

**Consortium for the Enhancement of Ukrainian
Management Education
(CEUME)**

***Ukraine Business Management
Strengthening Activity***

3rd Year Workplan

January 1 through December 31, 2001

Consortium for the Enhancement of Ukrainian Management Education (CEUME)

Ukraine Business Management Strengthening Activity

Work Plan Year 3

January 1, 2000 to December 31, 2001

USAID Award No.121-A-00-99-0071-00

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Project Overview

The Consortium for the Enhancement of Ukrainian Management Education (CEUME) entered into a Cooperative Agreement with the US Agency for International Development (USAID) to implement and manage the “Ukraine Business Management Strengthening Activity. The consortium, led by the University of Minnesota, is leveraging successful experience in developing public and private business and management skills in transition economies. Joined in the U.S. by St. Thomas University’s Graduate School of Business and in Poland by the Warsaw School of Economics and the University of Warmia and Masury in Olsztyn, the Consortium is establishing key relationships that will continue for many years.

The project’s main goal is to enhance the capacity of Ukrainian management education institutions to contribute to the successful transition and revival of Ukraine’s economy. By increasing the abilities of educational institutions to answer the needs of students and business professionals, and by establishing systems of information distribution, CEUME is contributing to SO 1.3C “Expanded role of small and medium enterprises in national economy and IR “Improved access to market business skills and information.”

The first objective to accomplish this goal is to work with 40 Ukrainian business schools, universities and polytechnics to develop their capacity design and deliver effective non-degree and degree programs. The second objective is to create standards and institutionalize these programs in Ukrainian business schools while developing sustainable institutions for management education, training, and research.

The project team continues to cooperate with and leverage USAID and other donor programs to the greatest extent possible. Through cooperation with CEUME, projects and programs can effectively “inject” their publications and trainings into the Ukrainian educational system. This not only increases their impact but also better sustains the dissemination of information and skills transfer. CEUME will continue cooperating with Junior Achievement, IBTCI, Alliance, IFC, the NIS/US Women’s Consortium, programs

supported by the Public Affairs section of the US Embassy, and other programs offering business education and management training. New activities such as the USAID funded BIZPRO project, the World Bank funded distance learning program, and planned educational policy reform projects of the Renaissance Foundation will provide additional opportunities to cooperate and increase realized impacts of the project.

CEUME also involves international and Ukrainian businesses and business associations in order to ensure that the project activities enhance the ability of private and public Ukrainian business education programs to satisfy the needs of their students. On a space available basis, representatives of educational NGOs providing business trainings are eligible to participate in CEUME trainings. They can utilize the skills and information in their training programs as well as management of the NGOs.

During the planning and implementation of each CEUME activity, the importance of gender issues related to education and business development is highlighted. This is done at several levels. First, the important role of women's and gender equality policies within universities is highlighted during study tours in the USA and Poland. Secondly, it is demonstrated that this philosophy and policy much be applied in the classroom in order to instill these understandings in graduates' future business practices.

These objectives are being achieved through the three programmatic areas.

- The Management Education Partnership Program (MEPP) focuses on providing information and training to administrators and other academic leaders in how to effectively manage sustainable educational institutions while working with the business community in designing and delivering programs that answer the needs of business students and working professionals. Through the MEPP, CEUME is implementing exchanges, study tours and seminars abroad for both academic administrators and faculty to discover the best practices in the US and Poland that can be adapted to Ukrainian conditions. A continuing series of roundtables, forums and national conferences bring together leaders of education, business and government to discuss issues and design action plans that lead to the enhancement of the system of Ukrainian management education.
- The Management Education Training Program (METP) is creating and institutionalizing a series of management education and training workshops for faculty retraining and curriculum development. This Program teams expert American, Polish and Ukrainian professors to design and deliver courses to Ukrainian educators. The courses provide new information, teaching tools and demonstrate interactive teaching methods. The goal of these weekend workshops and weeklong "institutes" is to enhance the capacity of Ukrainian professors to design and deliver quality business education.

