

PD-ABK-729

15/1

EXTENSION FUNDING PERIOD REPORT

UNIVERSITY OF DELAWARE - BULGARIA
MANAGEMENT TRAINING AND ECONOMICS EDUCATION PROGRAM
GRANT NO. EUR-0029-G-00-1044-00

Period of Coverage: 1 July - 31 December, 1994

January 1995

- 1 -

Report for the Extension Funding Period
University of Delaware - Bulgaria Management Training and
Economics Education Program
Grant No. EUR-0029-G-00-1044-00

Period of Coverage: July 1 to December 31, 1994

I. Executive Overview

A. In the extension funding period of the program July 1 - December 31, 1994, the University of Delaware (UD), in conjunction with the New Bulgarian University (NBU), offered 22 courses and 7 outreach seminars in management, economics, and English language learning and teaching in Sofia, Varna, Shumen, Dobrich, and Plovdiv. With our partner, the Institute of Economics, Bulgarian Academy of Sciences, four courses were offered to students in the advanced economics program. An on-site training program in economics for staff of the Ministry of Labor and a training program for members of the Confederacy of Independent Trade Unions in Bulgaria (CITUB) were conducted through the economics program. The English Language Program also offered one course at CITUB, one course at the Central Cooperative Bank (CCB), eight courses at the Foreign Trade Bank (FTB), and one new course at the Plovdiv FTB branch. Of the 29 total courses and seminars offered this report period, 23 were taught by UD-trained Bulgarian instructors. In this report period, the director of Sofia Central library, Ms. Anna Serafimova, in a demonstration of continued support, provided an additional office for the Resource Center. Furthermore, UD and Partnership Delaware International have donated funds to Sofia Central Library for the renovation and re-furnishing of a multi-purpose lecture hall and the renovation of another classroom. Located on the premises of the SCL, these rooms will be used jointly for UD programs and SCL educational and cultural events. The lecture hall will be officially opened in February 1995.

B. The following is the final data (numbers and percentages of the total) showing student types for all courses in the Extension Funding Period program:

<u>STUDENT TYPE</u>	<u>SOFIA</u>	
Faculty	17 /	5.2 %
Students	65 /	19.9 %
Government Officials	18 /	5.5 %
Business Community	34 /	10.4 %
State-owned Enterprises	176 /	54.0 %
Unemployed	16 /	4.9 %
Totals:	326 /	100.0 %

II. National Focus Initiatives

A. In this report period, an economics education program, tailored to the interests and retraining needs of members of the Confederacy of the Independent Trade Unions of Bulgaria (CITUB), was conducted for the benefit of regional leaders and training experts of professional branch federations. The program focused on social safety net reform issues and privatization issues such as employee stock ownership privatization techniques.

B. The University of Delaware continues to cooperate with Bulgarian institutions and agencies capable of having immediate and sustainable national impacts. This report period, the UD economics program offered seminars on social safety net issues and the role of NGOs at the Ministry of Labor and Social Welfare.

C. The University of Delaware, jointly with VOCA, undertook the successful implementation of a hands-on, grassroots program in agricultural marketing. The Program's design, needs analysis, and field surveying began in the spring. The goal of the program was to assist six pilot municipalities adversely affected by the re-structuring of markets, to set up and develop agricultural marketing offices, to assist private cooperatives, and to help growers diversify production.

D. The University of Delaware English Language Program, which is now becoming fully self-sustaining, intensified and expanded its English for Business and Banking component at the Central Cooperative Bank, BULBANK's (Bulgarian Foreign Trade Bank) Sofia headquarters, and BULBANK's Plovdiv branch during this report period. These specialized courses address the need of Bulgarian bank personnel to provide international services and comply with accepted standards of business communication. Requests for ESP training from BULPAK - Varna branch, Texim Bank, and First Private Bank are being investigated.

III. Current Political Situation

A. During this report period, Bulgaria experienced another acute political and financial crisis. According to the latest official reports, the 1994 projected inflation rate of 60-70% soared to 120%. From July to December, consumer prices rose by another 80% to a total annual increase of 122%. The national currency continued to devalue.

B. The Berov government, backed by the majority Socialist Party and the minority Turkish Party in the parliament, was unable to stimulate a process of economic recovery. The Trade Unions suspended their support for the government; however, despite growing popular resentment against falling living standards, the major trade unions did not resort to any major

strikes. The summer of 1994 was marked by political agitation which led to premature general elections. President Zhelev dismissed Parliament and announced general elections for December 18. The Bulgarian Socialist Party, formerly the Communist Party, in coalition with left wing agrarians and greens, won 44% percent of the popular vote against 24% for the Union of Democratic Forces. Thus, the Socialist Party secured an overall majority in Parliament and the right to form a cabinet with its left-wing narrow coalition partners.

C. During this period, UD continued to successfully cooperate with its partners, the New Bulgarian University and the Institute of Economics, Bulgarian Academy of Sciences. NBU's administrators, Rector Bogdan Bogdanov and Maria Popova, Dean of the School of Continuing Education, continued their support and commitment to UD/NBU joint projects. The Institute of Economics director, Garabed Minassian, failed to secure another term; but, the acting Director reiterated the Institute's commitment to prolonged cooperation with UD at a meeting in December with Principle Investigator, Dr. Lawrence Donnelley, and Economics Program Director, Dr. David Black, regardless of possible changes of leadership at this partner institution.

D. In the ensuing period, the Socialist majority in Parliament and the Socialist Party cabinet are likely to enforce measures that support stagnant state universities which devote little or no attention to the pioneering efforts in educational reform currently implemented by private and independent higher educational institutions. In this environment, the University of Delaware's consistent support for Western-style training and education is essential in upholding reformist trends of sustaining reformist curricula and facilitating the efforts of UD-trained individuals to realize their potential as agents of democratic change in Bulgaria.

IV. Efforts to Ensure Sustainability

A. In-Country Coordinator Sandra McCollum, Associate In-Country Coordinator Rouslan Abadzhiev, and Management Program Director Christine Donnolo had a series of meetings with NBU faculty and administrators to discuss further integration of academic efforts and to ensure sustainability of programs.

B. Abadzhiev and Donnolo had a series of meetings with NBU administrators which were facilitated by NBU appointed liaison/coordinator Dragomir Mladenov. These meetings were initiated to discuss on-going and future programs offered by the joint Small Business Development Center. A "Board of Experts" comprised of NBU administrators and program designers from NBU's departments and schools that offer business training was convened to work towards sustaining joint programs. The members of the

Board of Experts include Maria Popova, Dean of School of Continuing Education, George Tsekin, Director of Graduate School of Government, Velizar Bakalov, Director of the School of Distance Learning, Adelina Kostova, Director of the School of Business, Radoslav Tsonchev, Director of the B.A. Program in Business and Economics, and UDBC coordinators and faculty. The Board of Experts met on a regular basis to discuss measures for improving the focus, efficiency, and impact of joint programs.

C. The Governing Board of Delaware International Partnership, a non-profit organization registered in accordance with Bulgarian legislation, held regular meetings and proceeded to implement measures for streamlining reporting, administrative practices, and the efficient use of program resources with the purpose of sustaining and enhancing existing UDEC programs. Principal Investigator, Dr. Donnelley, was elected President of the DI following the resignation of Ms. Sandra McCollum who took up the position of Director of PIET - Bulgaria.

D. **PIET/NBU participant training program:** UD is designing a program to help sponsor several administrators and faculty members to attend seminars, lectures, and other University programs in the U.S. If approved, this training program would enhance their knowledge and skills in academic program administration, curriculum design, and instructional teaching methods.

V. Coordination with Other U.S. Government-Funded Agencies

A. The University of Delaware offered professional training expertise, match funding, and logistical support in a joint VOCA/UD/PIET project comprising three phases: a theoretical marketing seminar in Plovdiv; a participant training program with applied focus in the Delaware region and at the University; and follow-up activities with UD experts, VOCA volunteers, BAEF and Bulgarian wholesalers, and produce market representatives. The program was coordinated in Bulgaria by Associate In-Country Coordinator Ross Abadzhiev. Project Assistant Tony Stitt administered the program in the U.S. Abadzhiev also served as an interpreter, materials translator, and VOCA/UD follow-up sessions facilitator on the U.S. leg of the program. The program was a prime example of consistent design, well-focused impact, cost-effectiveness through linkage with other U.S. assistance groups, and flawless execution.

B. Management Director Donnolo, UDBC team members Alexandrova and Nikolova, and NBU representative Zdravko Georgiev staffed a booth at the U.S. Pavilion of the Fall Plovdiv Trade Fair. This opportunity was used to promote UD/NBU management outreach programs and carry out linkages and program coordination with other U.S. assistance groups that target the Bulgarian

business community (most notably, CDC, IESC, Peace Corps, BAEF).

