
	1001 SALARIES & WAGES-PAYROLL					
	BALANCE AS OF 06/30/92	85,210.00	44,681.36	2,388.25	47,069.61	
	07/31/92 ENCUMBRANCE ADJ 051566198			30,493.02		
	07/31/92 ENCUMBRANCE ADJ 073386491			7,508.20		
	07/31/92 ENCUMBRANCE ADJ 115246644			12,975.20		
	07/31/92 ENCUMBRANCE ADJ 307401780			19,820.41		
	BUDGET ADJUSTMENTS					
	00000 07/14/92	293,950.00				
	00000 07/15/92	37,227.00-				
	PAYROLL					
2,388.25	07/10/92			2,388.25-		
2,560.86	07/24/92			2,560.86-		
3,170.00	07/30/92					
	MONTHLY TRANSACTIONS	256,723.00	8,119.11	65,847.72		
	BALANCE TO DATE	341,933.00	52,800.47	68,235.97	121,033.44	220,896.56
	1501 EMPLOYEE BENEFITS-PAYROLL					
	BALANCE AS OF 06/30/92	27,606.00	12,378.58	692.59	13,071.17	
	07/31/92 ENCUMBRANCE ADJ 051566198			9,001.19		
	07/31/92 ENCUMBRANCE ADJ 073386491			2,214.92		
	07/31/92 ENCUMBRANCE ADJ 115246644			3,830.13		
	07/31/92 ENCUMBRANCE ADJ 307401780			5,850.76		
	BUDGET ADJUSTMENTS					
	00000 07/14/92	95,198.00				
	00000 07/15/92	10,982.00-				
	PAYROLL					
704.53	07/10/92			704.53-		
755.45	07/24/92			755.45-		
935.15	07/30/92					
	MONTHLY TRANSACTIONS	84,216.00	2,395.13	19,437.02		
	BALANCE TO DATE	111,822.00	14,773.71	20,129.61	34,903.32	76,918.68
	2001 CONSULTANT SERVICES					
	BALANCE AS OF 06/30/92	157,830.00	78,687.50	7,324.92	86,012.42	
	PURCHASE ORDERS					
	00775 07/14/92 - ARIEH ULLMAN			584.00		
	BUDGET ADJUSTMENTS					
	00000 07/14/92	187,980.00				

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
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CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	00000 07/15/92 INVOICE PAYMENTS	76,100.00-				
1,392.43	00544 07/03/92 - KRISZTINA HILLIER			1,392.43-		
250.00	00676 07/17/92 - NICOLAS VACZEK			250.00-		
250.00	00676 07/31/92 - NICOLAS VACZEK			250.00-		
415.00	00706 07/03/92 - JULIANNA KOLONICS			415.00-		
892.00	00000 07/15/92 - PETER DUCHESSI MONTHLY TRANSACTIONS BALANCE TO DATE	111,860.00 269,690.00	3,199.43 81,886.93	1,723.43- 5,601.49	87,488.42	182,201.58
	2501 EQUIPMENT-RESEARCH BALANCE TO DATE	13,923.00	7,715.24		7,715.24	6,207.76
	3008 SUPPLIES-OTHER BALANCE AS OF 06/30/92 BUDGET ADJUSTMENTS	19,403.00	3,819.35		3,819.35	
	00000 07/14/92	22,860.00				
	00000 07/15/92	4,694.00-				
	MONTHLY TRANSACTIONS BALANCE TO DATE	18,166.00 37,569.00	3,819.35		3,819.35	33,749.65
	3501 TRAVEL-DOMESTIC BUDGET ADJUSTMENTS					
	00000 07/30/92	1.00				
	00000 07/30/92	1.00-				
	3502 TRAVEL-FOREIGN BALANCE AS OF 06/30/92 PURCHASE ORDERS	90,093.00	61,664.67		61,664.67	
	TR147 07/07/92 - VIRGINIA YONKERS BUDGET ADJUSTMENTS			1,052.50		
	00000 07/14/92	158,659.00				
	00000 07/15/92	88,936.00-				
	JOURNAL ENTRIES					
330.00-	0100A 07/03/92 57257					
105.00-	2294A 07/23/92 57255					
	INVOICE PAYMENTS					
842.00	TR147 07/07/92 - VIRGINIA YONKERS			842.00-		
1,250.00	00000 07/03/92 - STEVEN LENZO					
642.75	00000 07/03/92 - ARPAD KEZDI					
722.25	00000 07/03/92 - ISVAN GOBLYOS					