- The Publications and Book Distribution Program (PBDP) creates, adapts, and distributes teaching materials, textbooks, and research that supports the efforts of professors and administrators. CEUME publishes a newsletter and maintains a website that provides important information and resources that are vital to professors' efforts to modernize their courses. Textbooks and ancillary materials are accessible through the CEUME network of regional libraries and distributed to Ukrainian universities for usage by their professors.

Project Activity Review (1999 – 2000)

During the initial phase of the project, the CEUME team performed needs assessments of educational institutions providing business and management education and established a network of offices to facilitate responding to those needs. Based on the findings of the research, a strategy was developed that included conducting a series of trainings, organizing conferences and creating and distributing Ukrainian specific publications. Events were organized to promote these activities while providing an opportunity for the education and business community to establish cooperative linkages. Cooperative agreements were signed with over 40 Ukrainian educational institutions located throughout Ukraine, considerably more than the 25-30 originally proposed. Through CEUME trainings and activities, a “critical mass” of motivated and skilled instructors and administrators is being developed in the universities and business schools located throughout the country.

The Management Education and Training Center (METC) was established in Kyiv to serve as the hub of system of offices positioned in key Ukrainian cities. Staff was hired and trained to work in the CEUME Regional Offices opened in Dnepropetrovsk, Donetsk, Kharkiv, Lviv and Odesa. This network serves as a continual communication link between the education and business community of Ukraine and CEUME. Needs are continually monitored and activities adjusted. Regional advisory boards provide recommendations and act as liaison between business and education in the area – motivating communication and providing opportunities for cooperation. Assistance and trainings are continually publicized and implemented through the METC with the support of the network of regional offices. A listing of activities implemented by the METP and MEPP is included as Appendix 1.

The Management Education Partnership Program (MEPP)

The Management Education Partnership Program is working to increase the effectiveness of university administrators' in developing strategies and managing the institutions' resources. The MEPP raises the awareness of the importance of management education and its vital role in revitalizing Ukraine's economy. Activities facilitate the communication and cooperation between the stakeholders as they are working towards the shared goal of enhancing the business and management education system of Ukraine.

The Management Education Partnership Program has implemented three Academic Study Tours to Poland and the US, three National Conferences, and 21 seminars and roundtable discussions that were conducted throughout Ukraine. Through these activities, the educational community is learning how working together towards a shared vision is beneficial to all.

Management Education Partnership Program 1999-2000

Activity	Number of Events	Participants				Total
		Educational Institutions	International Development Sector	Business Community	Government	
Study Tour	3	35	0	0	0	35
National Conference	3	401	145	41	13	600
Seminar	2	49	12	14	8	83
Roundtable Discussions	19	282	42	83	11	418
TOTAL	27	767	199	138	32	1136

GENDER Distribution of the total number of participants 1136 [624/512] 45% Female

The Management Education Training Program (METP)

The Management Education Training Program is providing ongoing retraining of Ukrainian faculty in the design and delivery of undergraduate business management courses. New course content and teaching techniques are presented through the development of locally relevant teaching materials. Opportunities for collaborative research in business education are being created to help establish a tradition in research. The METP additionally provides support for the development of short courses and executive training that answers the specific needs of Ukrainian business. Over the past two years, CEUME has hosted 88 different Weekend Workshops, 4 Summer Institutes, and 1 Study Tour devoted to Post - Diploma Studies. Almost 600 attended the weeklong trainings conducted in four locations during the summer while almost 2400 attended the weekend workshops conducted throughout the country.