C. In cooperation with the Peace Corps, the University of Delaware executed its management outreach program. UD utilized the country experience of instructor Larry Day who was a keynote speaker for the UDBC Outreach Marketing Seminar held in Sofia for a nationwide audience of business managers. UD also invited representatives of BAEF, PIET, and IESC to introduce components of their programs which are complimentary to UD training.

D. UD and several other AID assistance organizations will work together to develop programs for businesses and NGO's in Bulgaria. Linkages have already developed between UD and the following organizations: CDC; IESC; BAEF; CEELI; VOCA; Nachala Foundation; Peace Corps; and the Urban Institute.

VI. Internal Evaluation Report

A. In this report period, we continued our policy of administering the Participant Evaluation Form for each course offered and reporting the answers to selected questions in the management, economics, and English language training sections of this report. Results are used for feedback in improving the design and execution of UD programs.

B. Seminars continue to be evaluated in a similar way by using a specially designed evaluation form. The results are useful feedback for measuring instructor performance and achievement of desired impact.

C. This period's evaluations confirmed earlier results that Bulgarian instructors are receiving excellent overall marks, especially in locally contextualizing course work and in the quality of their teaching. The success of UD-trained Bulgarian instructors in the program and their commitment to excellence is a testimony to the success of the program as a whole and is a source of optimism for the sustainability of the project.

VII. Management Training Program

A. **Overview:** During this report period, the following courses were offered in the Advanced Management Program: Production Operations and Quality Management, taught by UNWE Professor Pavel Dimitrov; and Finance III, taught by Frank Yanicheck, a former Peace Corp volunteer at Stara Zagora with experience in teaching corporate finance. These two courses were the final courses leading to the completion of the UDBC Advanced Management Certificate Program. A total of 16 students successfully completed all prerequisite and core courses of the program and graduated at a ceremony on December 14, 1994. Three

courses were offered within the Small Business Certificate Program and were team taught by Christine Donnolo and NBU's Radoslav Tsonchev. A marketing seminar was held as part of the outreach program.

B. Implementation of the Management Program Goals for the Extension Funding Period

1. Goal #1 - Completion of the Advanced Management Program. Two courses were offered in Production Operations and Finance III to complete the program.

2. Goal #2 - Offer Small Business Certificate Program jointly with NBU leading to SBC in the Fall. Courses offered were Management for the Small Business, Marketing for the Small Business, and Small Business Finance.

3. Goal #3 - Develop an Outreach Program for small and medium size private businesses. One Marketing seminar was offered as well as consultations with businesses on their goals and objectives.

4. Goal #4 - Consult with small and medium sized businesses in Bulgaria. Consulted in Marketing, Management, Business Planning, Financial planning.

5. Goal #5 - Develop linkages with other assistance groups. UDBC interacted intensively with VOCA in the implementation of the Agricultural Marketing Program and coordinated programs with CDC, IESC, and the Peace Corps.

C. Management Instructional Program

1. Course Offerings: See Appendix A for the complete schedule and descriptions of the management courses offered during this report period.

2. All courses were offered in the evening to make them more accessible to those working during the day. Most of the students were from local businesses, governmental organizations, and academic institutions which brought a wide range of experiences and backgrounds to the classes.

3. The instructors were UD faculty Catherine Halbrendt, UDEC Management Program Director and faculty Christine Donnolo, UNWE Professor Pavel Dimitrov, UD Advanced Management Program graduates Nikolai Yonov and Ilian Ivanov, former Peace Corps volunteers Frank Yanichek and Larry Day, and other guest lecturers from

U.S. assistance groups based in Sofia.

4. Course Evaluations: See Appendix G for the full results of the participant inquiry forms. The course participants gave high grades to both the course content and the instruction, as shown by the following responses to some key questions on the post-training questionnaires:

a. #1 - The quality of instruction was excellent.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
56.6%	37.5%	6.3%	0.0%	0.0%

b. #3 - The content of this course is relevant to my needs.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
43.8%	50.0%	2.1%	4.2%	0.0%

c. #6 - The instructors seem to be well-versed in the topic as it relates to my country.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
64.3%	33.3%	2.1%	0.0%	0.0%

d. #13 - I would recommend this course to other interested parties.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
62.5%	33.3%	2.1%	0.0%	0.0%

D. Activities Outside the Classroom

1. The graduates of the first class of the Advanced Management Program and the second class of the Advanced Economics Program were awarded certificates at a formal graduation ceremony on December 14, 1994, attended by U.S. Ambassador to Bulgaria William Montgomery, representatives of the U.S. assistance community, UD

partner institutions, Principal Investigator Dr. Donnelley, UD faculty, and friends of the program. The event was covered by central Sofia newspapers.

2. Business Consulting: Managers from over 15 companies located throughout the country were individually consulted with by UD. The marketing seminar subsequently offered was the result of findings from these consultations. This was the most sought after training program by the participants.

3. Business Strategy and Independent Study Course: Two students who were unable to attend the schedule last fall have completed this course under the supervision of Christine Donnolo. Completing the Organizational Independent Study Course made them eligible to graduate on December 14.

F. Management Outreach Program

1. Agricultural Marketing Program - VOCA, PIET and UD: UD completed this course with a final seminar in Sofia during the first week of November. Six agricultural personnel from six different municipalities participated in the entire program. Another two municipalities sent representatives to the first and final seminar program held in Bulgaria. Phase one of the program included surveying the country looking for municipalities interested in training their agricultural specialists and having UD Agricultural Marketing faculty Catherine Halbrendt visit several of the sites and teach a week long seminar in Plovdiv. In phase two of the project, six participants representing the agricultural offices and extensions of their respective municipalities and newly formed private cooperatives, were trained in the U.S. for two weeks at the University of Delaware and visited agricultural organizations in the Delmarva region. The U.S. phase of the program is described in greater detail in Section IX. When they returned to Bulgaria, two VOCA volunteers visited each site. Phase three of the project was a final three-day seminar in Sofia with UD personnel and two VOCA volunteers.

2. Marketing Seminar - Instructed by Larry Day: The participants were representatives from the marketing departments of businesses from Sofia, Varna, Samokov, Loznitza, Dimitrovgrad, and Pleven. The focus of the seminar was to help the participants understand how marketing can improve their businesses. Ilene Burger, a CDC Volunteer and a marketing consultant from New York City, was invited to make a presentation on

marketing research and target marketing. Representatives from other AID sponsored assistance groups were invited to present their organizations. These representatives included Susan Berger from CDC, Peter Kopanarov from IESC, Ginger Rollins from EAEF, and Marigarita Christova from PIET.

3. Management Program Goals for 1995

a. **Goal #1** - Commence courses in the Advanced Management Certificate Program in 1995 with prerequisite courses in management, marketing, finance, and economics. UD plans to enroll 35 students into this second offering of the Advanced Management Program.

b. **Goal #2** - Offer a Business Planning Course within a new cycle of the NBU/UD Small Business Certificate Program designed for NBU students and special target groups.

c. **Goal #3** - Offer consulting to small and medium size business, which would include specially designed seminars throughout Bulgaria in management, marketing, finance, and other related business topics within the UD Outreach Program.

d. **Goal #4** - Develop jointly with NBU a Small Business Development Center for NBU students and special interest groups.

e. **Goal #5** - Offer a marketing seminar for private businesses in Bulgaria.

f. **Goal #6** - Develop linkages with other assistance groups.

VIII. Economics Education Program

A. Overview: Two program areas were very active during this period: the Advanced Economics Education Program and the outreach program in economic education. In addition, Professor Black was in Bulgaria for eight days in December consulting with staff and Bulgarian partner institutions (NBU and the Institute of Economics at BAS) and USAID.

1. Four courses were offered in the Advanced Economic Education Program. Dr. Petranov, the In-Country Coordinator of the Economics Education Program and a former participant in the Advanced Economics Program, holds a masters degree in economics from the University

of Delaware and a doctorate earned in Bulgaria. Dr. Petranov was actively involved in the instruction and course development effort in September and October. Another UD-trained certificate holder, Nikolai Georgiev, was invited to teach in the Advanced Economics Program. Mr. Georgiev holds a masters degree in economics from the University of Delaware and is now in the last stages of completing a Ph.D. degree at the University of Maryland. The high level of involvement of UD-trained Bulgarian economists as Advanced Economics Program instructors has made the program more cost-effective and took the program closer to achieving sustainability.

2. In this report period, the economics outreach program was very intensive. Two seminars on privatization techniques and the challenges of privatization in the Bulgarian context were offered in October to leaders and regional instructors of the Confederacy of Independent Trade Unions in Bulgaria (CITUB). UD Professor Eleanor Craig completed the cycle for CITUB in December with two seminars designed to address the trade unions' specific interests in Social Safety Net issues and Pension Plans. A letter expressing gratitude and testifying on how well the course was received is found in Appendix E below.