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ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
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CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
504.00 1,820.00 477.58 583.95	00000 07/03/92 - KRISZTINA HILLIER 00000 07/14/92 - LOUIS DESFOSSES 00000 07/17/92 - PETER DUCHESSI 00000 07/20/92 - WILLIAM K. HOLSTEIN MONTHLY TRANSACTIONS BALANCE TO DATE	69,723.00 159,816.00	6,187.51 67,852.18	210.50 210.50	68,062.68	91,753.32
	8501 MISCELLANEOUS-TUITION AND FEES SUNY BUDGET ADJUSTMENTS 00000 07/14/92 00000 07/15/92 MONTHLY TRANSACTIONS BALANCE TO DATE	28,173.00 19,200.00- 8,973.00 8,973.00				8,973.00
	8503 MISCELLANEOUS-ANIMAL CARE BUDGET ADJUSTMENTS 00000 07/14/92 00000 07/15/92 MONTHLY TRANSACTIONS BALANCE TO DATE	1,260.00 504.00- 758.00 758.00				758.00
	8504 MISCELLANEOUS-MAINTENANCE BUDGET ADJUSTMENTS 00000 07/14/92 00000 07/15/92	2,840.00 2,840.00-				
	8507 MISCELLANEOUS-SUPPORTING SERVICES BALANCE AS OF 06/30/92 BUDGET ADJUSTMENTS 00000 07/14/92 00000 07/15/92 MONTHLY TRANSACTIONS BALANCE TO DATE	4,711.00 43,080.00 7,290.00- 35,790.00 40,501.00	8,828.92 8,828.92		8,828.92 8,828.92	31,672.08
	8508 MISCELLANEOUS-SUB CONTRACTS BALANCE TO DATE	277,500.00	208,125.00	69,375.00	277,500.00	
	8510 MISCELLANEOUS-OTHER BALANCE AS OF 06/30/92	78,352.00	90,087.83	19,289.00	109,376.83	

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ACCOUNT NO.

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THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
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CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	BUDGET ADJUSTMENTS					
	00000 07/14/92	135,580.00				
	00000 07/15/92	1,024.00-				
	JOURNAL ENTRIES					
154.53-	0100A 07/22/92 87281					
	INVOICE PAYMENTS					
4,823.77	00000 07/03/92 - CORVINA KIADO VALLALAT					
8,750.00	00000 07/03/92 - VIRGINIA YONKERS					
87.50	00000 07/13/92 - VIRGINIA YONKERS					
	MONTHLY TRANSACTIONS	134,558.00	13,508.74			
	BALANCE TO DATE	212,908.00	103,594.57	19,289.00	122,883.57	90,024.43
	7001 PARTICIPANT SUPPORT-STIPENDS					
	BALANCE AS OF 06/30/92	1,790.00	2,314.00		2,314.00	
	BUDGET ADJUSTMENTS					
	00000 07/14/92	20,913.00				
	00000 07/15/92	9,878.00-				
	INVOICE PAYMENTS					
2,250.00	00000 07/03/92 - STEVEN LENZO	11,037.00	2,250.00			
	MONTHLY TRANSACTIONS	12,827.00	4,564.00		4,564.00	8,263.00
	BALANCE TO DATE					
	7003 PARTICIPANT SUPPORT-TRAVEL ALLOWANCE					
	BUDGET ADJUSTMENTS					
	00000 07/14/92	7,750.00				
	00000 07/15/92	6,400.00-				
	MONTHLY TRANSACTIONS	1,350.00				
	BALANCE TO DATE	1,350.00				1,350.00
	TOTAL MONTHLY DIRECT COST TRANSACTIONS	733,150.00	35,657.92	83,771.81		
	TOTAL DIRECT COSTS	1489,588.00	553,960.37	182,841.57	738,801.94	752,766.06
	7501 INDIRECT COSTS					
	BALANCE AS OF 06/30/92	128,686.00	61,576.83	3,184.16	64,760.99	
	BUDGET ADJUSTMENTS					
	00000 07/14/92	190,015.00		252,740.86		
	00000 07/15/92	55,806.00-		197,017.74		
	00000 07/30/92			172,705.03		
	00000 07/30/92			172,705.03		
	INDIRECT COST					
5,174.31	07/31/92			21,302.01		

ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
PAGE NO. 6

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	MONTHLY TRANSACTIONS BALANCE TO DATE	134,209.00 282,875.00	5,174.31 66,751.14	21,302.01 24,488.17	91,237.31	171,637.69
	TOTAL MONTHLY TRANSACTIONS TOTAL BALANCE TO DATE	887,359.00 1752,443.00	40,832.23 620,711.51	105,073.82 207,327.74	828,039.25	924,403.75

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ACCOUNT NO. 318-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
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REFERENCES	BUDGET	CASH REC'D	TRAN. IN	BALANCE DUE
BALANCE DUE ON AWARD				
BALANCE AS OF 06/30/92	885,084.00	581,470.00		323,614.00
9001 00000 07/01/92 - SBA		4,320.00		
9001 00000 07/01/92 - SBA		4,320.00-		
9001 00000 07/01/92 - AID		13,285.00		
9001 00000 07/13/92 - AID		32,114.81		
9001 00000 07/28/92 - AID		8,380.00		
BUDGET ADJUSTMENTS	867,359.00			
MONTHLY TRANSACTIONS	867,359.00	53,754.81		
TOTAL BALANCE	1752,443.00	615,224.81		1,137,218.19

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ACCOUNT NO. 316-0092A

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/82
PAGE NO. 8

CURRENT EXPENDITURES	REFERENCES	BUDGET	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
	OUTSTANDING PURCHASE ORDERS					
	2001 CONSULTANT SERVICES					
	** 00518 12/20/91 - ARPAD KEZDI			799.17		
	** 00544 12/23/91 - KRISZTINA HILLIER			358.32		
	** 00707 06/02/92 - ISTVAN GOBLYOS			830.00		
	00710 06/03/92 - LOUIS DEFOSSIS			3,030.00		
	00775 07/14/92 - ARIEH ULLMAN			584.00		
	SUB-TOTAL			5,601.49		
	3502 TRAVEL-FOREIGN					
	** TR147 07/07/92 - VIRGINIA YONKERS			210.50		
	SUB-TOTAL			210.50		
	6508 MISCELLANEOUS-SUB CONTRACTS					
	** 00482 10/29/91 - MOUNTAIN VIEW PRODUCTIO			69,375.00		
	SUB-TOTAL			69,375.00		
	6510 MISCELLANEOUS-OTHER					
	** 00373 09/05/91 - WILLIAM K. HOLSTEIN			19,289.00		
	SUB-TOTAL			19,289.00		
	TOTAL			94,475.99		
	** PARTIAL					

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ACCOUNT NO. 318-0092A
 DEPARTMENT
 PROJECT DIRECTOR OPPEN, MR. RONALD P.
 SPONSOR AGENCY FOR INTERNATIONAL DEVELOPMENT
 PROJECT TITLE MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN EUROPE

THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
 ACCOUNT EXPENDITURE SUMMARY-DETAIL ACTIVITY

MONTH ENDING 07/31/92
 AWARD PERIOD 07/23/91 TO 07/16/93
 AWARD AMOUNT \$1,752,443.00
 SPONSOR ID NO EURO029G001061001
 DFAFS NO

PAGE NO. 9

TITLE	PERIOD	SALARIES AND WAGES		TYPE	% OF EFF	EXPENDITURES		TERM DATE		ENCUMBERED BALANCE	
						PAYROLL/ STIPENDS	FB/DP ALLOWANCE	ENCUM	SHORT	PAYROLL/ STIPENDS	FB/DP ALLOWANCE
PROJECT STAFF ASSOCIA	07/10/92	YONKERS	VIRGINIA	REG	100	1,150.88	339.45				
PROJECT ADMINISTRATIV	07/10/92	OPPEN	RONALD	REG	20	489.63	144.44				
PROJECT ADMINISTRATIV	07/10/92	ELLSON	DONALD	REG	39	747.94	220.64				
		SUB-TOTAL				2,388.25	704.53				
PROJECT STAFF ASSOCIA	07/24/92	YONKERS	VIRGINIA	REG	100	1,150.88	339.45	07/16/93		29,342.34	8,655.99
TRAINING PROGRAM COOR	07/24/92	HOLSTEIN	WILLIA	REG		3,170.00	935.15				
PROJECT STAFF ASSISTA	07/24/92	PRUYN	ROSEMARY	REG	25	172.61	50.92	07/16/93		7,335.59	2,164.00
PROJECT ADMINISTRATIV	07/24/92	OPPEN	RONALD	REG	20	489.63	144.44	07/16/93		12,485.57	3,683.24
PROJECT ADMINISTRATIV	07/24/92	ELLSON	DONALD	REG	39	747.94	220.64	07/16/93		19,072.47	5,626.38
		SUB-TOTAL				5,730.86	1,890.60			68,235.97	20,129.61
		TOTAL				8,119.11	2,395.13			68,235.97	20,129.61
* SUMMARY COMPLETE *											

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ACCOUNT NO. 320-2287A THE RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK
 DEPARTMENT INSTITUTE-STUDY OF INFO. SCIENCE ACCOUNT EXPENDITURE SUMMARY
 PROJECT DIRECTOR HOLSTEIN, DR. WILLIAM K.
 SPONSOR AGENCY FOR INTERNATIONAL DEVELOPMNT
 PROJECT TITLE MANAGEMENT TRAINING AND ECONOMICS EDUCATION FOR CENTRAL AND EASTERN EUROPE

MONTH ENDING 06/30/92
 AWARD PERIOD 07/23/91 TO 07/16/92
 AWARD AMOUNT \$70,955.00
 SPONSOR ID NO EU0029G00106100
 DRAFS NO

PAGE NO. 1

CATEGORY		BUDGET	CURRENT NO. EXPENDITURES	TOTAL EXPENDED	TOTAL ENCUMBERED	TOTAL COMMITTED	UNCOMMITTED BALANCE
1001	SALARIES & WAGES-PAYROLL	42,780.00					
1002	SALARIES & WAGES-INCOME FUND OFFSET			42,780.00		42,780.00	
	TOTAL SALARIES	42,780.00		42,780.00		42,780.00	
1501	EMPLOYEE BENEFITS-PAYROLL	11,550.00					
1502	EMPLOYEE BENEFITS-INCOME FUND OFFSET			11,550.60		11,550.60	
	TOTAL FRINGE BENEFITS	11,550.00		11,550.60		11,550.60	
	TOTAL DIRECT COSTS	54,330.00		54,330.60		54,330.60	.60-
7501	INDIRECT COSTS	16,625.00		16,625.00		16,625.00	.60-
	TOTAL COSTS	70,955.00		70,955.60		70,955.60	.60-

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