Management Education Training Program 1999-2000

Activity	Number of Events	Participants			TOTAL
		Faculty	Administrators	Business People/NGOs	
Weekend Workshop	88	1923	264	200	2387
Summer Institute	4	484	53	34	571
Study Tour (POST - DIPLOMA STUDY TOUR)	1		12		12
TOTAL	93	2407	329	234	2970

GENDER Distribution of the total number of participants 2,970 [1,222/1,748] 59% Female

The Publications and Book Distribution Program (PBDP)

The PBDP is intended to maximize the impact of training programs through providing information on course content and teaching methodologies. The focus of the program is to provide support materials and texts that enhance the classroom instructors' capacity to design and deliver effective courses and professional presentations. Additionally, the PBDP responds to the growing demand for ancillary materials such as case studies, instructor manuals, pedagogy tools, simulations, sample course syllabi and curricula.

During the 1999-2000 training activities, over 12,000 sets of materials created by the CEUME teaching teams distributed. This information included manuals, sample examinations, interactive tools, electronic courses, CD-s, video, and cases. Three National Case Writing Competitions were organized and conducted and more than 17,000 sets of cases and teaching notes, case catalogs, cases on CD and video-cases have been developed, produced and disseminated. Almost 7,000 textbooks on various business and management topics were supplied to CEUME regional libraries. And, 3,249 sets of the most recent and advanced English, Ukrainian and Russian textbooks on management education were distributed to CEUME partner institutions.

Publications and Book Distribution Program 1999-2000

CEUME materials/texts prepared, published and distributed	
Activity / Event	TOTAL# of sets
CEUME trainings: teaching materials for Summer Institute, Weekend Workshop, electronic version courses, supporting CD ROMs, videos, etc.	12555
National Conference	2100
Case Study materials - Cases, Case-catalogs, teaching notes, supporting videos	17100
Western, Ukrainian and Russian texts distribution for Summer Institute	3249
Publication and distribution of Ukrainian authors/experts' texts	1220
CEUME research materials	1500
CEUME press – "Our News" quarterly newsletter, CEUME/IDC journal "Synergy"	7050
CEUME Regional Centers and partner-institutions libraries holdings	6631
TOTAL	51405

Results and Impacts

The results of all these programs can be evaluated by the number of changes that have happened as a result of individuals participating in CEUME activities. CEUME's recently improved Monitoring and Evaluation System gathered evidence that illustrates the level of these measured impacts. Evidence tables are included as Appendix 2. For positive changes to occur in the educational system, collaborative efforts of administrative leaders and progressive thinking professors must be present. In a like manner, activities of the METP and the MEPP work hand in hand in supporting their efforts. Inspired by their training experiences, 444 faculty members pointed to revising 562 existing courses to incorporate Western best practices and know-how. In addition, 252 participants report that they developed 309 new courses reflecting Western business concepts adapted to the local environment. When asked about changes in their own teaching methods, more than one in five of the participants indicate that they returned from CEUME activities to their institutions and introduced new teaching methodologies to their classrooms – Additionally, they shared the information with their colleagues through meetings and trainings. These new methods include interactive lecturing techniques, case studies, computer simulation games, group work, and a greater emphasis on practical assignments. Many changes have been made at the teacher's discretion, but 72% percent have actually been approved at the institutional level, which represents a more sustainable and long term effect.

In regard to new institutional and international relations, a number of activities have been initiated as a result of contacts made and information received at CEUME events. Over 92 joint research projects, with little or no financial support, were developed between motivated Ukrainian and Polish or American counterparts. CEUME activities have inspired over 311 publications in local or international journals and 253 local case studies and further involvement in other local or international conferences. There were 73 cases of the establishment of inter-university working groups and 33 reported examples of formalizing relations between the academic and business communities.

Administrative procedures and financial mechanisms have been modified to support new programs and activities. Student counseling services and placement offices have been created. National accreditation and evaluation of programs have become issues beside the effort to work with the business community in establishing recognized education standards – listing the knowledge and skills that a business graduate should be able to demonstrate. Educational leaders who participated in study tours also are beginning to use self-assessment tools provided by CEUME to assist in the evaluation of their institutes and programs. CEUME has also supported activities that focus on introduction of Internet technologies into the classroom and to assist training of working professionals.