In December, Professor Craig also taught a seminar on the Bulgarian social safety nets for representatives of the Ministry of Labor and Social Welfare. Professor Craig taught another seminar in December on personal income taxation for the senior tax staff at the Ministry of Finance. In addition, Professor Craig was invited as a guest lecturer at the Economics Department of Sofia University.

3. The final activity involving the Advanced Program was the certificate award ceremony held on December 14. The Advanced Economics Program graduated 14 students who successfully completed the prerequisite and core courses of the program.

B. Implementation of the Economics Program Goals for the Extension Funding Period

1. **Goal #1 - Complete Econometrics II.** The course was completed in the beginning of this report period. It was taught by Dr. Stefan Petranov. The objective of the course was to train students to use quantitative tools in order to analyze the processes occurring in business and economics in the new market environment.

2. Goal #2 - Complete Economic Development. This experimental self-study video course, taught and taped by Professor Falaris in Delaware, was offered to advanced economics students in the A/V room, allowing flexible hours. The course was successfully completed during the previous report period.

3. Goal #3 - Offer Basic Concepts of a Market Economy. This goal was realized with the offering of economics outreach seminars in privatization for CITUB. The reported ripple effect from the seminar for CITUB regional instructors to date is 19,000 persons from throughout Bulgaria who were subsequently trained by these instructors.

4. Goal #4 - Train FTUI Trainers in Teaching Basic Economics. Due to temporary organizational difficulties at FTUI, this training and advisement was re-scheduled for the next period and was replaced by a series of seminars in privatization for the Confederacy of Independent Trade Unions. These two seminars on mass privatization were offered October 10-11-12 and 17-18-19, 1994. The instructors were provided by both institutions, UD and CITUB: Dr. Stefan Petranov, Professor in Economics; Mr. Yuri Aroyo, Executive Secretary at CITUB and Head of Institute For Social and Trade Union Research; and Professor Todor Popov, General Manager and expert of Top Legal Consult OOD. The training programs were jointly prepared and presented employing team-teaching formats. The seminars focused on ESOP techniques and opportunities for the retired and unemployed to participate in the process of mass privatization. A total of 70 people were trained in the two seminars. The first seminar was offered to CITUB trainers from 13 regional centers in Bulgaria: Blagoevgrad, Varna, Vidin, Burgas, Veliko Turnovo, Vratza, Gabrovo, Montana, Pernik, Plovdiv, Silistra, Sliven, and Shoumen. The second seminar was for union leaders: federation presidents and vice presidents in different branch trade unions. The purpose was to get those high level executives better oriented in the process of privatization so that they can exercise better judgment and skills in specific cases and in the process of three-partite negotiations.

5. Goal #5 - Organize a Follow-Up Seminar Series at the Ministry of Labor. One seminar taught by Professor Eleanor Craig was offered to the staff of the Social Welfare Department of the Ministry of Labor. It focused on social safety net issues and its development and financing through non-government sources.

6. **Goal #6 - Offer Two Final Courses in the Advanced Economics Program.** Titled Labor Economics, one of the courses offered in July was taught by Professor Evangelos Falaris, Associate Professor at the University of Delaware. The other economics course, Economics of Transition, was taught during November and December by Dr. Petranov. Since this course was a new course, efforts for course development took place in September and October. Professors Black and Miller of the University of Delaware consulted with Dr. Petranov on the content and format of this course. This course was the last in the ten-course program and was designed as a "capstone" course. It was taught in a seminar format with class discussion of the special economic problems facing Bulgaria during transition. Students were responsible for extensive reading and for preparing and presenting a paper on a particular problem. This course was successful in giving the students an opportunity to bring together the economics which they had learned in earlier courses.

C. Economics Instructional Program

1. **Course Offerings:** See Appendix B for full schedules and descriptions of the economics courses offered in Sofia during this report period.

2. **Course Evaluations:** See Appendix F for the full results of the participant inquiry forms. A summary of responses to some of the key questions of the post-training survey results in Sofia follows:

a. #1 - The quality of instruction was excellent.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
55.6%	44.4%	0.0%	0.0%	0.0%

b. #3 - The content of this course is relevant to my needs.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
44.4%	44.4%	11.1%	0.0%	0.0%

c. #6 - The instructors seem to be well-versed in the topic as it relates to my country.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
66.7%	33.3%	0.0%	0.0%	0.0%

d. #13 - I would recommend this course to other interested parties.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
33.3%	66.7%	0.0%	0.0%	0.0%

3. **Economics Program Goals for the First Quarter of 1995**

a. **Goal #1** - Enroll students who will apply for the third offering of the Advanced Economics Program. The first core course of the program will begin in June.

b. **Goal #2** - Offer a prerequisite course in Microeconomics.

c. **Goal #3** - Offer a prerequisite course in Macroeconomics.

d. **Goal #4** - Offer a Seminar on Mass Privatization for CITUB trainers.

e. **Goal #5** - Offer consulting to FTUI trainers in teaching Basic Economics.

IX. Bulgarian Agricultural Marketing Training Program

A. The Department of Food and Resource Economics and the Office of International Programs and Special Sessions at the University of Delaware conducted a training program in the US for Bulgarian municipal agricultural officials and private cooperative managers during the period of October 8 - 24, 1994. The project was designed in conjunction with Volunteers in Overseas Cooperative Assistance (VOCA) and funded by Partners in International Education and Training (PIET) and the University of Delaware.

B. The series of seminars and site visits were tailored specifically to the needs of the regions and municipalities of the participants. The program brought Bulgarian municipal agricultural officials and cooperative managers together with

their counterparts in the US, including academics, state and federal officials, and managers of private agricultural concerns.

C. The program had two underlying themes. First, the program was designed to offer the Bulgarian officials a theoretical perspective on how agricultural marketing is conducted in the United States. This was done with the understanding that what was discussed and seen was not a prescription for how things should be done in Bulgaria, but rather simply a representation of things that could be adapted to a Bulgarian context. As such, emphasis was placed on demonstrating how the U.S. system works and its operating principles. Much of this was accomplished in the seminars held during the program.

The second theme of the program was a focus on the basic practical questions and issues of those operating principles. This involved learning how to identify new markets for existing and new farm production, representing producers to buyers, convincing producers to cooperate with the marketing organization, and managing a cooperative. Much of this aspect of the program was accomplished through extensive tours and site visits of organizations involved in the production, financing, brokering, and delivery of agricultural goods throughout the duration of the program. Emphasis was placed on site visits to locations that are involved in such activities as they relate to the type of agricultural goods that are produced in the participants' home regions.

X. English Language Program

A. **Overview:** During the period June - December 1994, the ELP completed business/economics and banking English instruction to 18 groups of students. Other work was concentrated in the following areas: (1) teacher training and teacher consultations; (2) in-house teacher training and curriculum development; (3) program coordination with partner institution NBU, and their language teaching facility, the Institute for Foreign Students; (4) Bulgarian Association of Teachers of English (BATE) conference; and (5) testing and placement for all course participants.

The new fee structures, instituted during the first quarter of year three, now recover 100% of instructors' salary costs and administrative costs and thus account for a financially and organizationally self-sustaining business English program.

The ELP accommodated requests for training of trainers in business English from the Confederation of Independent Trade Unions' Head of Training Plamen Dimitroff, the Rhodope Association of Mayors, represented by Zlatograd Mayor Ginka

Kapitanova, and Peace Corps business director Jack Godwin and TESOL coordinator Emilia Todorova.

Associate ELP Director Valentina Alexandrova successfully managed and expanded the ELP program. Alexandrova's demonstrated strong leadership skills in her interaction with English teaching faculty and colleagues in the program, and high degree of professionalism in her dealings with existing clients and in establishing new business relationships, factor into the overall success of the ELP. Alexandrova is vital to the continued success of the business English training program.

New adjunct staff hired included: Vanya Mamarova, lecturer at Sofia University; Alexandra Lefkova, Sofia Technical University; and Krassimir Tchakandrakov, Plovdiv Technical University.

B. Implementation of Goals

1. Goal #1 - Work with Bulgarian teachers, teacher trainers, and representatives from U.S. Assistance Groups to distribute materials, to train teachers, and to develop curricula.

a. **Rhodope Association of Mayors - Confederation of Independent Trade Unions:** Following a skill-gap analysis, ELP Director Schumacher designed and implemented a two-week residential train-the-trainer seminar in business English for 12 English teachers from throughout Bulgaria. Participants were introduced to basic concepts and terminology in management, marketing, economics, and finance, as well as in interactive teaching methods appropriate for the classroom. The training culminated in the participants' final presentation of a business plan for a proposed business venture. The panel of evaluators consisted of University of Delaware Management Program Director Christine Donnolo, USAID representative Evgenia Georgieva, and University of Delaware In-Country Coordinator Sandra McCollum who all awarded the presentations high praise. This training is intended to benefit municipal and business leaders as well as the business community at large in the respective regions of the country.

A less proficient group of seven English teachers received training in business English to build their levels of proficiency and become familiar with basic business concepts and terminology. Schumacher was able to commit **Peace Corps** volunteer and Master teacher, Helen Flaherty, to run this three-week training which was held in Smolyan. The Association of Mayors

arranged for a training site, housing, and meals for the instructor.

b. Peace Corps: ELP Director Schumacher responded to a request from volunteer training director Tim Maciel to assist with training for the recent contingent of TESOL volunteers. Schumacher offered an introductory seminar on Learner and Learning styles. In addition, as in previous years, the ELP offered an orientation to its resource library which is available to Peace Corps volunteers.

Schumacher designed and implemented a weekend seminar on teaching business English to both Peace Corps TEFL, business volunteers, and their counterparts. Twenty-eight volunteers participated in the seminar which introduced appropriate methods and approaches to teach English in the content areas of marketing, customer service, and cross-cultural management. U.S.I.S. teaching fellow Paul Landesman assisted in teaching the seminar.

c. The Bulgarian Association of Teachers of English (BATE): The Bulgarian Association of Teachers of English (BATE) renewed its commitment to the teaching of English in Bulgaria. In a concerted effort, U.S.I.S., ELP faculty, and BATE members Nikolova, Ivanov, Minassian, Vassileva, Alexandrova, Lefkova, and Schumacher successfully organized this year's annual Fall conference at the Institute for Foreign Students. Lefkova and Minassian shared their expertise in using video to teach English in a formal presentation. Close to a hundred participants from throughout Bulgaria attended concurrent sessions.

d. In-House Teacher Development: In-house training consisted of several faculty workshops, as well as individual consultations. Faculty shared ideas and successful materials during a two hour workshop. Faculty member Ivan Ivanov shared his expertise in banking English in extensive one-on-one consultations, faculty workshop presentations, and through curriculum development.

ELP Director Schumacher completed her bi-annual class observation cycle of ELP faculty and followed up with an in-house workshop addressing teacher needs and improving student classroom interaction.

2. Goal #2 - Provide Business English Instruction to participants from Bulgarian Government Ministries, Businesses, and Professional Organizations.

a. The ELP offered four sections of English for business and management in response to a persisting need and demand among the business community at large. Course content reflected participants' expressed need and interest in entrepreneurship, business negotiations, and business communications. Authentic material included audio and video as well as case study materials.

b. **Foreign Trade Bank:** Training Coordinator Rositsa Miliankova, in coordination with ELP Director Schumacher, designed a comprehensive training plan for Foreign Trade Bank staff. One hundred and fifty-seven employees were tested for English language proficiency and placed in corresponding levels. Currently, the ELP is offering six courses in English for business and banking from beginning to advanced.

In addition, ELP Director Schumacher and Associate Director Alexandrova tested a group of employees at the Plovdiv branch of Foreign Trade Bank. Training started with one group at the intermediate level.

c. **Central Cooperative Bank:** Training Coordinators Strangelieva and Tolev requested a continuation of the training of its personnel in banking English which began in the summer. Twenty-two employees were trained in this program.

d. **Confederation of Independent Trade Union:** Head of Training, Plamen Dimitroff, requested a continuation of the intermediate level group in International Business English.

e. **Shell Bulgaria Management:** In-Country Coordinator Sandra McCollum offered an advanced course in Written Business Communication to Shell Bulgaria management staff. This hands-on seminar covered inter-office communications and customer relations.

3. **Goal #3** - Cooperate with the New Bulgarian University in supporting their current business English curriculum and assisting in their teacher development project.

a. New Bulgarian University English Program Director Liliana Grozdanova is planning the start-up of an English Teaching Certificate program. The projected start-up date will be January 1995. ELP Director Schumacher is committed to assisting with the implementation of the program.

4. **Goal #4** - Provide database management, testing, and

placement for all program participants.

a. The ELP offered two placement tests on its library premises in addition to on-site testings at the Foreign Trade Bank Sofia and Plovdiv branch.

C. English Language Instructional Program

1. **Course Offerings:** See Appendix C for full schedules and descriptions of the English language courses offered in Bulgaria during this report period.

2. **Course Evaluations:** See Appendices D and H for the full results of the participant inquiry forms. The ELP again received excellent evaluations from students who participated in the courses. Students commented, "this class has improved my willingness to learn the language"; "the material covered referred to practical things"; "the teacher was excellent"; "what I didn't like was that the course was only eight weeks".

The following data were collected for the Koltai Group Participant Inquiry. For several questions, nearly 100% of respondents "Strongly Agreed" or "Agreed" with positive statements about their instruction.

a. #1 - The quality of instruction was excellent.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
68.0%	28.0%	2.0%	2.0%	0.0%

b. #3 - The content of this course was relevant to my needs.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
50.0%	48.0%	1.0%	1.0%	0.0%

c. #6 - The instructors seemed to be well-versed in the topic as it relates to my country.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
47.0%	25.0%	7.0%	2.0%	8.0%

d. #13 - I would recommend this course to other interested parties.

STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
41.0%	39.0%	14.0%	6.0%	0.0%

E. English Language Program Goals for 1995

1. Goal #1 - Work with Bulgarian teachers, teacher trainers, and representatives from U.S. Assistance Groups to distribute materials, to train teachers, and to develop curricula.

2. Goal #2 - Provide business English instruction to participants from Bulgarian businesses, banks, and professional organizations.

3. Goal #3 - Design advanced courses for the economics and management programs.

4. Goal #4 - Provide database management, testing, and placement for all program participants.

XI. Sofia Resource Center

A. Overview: The Resource Center (RC) continued to play an important role in Sofia as a source of up-to-date information and teaching and learning materials in the fields of management, economics, and English language. Alex Markov, RC Coordinator, and secretaries Ekaterina Nikolova and Ana Vateva staffed the center. Management and economics program consultation were held in the RC main office.

B. Media Room

1. The daily average visitor traffic remained stable during the summer period and even increased slightly from 12.5 for the April - June period to 12.63 for the last two quarters of the year. The practice of making reservations by phone during busy hours continues. At the request of visitors, the A/V room now stays open on Saturdays. This is convenient especially for visitors who are working during the week. English teachers continue to use the A/V room for classes with video presentations.

Total visitors	1806
Days open	143

Daily average	12.63
Regular visitors	39
Males	987
Females	819
Students	1398
Business managers	101
Researchers	67
Teachers	39
University professors	56
Journalists	21
Others	124

2. During this report period, the audio and video materials were again widely used, especially TOEFL tapes and books, GMAT and GRE study guides, English language audio tapes, international business English materials, taped UD faculty lectures in economics and management, and off-the-shelf business and economics film series.

3. UD donated another 300 volumes of books, materials, and resources to the economics, management, and English language programs. These reference materials are housed in the reading room.

4. The IBM computer in the Media room continued to be used by visitors willing to acquaint themselves with software applications and specialized training packages.

C. Reading Room

1. The reading room continued to be a valuable resource to a wide variety of users as shown below:

Total Visitors	1173
Males	567
Females	606
Students	894
Teachers	20
Economists	165
Others	94
Copies of materials used	1655
Economics	849
English language	408
Fiction	44
Periodicals	209
Others	145

D. Resource Center Services to the Public, Faculty and Logistics Support

1. The main activities of the RC Staff during this period were to keep the public informed about the project,

to monitor the Media and Reading Rooms, and to support resident and new in-coming faculty.

2. Registered in court on June 23, 1994 as a non-profit organization to enhance the implementation of UD Program in Bulgaria, Partnership Delaware International is performing well. The fees collected through the partnership are sufficient to cover the remuneration of the Bulgarian English teachers in the program.

3. During this period, four shipments were received with books and stationary from UD.

4. The DI revenue was used to renovate and face-lift the RC's offices. RC Coordinator Markov contracted furniture dealers NEOSET to custom design the office interior and supply new desks and shelves. The renovation and furnishing of the office was completed right before Christmas break and did not disturb any planned program activities. UDBC staff work spaces are now fully optimized. The RC main office offers a better work environment for the staff and for receiving visitors.

5. A donation was made on behalf of DI to Sofia Central Library which would provide for painting and re-furnishing conference room #403 on the fourth floor. The room will be used jointly by SCL and UD on a scheduled basis.

6. The rent contract for the faculty house in Knyazhevo was terminated and a more convenient and less-costly downtown furnished apartment was rented for transient management and economics faculty.

7. The contract for E-Mail in Knyazhevo was terminated and new E-Mail was installed in Associate In-Country Coordinator Abadjiev's apartment.