CEUME is providing training and supporting actions to implement curriculum changes at the national level. The Task Force headed by Prof. Nina Ushakova, the first pro-rector of the Kyiv National University of Trade and Economics, developed recommendations to introduce a modern management curriculum structure into the Ukrainian system of higher

education. A participant of CEUME Study Tour '99, Prof. Ushakova utilized examples of effective curricula and information gained during CEUME visits and workshops with Warsaw School of Economics, the Jagellonian Business School and the University of Warmia and Mazury in Olsztyn. Her committee's recommendations were submitted to the Ministry of Education and Science and, pending final approval by the Ministry, will be introduced for implementation.

Brief Summary of 3rd Year Activities (2001)

The third year activities will complete a solid foundation for continuation of support for the development of Ukrainian educational institutions and enhancement of their management education and business training programs. Appropriate actions will be taken that formalize the network of CEUME offices into a system of non-governmental organizations, with the METC as a "hub." The presence of this legal framework will not affect operations during the project period but, upon project completion, facilitate the transfer of resources and operations that will support the continued delivery of services and information to leaders and professors of State and private business education programs. Trainings and activities undertaken during the third year are designed to increase the numbers or "critical mass" of motivated and skilled individuals within CEUME partner institutions - sharing a vision of a sustainable educational system that effectively prepares students and provides quality trainings to working professionals. Activities will increase knowledge and skills, support the creation of standards and quality programs within high performance institutions, and create a momentum and methodology of cooperation between education, business, government and the international community.

Successful core activities of CEUME will continue during the third year. In addition, a broad spectrum of new activities will be introduced that continue to enhance abilities of professors, skills of administrators, and performance of the educational institutions. CEUME programs will support partner institutions' efforts to reach out to the business community and provide education and practical trainings to this important sector. Roundtables and conferences will join business and education in developing a set of standards that can be used by institutions and the Ministry in the design of curriculum and evaluating of programs. New methods, technologies and cooperation will be used during the creation and distributing critical information to professors and institutions in support of these activities. CEUME's Monitoring and Evaluation System will be used to track, evaluate and improve the implementation of activities during the year. A preliminary schedule is included as Appendix 3 and a brief overview is provided below.

Management Education Partnership Program (MEPP)

During these past two years, a major focus of MEPP activities has been information sharing and skill development of educational administrators to enable them to develop and manage sustainable institutions that provide quality services to undergraduate students and working professionals. Through the activities, professional relationships have developed between colleagues within Ukraine and across borders to Europe and the USA.

During this third year, the designed strategy of MEPP will emphasize not only the development of knowledge and skills required to manage the development of high performance institutions and quality programs, but also the institutionalization of a system of standards and quality for management education. Towards this end, the level of engagement with the Ministry of Education and Science will be intensified through their greater participation in meetings, forums and conferences. The Ministry will also be distributing and utilizing the Blueprint during upcoming meetings and conferences focused on improving the system of higher education in Ukraine.

**MANAGEMENT EDUCATION PARTNERSHIP PROGRAM 2001
REPEAT AND NEW ACTIVITIES**

ACTIVITY	2001
ROUNDTABLES	
Standards /Accreditation	Introduce New Topics
<i>Inter-Regional Tours Within Ukraine</i>	INTRODUCE
CONFERENCES	
<i>National</i>	Continue
<i>Polish – Ukraine (Donbass-Selesia)</i>	Continue
STUDY TOURS	
<i>USA</i>	Continue
<i>Poland</i>	Continue
IN-COUNTRY TRAINING FOR ADMINISTRATORS	
<i>Roundtables (Study Tour Follow-up)</i>	Continue
<i>Weekend workshops</i>	INTRODUCE
INTERNSHIPS FOR ADMINISTRATORS to POLAND	INTRODUCE

The Study Tours this year will focus on developing knowledge and skills necessary to create and operate an organization or association that encourages and continues this cooperation. The national conference will review successes and outline a strategy for continued cooperation between private and public institutions, the Ukrainian government, and the business community. It will also address the establishment of modern standards for business education and the development of curricula that reflect these standards.