8. A series of lectures on privatization delivered to CITUB members were videotaped and placed in the A/V room for use by the general public.

9. Alex Markov explored possibilities for avoiding VAT payment on shipments from U.S. It was established that the existing Bulgarian legislation and the lack of an intergovernmental agreement between Bulgaria and U.S. would not allow for this possibility; however, the Program continues to be exempt from import duties.

10. New subscriptions for periodicals for the RC and the reading room were made as well.

E. Business Periodicals Library

1. The ProQuest Series 3,000 work-station has been an important part of A/V room equipment. During this period, new software and updates were received from USIS. They were duly installed.

2. CD-ROM ProQuest user statistics and demographics are shown below:

Total Search Requests	443
Regular Visitors	19
Students	102
Researchers	178
University Professors	40
Government Officials	11
Business managers	83
Journalists	29

3. The purpose of users's search requests are listed in order of frequency:

1. Diplomas
2. Research and investigation
3. Projects
4. Thesis, papers
5. Case studies
6. Preparation for lectures
7. Bibliography

4. Users requested searches in the following general subject areas:

1. Bank Management
2. Insurance
3. Marketing and Advertising
4. Tourism
5. International Trade
6. Small Businesses
7. Taxation and Law
8. Human Resource Management
9. Public Sector Organizations
10. Social Policy

F. Multi-Purpose Lecture Hall

1. UD and Partnership Delaware International have further expanded the fruitful cooperation with Sofia Central Library by donating funds for the renovation and re-furnishing of a large multi-purpose lecture hall, seating 70 people, and a classroom, seating 25 people, to be used exclusively by UD for its program activities. The lecture hall will become functional in February 1995 and will be inaugurated with an official

ceremony attended by dignitaries, UD partner institutions, and U.S. assistance group representatives. A press conference will be held as well. This UD donation will be acknowledged with a commemorative plaque. The lecture room will bear the name, Victoria Hall. The classroom will begin to be used for UD courses in February.

2. The total cost of these donations is in excess of \$4,000. This donation has been gratefully received by SCL in view of its positive impact on the development of the UD/SCL relations and programs and the tangible value increase of SCL as a municipal asset to the City of Sofia.

XII. Other Logistical Support

A. Associate In-Country Coordinator Abadzhiev, Management Director Christine Donnolo, and Academic Coordinator Vanya Theodorova provided the administrative and logistical support for the NBU - UD joint programs.

B. During this period, UD RC staff supported all projects by translation and interpretation on formal and informal occasions, as well as for promotional and publishing purposes.

C. UD relied on experienced outside interpreters--Vera Georgieva, Roumyana Karapetrova, and a new recruit, Tanya Tileva--that have worked with the program before and have proven their efficiency and skills.

D. **Promotion and Media Announcements:** To advertise courses this report period, we have achieved publicity through promotional efforts directed at our former customers in our database by sending fax advertising fliers to potential target audiences, and through publishing an ad in the Standard newspaper.

XIII. Personnel Changes

A. In November, In-Country Coordinator Sandra McCollum resigned her position to take up a job as Country Director of PIET Bulgaria. Associate In-Country Coordinator Abadzhiev became Acting In-Country Coordinator. Management Director Christine Donnolo renewed her contract with UD for another year.

APPENDIX A

MANAGEMENT COURSE SCHEDULE

1. **Marketing. Marketing of Agricultural Products (Halbrendt):** July 11 - 14; 9:00 - 12:00; Monday, Tuesday, Wednesday, Thursday; Plovdiv; in English; with consecutive translation in Bulgarian; 10 students.
2. **Operations Management. Production and Operations Management II (Dimitrov):** October 17 - November 26; 18:00 - 20:30; Monday, Wednesday, Thursday; Sofia Central Library; in Bulgarian; 22 students.
3. **Management. Small Business Management (Donnolo):** October 31 - November 11; 18:00 - 21:00; Monday, Wednesday, Thursday; NBU; in English; with consecutive translation in Bulgarian; 6 students.
4. **Marketing. Marketing of Small Business Products and Services (Nikolai Yonov):** November 21 - December 1; 18:00 - 21:00; Monday, Wednesday, Thursday; NBU; in Bulgarian; 9 students.
5. **Financial Management. Financial Management III (Yanichek):** November 16 - December 3; 18:00 - 20:30; Monday, Wednesday, Thursday; Sofia Central Library; in English; with consecutive translation in Bulgarian; 24 students.
6. **Finance. Finance And Accounting For The Small Business (Ivanov):** December 12 - December 22; 18:00 - 20:30; Monday, Wednesday, Thursday; NBU; in Bulgarian; 5 students.

MANAGEMENT COURSE DESCRIPTIONS

1. **Marketing. Marketing of Agricultural Products (Halbrendt):** This course is customer designed to the needs of the specific audience. Topics include economic view of production, analysis of the market performance in the food industry, the customer, agricultural trade policy, price analysis, cooperative in the food industry.
2. **Operations Management. Production and Operations Management II (Dimitrov):** This course focuses on the managerial decisions that have to be made in operations management as opposed to quantitative models. The main purpose is to teach students the design and the control of the transformation process that turns

inputs into desired outputs. Citizen Democracy Corps volunteer Bill Lett with thirty year experience in the area of Quality Assured Production gave a lecture within this course. He gave the students very practical information.

3. **Management. Small Business Management (Donnolo):** This course develops typical organizational structures for a small business and explains effective human resource management practices.

4. **Marketing. Marketing of Small Products and Services (Yonov):** This course covers how small businesses compete effectively in a market economy and the important marketing decisions that must be made, including product or service design, pricing, promotion, and distribution.

5. **Financial Management. Financial Management III (Yanichek):** This course covers complex problems in working capital management, capital rationing models, cost of capital, and the optimal acquisition and management of capital.

6. **Finance. Finance and Accounting For The Small Business (Ilian Ivanov):** This is a course which covers how business transactions are recorded in an accounting system and how much information is used to describe the performance of a small business and to make planning decisions. Lewis Staples, Managing Director of the International Bank for Investment and Development was guest lecturing for one session on how financial managers relate to the banking process and getting a loan. Yanichek provided the class with practical application of company financial management.

APPENDIX B

ECONOMICS COURSE SCHEDULE

1. **Advanced Macroeconomics I (Petranov):** July 20 - July 29; 17:30 - 19:30; Monday, Tuesday, Wednesday, Thursday; Institute of Economics; in Bulgarian; 24 students.
2. **Advanced Macroeconomics II (Georgiev):** August 4 - August 15; 17:30 - 19:30; Monday, Tuesday, Wednesday, Thursday, Friday; Institute of Economics; in Bulgarian; 24 students.
3. **Labor Economics (Falaris):** July 4 - July 21; 15:30 - 17:00; Monday, Tuesday, Wednesday, Thursday, Friday; Institute of Economics; in English; 16 students.
4. **Economics of Transition (Petranov):** September 27 - December 9; 18:00 - 19:30; Tuesday and Friday; Sofia Central Library; in Bulgarian; 11 students.

ECONOMICS COURSE DESCRIPTIONS

1. **Advanced Macroeconomics I (Petranov):** This course is a comprehensive investigation of advanced macroeconomic theory, current macroeconomic policy and fluctuations with a special emphasis on quantitative application and macroeconomic modelling. The course covers the theory and policy issues of classical economics, the Keynesian revolution, the monetarist counter-revolution, the neo-classical synthesis, New Classical and Neo-Keynsian Economics, with a special emphasis on the current macroeconomic situation in Bulgaria.
2. **Advanced Macroeconomics II (Georgiev):** This course covers such important macroeconomic topics as monetary and fiscal policy, the Phillips Curve and rational expectations, theories of aggregate supply, open-economy macroeconomics and macroeconomic modelling.
3. **Labor Economics (Falaris):** This course offers an economics analysis of labor markets. Topics covered are labor supply and demand, wage and employment determination, worker skills, effects of education and on-the-job training, labor mobility, compensation arrangements, wage differences, labor unions, and unemployment. It includes comparative analysis of U.S., European, and other labor markets.

4. **Economics of Transition (Petranov):** This course covers the major problems of the transition - macroeconomic policy and financial discipline, the government policy toward the private sector, antitrust policy and the safety net.

APPENDIX C

ENGLISH LANGUAGE COURSE SCHEDULE

1. **Business English for Banking - Advanced (Ivan Ivanov):** October 10 - December 22; 12:00 - 13:15; Monday through Thursday; Foreign Trade Bank; 15 students.
2. **Business English for Banking - Intermediate (Valentina Alexandrova):** October 10 - December 22; 12:00 - 13:15; Monday through Thursday; Foreign Trade Bank; 15 students.
3. **Business English for Banking - Low Intermediate (Anni Minassian):** October 10 - December 22; 8:00 - 9:15; Monday through Thursday; Foreign Trade Bank; 15 students.
4. **Business English for Banking - Low Advanced (Alexandra Lefkova):** October 10 - December 22; 17:00 - 18:15; Monday through Thursday; Foreign Trade Bank; 15 students.
5. **Business English for Banking - High Beginner (Mita Kostova):** October 10 - December 22; 17:00 - 18:15; Monday through Thursday; Foreign Trade Bank; 15 students.
6. **Business English for Banking - High Beginner (Vanya Marmarova):** October 10 - December 22; 8:00 - 9:15; Monday through Thursday; Foreign Trade Bank; 15 students.
7. **Business English for Banking - Low Intermediate (Krassimir Tchakandrakov):** November 14 - December 22; 16:30 - 17:45; Monday through Thursday; Foreign Trade Bank-Plovdiv; 15 students.
8. **Business English for Banking - Low Intermediate (Annie Menassian):** October 10 - November 24; 16:30 - 17:45; Monday through Thursday; Central Cooperative Bank; 12 students.
9. **Business English - Intermediate (Valentina Alexandrova):** October 10 - December 16; 8:15 - 9:15; Tuesday through Friday; Confederation of Independent Trade Unions; 10 students.
10. **Business English - Low Advanced (Terry Madison):** October 4 - November 10; 17:30 - 19:00; Monday through Thursday; Sofia Central Library; 15 students.
11. **Business English - Low Intermediate (Vanya Theodorova):** October 4 - November 10; 8:30 - 9:45; Monday through Thursday; Sofia Central Library; 15 students.

12. **Business English - Low Intermediate (Vanya Theodorova):** November 14 - December 22; 8:30 - 9:45; Monday through Thursday; Sofia Central Library; 15 students.
13. **Business English - Low Advanced (Terry Madison):** November 14 - December 22; 17:30 - 19:00; Tuesday through Thursday; Sofia Central Library; 15 students.
14. **Business English - Intermediate (Valentina Alexandrova):** June 1 - July 7; 8:00 - 9:15; Monday through Thursday; Confederation of Independent Trade Unions; 15 students.
15. **Business English - Low Advanced (Terry Madison):** May 30 - July 7; 16:45 - 18:00; Monday through Thursday; Sofia Central Library; 15 students.
16. **Business English - Beginner (Mita Kostova):** May 30 - July 7; 8:00 - 9:30; Monday through Thursday; Confederation of Independent Trade Unions; 15 students.
17. **Business English - Low Intermediate (Anni Minassian):** May 30 - July 7; 8:00 - 9:15; Monday through Thursday, Sofia Central Library; 15 students.
18. **Business Communication - Advanced (Sandra McCollum):** May 25, 27, 30, June 7, 9; 18:00 - 20:00; Shell Bulgaria; 15 students.

ENGLISH LANGUAGE COURSE DESCRIPTIONS

1. **The Business of Banking: Beginners - High Beginners:**

Students are exposed to the basics of conversational English, such as greetings, leave-taking, introductions, apologies, simple explanations and comparisons appropriate in a business/banking environment. They learn the basics of English syntax with question/answer forms, and verbs in the simple past present and future are stressed. Students become comfortable with numbers in English from the beginning, and use graphs, charts and telephone numbers in their class work, which is organized in pairs, small groups and the large group, to prepare students for the business case study work they will pursue in the intermediate and advanced levels. Students will be exposed to basic banking terminology and concepts related to money, checkable, savings and deposit accounts, travellers' checks, credit cards, foreign exchange, denominations, and bank loans. Entering the intermediate level, students are able to produce simple business letters, read and orally summarize short selected newspaper/magazine articles, introduce themselves and others, and carry out simple interactions a bank teller may experience for

example, and talk about their area of expertise and current news.

Basic Resource Texts:

- * Side by Side, with audio cassettes: Parts 1 - 4
- * Starting English for Business, with audio cassette
- * Getting Ahead, with audio cassette
- * Bank on Your English, with audio cassette
- * Adapted and authentic materials from publications in the areas of business and banking

2. The Business of Banking: Low Intermediate - High Intermediate:

Students in this level build on their understanding of conversational English by learning more sophisticated language needed in agreeing and disagreeing in discussions, expressing and supporting opinions, and in describing a sequence of events over time, using perfect verb forms (i.e., present perfect and past perfect tenses). Students will expand their knowledge of topics introduced at the high beginning level. Business case studies, written for English learners, in addition to authentic materials from American Banker and other publications are used in class, which require students to produce letters, written and oral analyses of the problems presented. Listening skills and note-taking are also stressed, using audio and video tapes on business/banking topics to include bank organization, types of banking institutions, forms of exchange, types of accounts, the Fed system, financial statements, interbank relations. Students give at least one oral presentation, to be evaluated by both their peers and the instructor. By the end of this level, students will have experience with memos, letters, oral and written discussion of simplified business cases, selected newspaper and magazine articles, and audio/video material.

Basic Resource Texts:

- * Bank on Your English, with audio cassette
- * The Business Is Banking, with audio cassettes
- * Negotiate in English, with audio cassette
- * English for International Banking and Finance, with audio cassette.
- * Financial English, with audio cassette
- * English for International Banking
- * Communicating in Business
- * Business Management English: Finance
- * MacMillan Career English: Banking
- * English for International Banking
- * World at Work: Banking
- * International Business English, audio and video cassettes
- * Authentic materials from publications in the areas of business and banking

3. The Business of Banking: Low Advanced - Advanced

Students in this level expand on skills acquired in the intermediate level by engaging in more sophisticated text work in English (including video and audio material) and discussing and comparing points of view presented. Students in the advanced levels are placed in problem-solving groups, working entirely in English, and regularly presenting informal and formal oral results of this group work. Content area will include ratio analysis, credit and credibility, Euromarkets, foreign debt, and privatization. Formal presentations are evaluated by their peers and the instructor. Advanced level students hone their listening skills by listening to audio/video material and relating it to class readings, case studies, and their work experience. In addition, students prepare a final project which is presented in written form, and as an oral presentation, at the end of the course. Finally, students also polish problematic grammar in the areas of prepositions, gerund/infinitive constructions, and conditional verbs.

Basic Resource Material:

- * Case Studies In International Business
- * The Business is Banking, with audio cassettes
- * English for International Banking and Finance, with audio cassettes
- * Banking and Finance
- * Business Management English: Finance
- * Economics USA-video series
- * Authentic materials from publications in the areas business and banking
- * English for International Banking

4. English for International Business: Low Intermediate - High Intermediate

Students in this level build on their understanding of conversational English by learning more sophisticated language needed in agreeing and disagreeing in discussions, expressing and supporting opinions, and in describing a sequence of events over time, using perfect verb forms (i.e., present perfect and past perfect tenses). Business case studies, written for English learners, are used in class, which require students to produce written memos, letters, and analyses on the case problems. Listening skills and note-taking are also stressed, using audio and video tapes on business topics. Students give at least one oral presentation, to be evaluated by their peers and the instructor. By the end of this level, students are comfortable with memos, letters, and oral and written discussion of simplified business cases, selected newspaper and magazine articles, and video and audio material.

5. English for International Business: Low Advanced - Advanced

Students in this level focus on authentic "texts" and case studies in English (including video and audio material), and work with a series of interrelated texts, discussing and comparing points of view presented in each. Negotiation and presentation skills will be stressed. Topics include import/export, demand/supply, privatization, the business plan, cultural differences in business practices, trade financing, bank strategy and structure for foreign-market entry, and protecting against exchange risk. Students are placed in problem-solving groups, working entirely in English, and regularly present informal and formal oral results of this group work. Formal presentations are evaluated by their peers and the instructor. Advanced level students hone their listening skills by listening to audio and video material, and relating it to class readings, case studies, and their work experience. In addition, students prepare a final project which is presented as an oral presentation at the end of the course. Finally, students also polish problematic grammar in the areas of prepositions, gerund/infinitive constructions, and conditional verbs.

APPENDIX D

ELP Qualitative Evaluation Form

ENGLISH LANGUAGE PROGRAM

INSTRUCTOR: _____

CLASS: _____ DATE: _____

FOR EACH QUESTION, PLEASE CHOOSE THE ANSWER THAT IS TRUE FOR YOU. THIS INFORMATION IS IMPORTANT TO US, AND WILL HELP US TO IMPROVE THE PROGRAM.