Although an original task/objective of CEUME was to itself establish a sustainable Ukrainian educational association, this does not seem achievable or even appropriate. For such an association to be sustainable it must be perceived as and in reality be the result of Ukrainian initiative. We have learned that CEUME should be a facilitator rather than an organizer and leader. Accordingly, the project is providing information, guidance and encouragement to Ukrainian educational leaders to establish a new educational association or other alternative forms of cooperation.

CEUME's strategy reflects an awareness of the great challenges to create an effective and sustainable educational association. Views and opinions of influential members of the Ministry of Education and Science and the education community differ greatly in regards to the benefits of an association and the roles it should play. In fact, leading members of the Ministry feel that many traditional functions of associations should only be filled by the Ministry. Rather than beneficial, they view the creation of a national association as creating a threat to the Ministry's success and power. Key university administrators and educators have stated that leadership and even membership in an association is politically sensitive. Those wishing to fill leadership roles acknowledge these aspects and the overall political nature that surrounds the development of a national association. Despite these factors, interest in association development continues to grow among faculty and administrators. As their knowledge about associations continues to expand and experiences grow, greater recognition of the benefits that can be obtained through association membership is motivating discussions and cooperative actions. CEUME's role is to act as a catalyst of change by providing information and learning opportunities related to association development.

Weekend workshops will provide trainings for administrators and managers of educational institutions and visiting experts will provide university consultations. Institutional self-assessment tools will be demonstrated and improvement plans created. Exchanges and internships developed during the second year will start to be implemented during this third year. These internships will be hosted by Polish educational institutions and provide opportunities to Ukrainian administrators and leading professors to develop new skills and mutually beneficial relationships that are sustainable. Trainings in developing study and research grant proposals will be emphasized and opportunities for joint research and development of materials provided.

Management Education and Training Program (METP)

The METP has provided trainings that concentrate on enhancing professors' abilities to design and deliver quality undergraduate management programs that effectively educate and train business students. American, Polish and Ukrainian experts have teamed together in implementing the METP courses in the form of weekend workshops and weeklong Summer Institutes. As skills were developed, additional workshops have been gradually introduced that prepare the professors to provide consulting and training to the business community and working professionals. Cooperation with programs developing Distance Learning courses has made information and training accessible to working professionals.

**MANAGEMENT EDUCATION TRAINING PROGRAM 2001
REPEAT AND NEW ACTIVITIES**

ACTIVITY	2001
WEEKEND WORKSHOPS FOR FACULTY	Continue
WEEKEND WORKSHOPS FOR BUSINESS	
<i>Business Outreach Program</i>	INTRODUCE
<i>Business Leverage Programs</i>	INTRODUCE
POST DIPLOMA STUDIES	
<i>Training and Consulting</i>	Continue
<i>Faculty Workshops</i>	INTRODUCE
<i>Assistance in Delivery</i>	INTRODUCE
SUMMER INSTITUTE	Continue
	INTRODUCE BUSINESS TRACK
WINTER INSTIUTE	INTRODUCE
SPRING INSTITUTE	INTRODUCE
INTERNSHIPS FOR PROFESSORS	INTRODUCE

During the third year, training will continue to support the development of undergraduate business programs. In addition, more effort will be placed on supporting the effort of institutions and professors to provide specialized courses and trainings to the business community.