1. I AM SATISFIED WITH THE QUALITY AND EFFORT OF THE ENGLISH TEACHER(S) IN THIS PROGRAM.

YES	NO	DON'T KNOW
96%	0%	3%

2. WHEN I BEGAN THIS CLASS, I MOST WANTED TO IMPROVE: CHOOSE ONE, or TWO MAXIMUM!

69%	A.	My speaking
6%	B.	My reading
14%	C.	My writing
67%	D.	My understanding of spoken English
21%	E.	My vocabulary
23%	F.	My grammar

3. I THINK THIS CLASS HAS HELPED ME TO IMPROVE: (CHOOSE ALL THAT HAVE IMPROVED)

81%	A.	My speaking
37%	B.	My reading
27%	C.	My writing
81%	D.	My understanding of spoken English
51%	E.	My vocabulary
33%	F.	My grammar
8%	E.	Other (Please write here:)

4. I THINK THAT MOST PEOPLE IN THIS CLASS:

- 8% A. Know more English than I do
- 4% B. Know less English than I do
- 87% C. Know English about the same as I do

5. I ATTENDED CLASSES:
(CIRCLE ONE)

100% 90% 80% 70% 60% 50% 40% 30% 20% 10%

40% 27% 17% 4% 7% 0% 0% 5% 0% 0%

6. I PARTICIPATED:

- 17% A. More than others
- 77% B. As much as others
- 6% C. Less than others

7. PLEASE WRITE YOUR ANSWER, IN ENGLISH:

What I liked most about this class was...

What I didn't like about this class was ...

APPENDIX E

CONFEDERATION OF INDEPENDENT TRADE UNIONS IN BULGARIA

22 Dec. 1995

To: Mr. Ross Abadjiev
Ms. Valentina Alexandrova

Dear Mr. Abadjiev and Ms. Alexandrova,

With this letter, I would like to express our extreme gratitude to the University of Delaware for the inestimable assistance and support offered to us through Prof. Eleanor Craig for the holding of the two seminars on social insurance during her stay in Bulgaria in the middle of December, 1994.

The participants in the seminar on health and medical insurance, and especially the representatives of the Zakrila insurance company expressed their pleasure with Prof. Craig's high professionalism, as well as her methods of teaching and communicating with the students.

The second seminar on pension insurance was also on a very high professional level and provided specific expert knowledge to the participants. The management of Dovereie pension fund had an additional meeting with Prof. Craig. Their expectations are for further contacts and exchange of information, consultations and materials.

Expressing our gratitude once again, and the high evaluation of our joint work so far, we would suggest a meeting in the first half of January to discuss the possibilities, topics and forms of our cooperation in 1995, which, we hope, will be more intensive and broader.

Sincerely yours,
Plamen Dimitrov
Executive Secretary

APPENDIX F

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 TITLE OF COURSE: ECONOMICS OF TRANSITION
 INSTRUCTOR: PROF. STEFAN PETRANOV
 DATES: OCT - DEC 1994/ADVANCED ECONOMICS PROGRAM
 NUMBER OF STUDENTS: 9

GRADE	5	4	3	2	1	0
Q 1-AND	55.6%	44.4%	0.0%	0.0%	0.0%	0.0%
Q 2-AND	22.2%	77.8%	0.0%	0.0%	0.0%	0.0%
Q 3-AND	44.4%	44.4%	11.1%	0.0%	0.0%	0.0%
Q 4-AND	11.1%	11.1%	0.0%	66.7%	11.1%	0.0%
Q 5-AND	66.7%	11.1%	22.2%	0.0%	0.0%	0.0%
Q 6-AND	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%
Q 7-AND	44.4%	55.6%	0.0%	0.0%	0.0%	0.0%
Q 8-AND	0.0%	0.0%	33.3%	33.3%	33.3%	0.0%
Q 9-AND	0.0%	0.0%	11.1%	55.6%	33.3%	0.0%
Q10-AND	33.3%	44.4%	11.1%	0.0%	0.0%	11.1%
Q11-AND	33.3%	55.6%	11.1%	0.0%	0.0%	0.0%
Q12-AND	22.2%	11.1%	44.4%	11.1%	0.0%	11.1%
Q13-AND	33.3%	66.7%	0.0%	0.0%	0.0%	0.0%

COURSE LEGEND

- Q1 - The quality of instruction was excellent.
- Q2 - The instructional materials are well designed.
- Q3 - The content of this course is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructor seemed to be well versed in the topic as it relates to my country.
- Q7 - The course met my expectations.
- Q8 - The course was not relevant to the business situation I am currently experiencing.
- Q9 - The instructional materials are difficult to understand.
- Q10 - The facility was well suited for this program.
- Q11 - The classroom equipment used is well suited for this program.
- Q12 - I would take this course again.
- Q13 - I would recommend this course to other interested parties.

GRADE

- | | | |
|--------------------|----------------|-----------------------|
| 5 - STRONGLY AGREE | 3 - NO OPINION | 2 - DISAGREE |
| 4 - AGREE | 0 - NO ANSWER | 1 - STRONGLY DISAGREE |

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 COURSE AREA AND NUMBER OF SEMINARS: 5 SEMINARS IN ECONOMICS
 PROJECT QUARTER: JULY - DEC 1994
 DATE: JAN 5, 1995
 TOTAL NUMBER OF STUDENTS: 89

GRADE	5	4	3	2	1	0
Q 1-AND	23.6%	69.7%	2.2%	3.4%	0.0%	1.1%
Q 2-AND	18.0%	49.4%	5.6%	14.6%	4.5%	7.9%
Q 3-AND	34.8%	57.3%	1.1%	3.4%	2.2%	1.1%
Q 4-AND	1.1%	9.0%	2.2%	48.3%	34.8%	4.5%
Q 5-AND	41.6%	38.2%	11.2%	6.7%	0.0%	2.2%
Q 6-AND	43.8%	40.4%	10.1%	1.1%	1.1%	3.4%
Q 7-AND	30.3%	56.2%	5.6%	3.4%	1.1%	3.4%
Q 8-AND	2.2%	5.6%	5.6%	50.6%	30.3%	5.6%
Q 9-AND	30.3%	41.6%	12.4%	10.1%	3.4%	2.2%
Q10-AND	14.6%	36.0%	13.5%	14.6%	6.7%	14.6%

SEMINAR LEGEND

- Q1 - The quality of the seminar was excellent.
- Q2 - The materials are well designed.
- Q3 - The content of the seminar is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructors seemed to be well versed in the topic as it relates to my country.
- Q7 - The seminar met my expectations.
- Q8 - The seminar materials are difficult to understand.
- Q9 - The facility was well suited for this seminar.
- Q10 - The classroom equipment used is well suited for this seminar.

GRADE

- 5 - STRONGLY AGREE
- 4 - AGREE
- 3 - NO OPINION
- 0 - NO ANSWER
- 2 - DISAGREE
- 1 - STRONGLY DISAGREE

APPENDIX G

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 COURSE AREA: MANAGEMENT PROGRAM
 PROJECT QUARTER: JULY - DEC 1994
 DATE: JAN 5, 1995
 TOTAL NUMBER OF STUDENTS: 48

GRADE	5	4	3	2	1	0
Q 1-AND	56.3%	37.5%	6.3%	0.0%	0.0%	0.0%
Q 2-AND	56.3%	37.5%	2.1%	0.0%	4.2%	0.0%
Q 3-AND	43.8%	50.0%	2.1%	4.2%	0.0%	0.0%
Q 4-AND	10.4%	4.2%	2.1%	22.9%	58.3%	2.1%
Q 5-AND	54.2%	43.8%	2.1%	0.0%	0.0%	0.0%
Q 6-AND	64.6%	33.3%	2.1%	0.0%	0.0%	0.0%
Q 7-AND	47.9%	43.8%	6.3%	2.1%	0.0%	0.0%
Q 8-AND	10.4%	14.6%	14.6%	18.8%	41.7%	0.0%
Q 9-AND	4.2%	4.2%	6.3%	16.7%	68.8%	0.0%
Q10-AND	37.5%	50.0%	12.5%	0.0%	0.0%	0.0%
Q11-AND	20.8%	37.5%	18.8%	2.1%	0.0%	20.8%
Q12-AND	10.4%	16.7%	12.5%	25.0%	35.4%	0.0%
Q13-AND	62.5%	33.3%	2.1%	0.0%	0.0%	2.1%

COURSE LEGEND

- Q1 - The quality of instruction was excellent.
- Q2 - The instructional materials are well designed.
- Q3 - The content of this course is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructors seemed to be well versed in the topic as it relates to my country.
- Q7 - The course met my expectations.
- Q8 - The course was not relevant to the business situation I am currently experiencing.
- Q9 - The instructional materials are difficult to understand.
- Q10 - The facility was well suited for this program.
- Q11 - The classroom equipment used is well suited for this program.
- Q12 - I would take this course again.
- Q13 - I would recommend this course to other interested parties.

GRADE

- | | | |
|--------------------|----------------|-----------------------|
| 5 - STRONGLY AGREE | 3 - NO OPINION | 2 - DISAGREE |
| 4 - AGREE | 0 - NO ANSWER | 1 - STRONGLY DISAGREE |

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 COURSE AREA: ADVANCED MANAGEMENT PROGRAM
 PROJECT QUARTER: JULY - DEC 1994
 DATE: JAN 5, 1995
 TOTAL NUMBER OF STUDENTS: 24

GRADE	5	4	3	2	1	0
Q 1-AND	58.3%	41.7%	0.0%	0.0%	0.0%	0.0%
Q 2-AND	58.3%	41.7%	0.0%	0.0%	0.0%	0.0%
Q 3-AND	41.7%	54.2%	4.2%	0.0%	0.0%	0.0%
Q 4-AND	8.3%	4.2%	0.0%	29.2%	54.2%	4.2%
Q 5-AND	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Q 6-AND	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%
Q 7-AND	41.7%	54.2%	0.0%	4.2%	0.0%	0.0%
Q 8-AND	0.0%	12.5%	8.3%	33.3%	45.8%	0.0%
Q 9-AND	0.0%	4.2%	4.2%	20.8%	70.8%	0.0%
Q10-AND	25.0%	62.5%	12.5%	0.0%	0.0%	0.0%
Q11-AND	25.0%	54.2%	16.7%	4.2%	0.0%	0.0%
Q12-AND	16.7%	25.0%	16.7%	25.0%	16.7%	0.0%
Q13-AND	62.5%	37.5%	0.0%	0.0%	0.0%	0.0%

COURSE LEGEND

- Q1 - The quality of instruction was excellent.
- Q2 - The instructional materials are well designed.
- Q3 - The content of this course is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructors seemed to be well versed in the topic as it relates to my country.
- Q7 - The course met my expectations.
- Q8 - The course was not relevant to the business situation I am currently experiencing.
- Q9 - The instructional materials are difficult to understand.
- Q10 - The facility was well suited for this program.
- Q11 - The classroom equipment used is well suited for this program.
- Q12 - I would take this course again.
- Q13 - I would recommend this course to other interested parties.

GRADE

- 5 - STRONGLY AGREE
- 4 - AGREE
- 3 - NO OPINION
- 2 - DISAGREE
- 1 - STRONGLY DISAGREE
- 0 - NO ANSWER

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 COURSE AREA: SMALL BUSINESS PROGRAM JOINTLY OFFERED BY UD AND NBU
 PROJECT QUARTER: JULY - DEC 1994
 DATE: JAN 5, 1995
 TOTAL NUMBER OF STUDENTS: 24

GRADE	5	4	3	2	1	0
Q 1-AND	54.2%	33.3%	12.5%	0.0%	0.0%	0.0%
Q 2-AND	54.2%	33.3%	4.2%	0.0%	8.3%	0.0%
Q 3-AND	45.8%	45.8%	0.0%	8.3%	0.0%	0.0%
Q 4-AND	12.5%	4.2%	4.2%	16.7%	62.5%	0.0%
Q 5-AND	58.3%	37.5%	4.2%	0.0%	0.0%	0.0%
Q 6-AND	62.5%	33.3%	4.2%	0.0%	0.0%	0.0%
Q 7-AND	54.2%	33.3%	12.5%	0.0%	0.0%	0.0%
Q 8-AND	20.8%	16.7%	20.8%	4.2%	37.5%	0.0%
Q 9-AND	8.3%	4.2%	8.3%	12.5%	66.7%	0.0%
Q10-AND	50.0%	37.5%	12.5%	0.0%	0.0%	0.0%
Q11-AND	16.7%	20.8%	20.8%	0.0%	0.0%	41.7%
Q12-AND	4.2%	8.3%	8.3%	25.0%	54.2%	0.0%
Q13-AND	62.5%	29.2%	4.2%	0.0%	0.0%	4.2%

COURSE LEGEND

- Q1 - The quality of instruction was excellent.
- Q2 - The instructional materials are well designed.
- Q3 - The content of this course is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructors seemed to be well versed in the topic as it relates to my country.
- Q7 - The course met my expectations.
- Q8 - The course was not relevant to the business situation I am currently experiencing.
- Q9 - The instructional materials are difficult to understand.
- Q10 - The facility was well suited for this program.
- Q11 - The classroom equipment used is well suited for this program.
- Q12 - I would take this course again.
- Q13 - I would recommend this course to other interested parties.

GRADE

- 5 - STRONGLY AGREE
- 4 - AGREE
- 3 - NO OPINION
- 0 - NO ANSWER
- 2 - DISAGREE
- 1 - STRONGLY DISAGREE

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 TITLE OF SEMINAR: MARKETING SEMINAR/OUTREACH PROGRAM
 INSTRUCTOR: PROF. LARRY DAY
 DATES: DEC. 2 - 3, 1994/KEDAR HOTEL, SOFIA
 NUMBER OF STUDENTS: 12

GRADE	5	4	3	2	1	0
Q 1-AND	58.3%	25.0%	16.7%	0.0%	0.0%	0.0%
Q 2-AND	58.3%	16.7%	16.7%	8.3%	0.0%	0.0%
Q 3-AND	58.3%	16.7%	16.7%	8.3%	0.0%	0.0%
Q 4-AND	0.0%	8.3%	0.0%	33.3%	58.3%	0.0%
Q 5-AND	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Q 6-AND	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%
Q 7-AND	58.3%	41.7%	0.0%	0.0%	0.0%	0.0%
Q 8-AND	0.0%	0.0%	8.3%	16.7%	75.0%	0.0%
Q 9-AND	66.7%	25.0%	8.3%	0.0%	0.0%	0.0%
Q10-AND	50.0%	33.3%	16.7%	0.0%	0.0%	0.0%

SEMINAR LEGEND

- Q1 - The quality of the seminar was excellent.
- Q2 - The materials are well designed.
- Q3 - The content of the seminar is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructor seemed to be well versed in the topic as it relates to my country.
- Q7 - The seminar met my expectations.
- Q8 - The seminar materials are difficult to understand.
- Q9 - The facility was well suited for this seminar.
- Q10 - The classroom equipment used is well suited for this seminar.

GRADE

- 5 - STRONGLY AGREE
- 4 - AGREE
- 3 - NO OPINION
- 0 - NO ANSWER
- 2 - DISAGREE
- 1 - STRONGLY DISAGREE

APPENDIX H

UNIVERSITY OF DELAWARE - BULGARIA PROJECT
 KOLTAI PARTICIPANT INQUIRY FORM RESULTS
 COURSE AREA: ENGLISH LANGUAGE PROGRAM
 PROJECT QUARTER: JULY - DEC 1994
 DATE: JAN 5, 1994
 TOTAL NUMBER OF STUDENTS: 99

GRADE	5	4	3	2	1	0
Q 1-AND	67.6%	27.5%	2.0%	2.0%	0.0%	1.0%
Q 2-AND	50.0%	43.1%	3.9%	2.0%	1.0%	0.0%
Q 3-AND	50.0%	48.0%	1.0%	1.0%	0.0%	0.0%
Q 4-AND	17.6%	13.7%	4.9%	31.4%	31.4%	1.0%
Q 5-AND	67.7%	32.4%	2.0%	1.0%	0.0%	2.0%
Q 6-AND	47.1%	24.5%	6.9%	2.0%	7.8%	11.8%
Q 7-AND	52.0%	42.2%	3.9%	1.0%	1.0%	0.0%
Q 8-AND	3.9%	3.9%	11.8%	36.3%	42.2%	2.0%
Q 9-AND	7.8%	12.7%	2.9%	35.3%	41.2%	0.0%
Q10-AND	47.1%	44.1%	5.9%	2.9%	0.0%	0.0%
Q11-AND	41.1%	38.9%	14.4%	5.6%	0.0%	0.0%
Q12-AND	60.0%	25.6%	8.9%	2.2%	1.1%	2.2%
Q13-AND	62.2%	30.0%	3.3%	2.2%	0.0%	2.2%

COURSE LEGEND

- Q1 - The quality of instruction was excellent.
- Q2 - The instructional materials are well designed.
- Q3 - The content of this course is relevant to my needs.
- Q4 - The instructor covered material that was beyond my understanding.
- Q5 - The instructor seemed to be concerned about the participants' progress.
- Q6 - The instructors seemed to be well versed in the topic as it relates to my country.
- Q7 - The course met my expectations.
- Q8 - The course was not relevant to the business situation I am currently experiencing.
- Q9 - The instructional materials are difficult to understand.
- Q10 - The facility was well suited for this program.
- Q11 - The classroom equipment used is well suited for this program.
- Q12 - I would take this course again.
- Q13 - I would recommend this course to other interested parties.

GRADE

- | | | |
|--------------------|----------------|-----------------------|
| 5 - STRONGLY AGREE | 3 - NO OPINION | 2 - DISAGREE |
| 4 - AGREE | 0 - NO ANSWER | 1 - STRONGLY DISAGREE |