CEUME does not target business professionals, rather the METP delivers some trainings to business people while demonstrating to attending professors how to best design practical trainings for this demanding audience. This year the METP will assist partner institutions in creating the content and design of their executive and business trainings, provide limited assistance during the delivery, and evaluate and consult their program to increase their effectiveness. CEUME will provide “outreach” assistance to support partner institutions delivery of business trainings in their regions. During year 3, assistance will also be increased to the development and offering of Post-Diploma Studies. And, cooperation and partnerships between educational institutions and business support centers will be further advanced in an effort to contribute to the financial viability and sustainability of both.

Summer Institutes will be implemented that introduce five additional business topics and provide additional practical trainings in working with business. Tentative topics include Corporate Governance, Business Communication, Leadership, Problem Solving and Decision Analysis, and Business Ethics (with elements of Ukrainian Business Law). The number of short-courses and weekend workshops will increase while expanding the number of Ukrainian co-trainers capable of delivering effective programs for their colleagues. Weeklong Institutes will be delivered in both winter and spring to provide additional intensive training to professors. New content is introduced in all sessions, but

the delivery and teaching methodology is stressed. Case studies, role-plays, business simulations, facilitation skills, experimental lecturettes, group work and the use of Internet and other media are examples of pedagogy techniques demonstrated.

Publication and Book Distribution Program(PBDP)

The popularity and utilization of CEUME’s course materials and developed case studies continue to grow. Distribution of textbooks to professors and libraries is providing up-to-date information while supporting professors’ efforts to incorporate Western style methods into their materials and teaching methods. Newsletters and the CEUME management journal “Synergy” disseminate valuable information while providing publishing opportunities for innovative professor. Videos, CD ROMS and cooperation with distance learning programs provide access and application opportunities to educational instructors, institutions and working professionals. A collection of Polish cases were translated and published in Ukrainian and a logistic textbook is in the process of adaptation. During this third year, these successful activities and other programs that compliment and support the METP and MEPP programs will continue.

**PUBLICATIONS AND BOOK DISTRIBUTION PROGRAM 2001
REPEAT AND NEW ACTIVITIES**

ACTIVITY	2001
SUMMER INSTITUTE/ WEEKEND WORKSHOP MATERIALS	Continue
MANAGEMENT MAGAZINE “SYNERGY”	Continue
CASE STUDY AND TRAININGS	Continue
ADAPTATIONS AND TRANSLATIONS	INTRODUCE
DISTANCE LEARNING SUPPORT	INTRODUCE
CEUME NEWSLETTER	Continue
WEBSITE +ELECTRONIC MAGAZINE	Continue INTRODUCE E-Magazine
TEXTBOOK AND ARTICLE PUBLISHING TRAININGS	INTRODUCE
TEXTBOOK DISTRIBUTION EXPAND CEUME LIBRARIES	Continue

A key issue in all CEUME programs is sustainability. During the third year, a greater emphasis will be placed on training Ukrainian instructors in skills and methodologies to conduct research, create textbooks and ancillary materials, identify potential publishers, prepare proposals, and research the competition. Models for collaborative efforts to do joint-research and material development will be provided. A series of weekend workshops will be conducted that develop these skills and assist professors in accessing needed information and making essential contacts. Professors will be trained in different strategies to publish articles and papers. Through the internships, opportunities to apply these skills while working with Polish counterparts will be afforded.

Trainings in the creation and usage of case studies, coupled with competitions, also contribute to sustainability. Instructors will continue to develop and apply these skills after completion of the project period. Created and accumulated materials, textbooks, cases and other information are made available through the network of CEUME Regional libraries. After completion of the project this same network in the form of NGOs will continue to maintain and service the libraries, making the information available to professors. Additionally, libraries of partner institutions will be supported through distribution of materials similar to those contained in the CEUME regional offices.

Project Closure

The METC and network of regional offices will continue working towards establishing competencies and procedures that will contribute to the potential for sustainability. The CEUME Network of offices will continue to act as an organizational and delivery mechanism to in an effort to continue the work towards enhancing the management education system of Ukraine. During the year, investment in human capital and the enhancement of local capacity will be achieved through local staff training. Staff skills in identifying funding sources, writing proposals, fundraising with the international donor and business community will all contribute to the sustainability of the Network.

Prior to project completion, all required documents and processing will be completed while ensuring that the appropriate equipment and other resources are transferred to the NGO network or partner institutions.

Improvement of skills and access to appropriate information will allow professors to continue to develop their ability to design and deliver effective courses. Professional relationships and cooperation between individual professors and institutes will continue, within Ukraine and across borders. And established methods of dialogue and cooperation between education, business and government will continue.

Needed infrastructure and a network of delivery, personnel capable of sustaining the services, development of a “critical mass” of professors and administrators within individual institutions, and the establishment of important relations within Ukraine and across borders will significantly contribute to the prospects of sustainability.

Consortium for Enhancement of Ukrainian Management Education (CEUME)

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CEUME Work Plan Year 3

January 1, 2001 to December 31, 2001

Purpose: CEUME was established to assist USAID/Kyiv in achieving: SO 1.3. Accelerated Development and Growth of Private Enterprises, through, SO 1.3C “*Expanded role of small and medium enterprises in national economy and IR “Improved access to market business skills and information.”*”

Objective of this Plan: This document outlines the schedule of activities, tasks and specific actions to be undertaken by the CEUME team during the 3rd year of the project in order to achieve the objectives set forth within the cooperative agreement.

Step	Activities	Ref. Page #	Ukraine Staff Assigned	USA/ Poland Staff Assigned	Start Date	Finish Date
I.	Preliminary Actions					
a.	Prepare internal analysis of 2001 Project	1	MM/OS	Team	1 st Qtr	1 st Qtr
b.	Create draft Workplan with key tasks described and target completion date assigned	1	MM	Team	1 st Qtr	1 st Qtr
c.	Convene meeting of Consortium Council	2	MM/OS	Team	1 st Qtr	1 st Qtr
d.	Present Workplan and Implementation Schedule	2	MM		1 st Qtr	1 st Qtr
II.	Project Operations and Sustainability					
a.	Establish Statements of Work for CEUME institutions	2	MM/ZB	ZB/Team	1 st Qtr	1 st Qtr
b.	Review CEUME Operational Procedures	3	MM/OS		1 st Qtr	1 st Qtr
c.	Implement Personnel Development Plans	3	MM/OS		1 st Qtr	1 st Qtr
d.	Complete Registration of METC as Ukrainian NGO	3	MM/OS/IZ		1 st Qtr	2 nd Qtr
e.	Continuing Monitoring and Evaluation	3	MM/RR		Cont.	Cont.
III.	Management Education Partnership Program (MEPP)					
a.	Design and Deliver Study Program for University Personnel between Ukraine and Poland	8 -10				
	1. Establish approximate dates for Study Tour	8	OK/MM	JR	1 st Otr	1st Otr
	2. Conduct follow –up meetings for participants of Study Tours 2000	8	OK/MM		March	March
	3. Conduct follow-up meeting with participants of Donbass-Selesia Conference	8	OK/ OxK/		March	March
	4. Invite host institutions to accept tour groups and dates	9			April	April
	5. Establish participants criteria and initiate recruitment	9	OK		2 nd Qtr	2 nd Qtr
	6. Define tour objectives and design tour itineraries	9			2 nd Qtr	2 nd Qtr
	7. Confirm logistical and hosting arrangements	10	OK/OxK/MM			July
	8. Obtain final approval from USAID	10	OK		July	July
	9. Conduct Pre-departure Orientation	10			Sept	Sept
	10. Implement study tour programs	10		Polish Team	Sept	Oct
	11. Evaluate Tours	10			Oct	Oct
	12. Conduct follow-up impact evaluation	10				3 rd Qtr 1 st Qtr 2002

Step	Activities	Ref. Page #	Ukraine Staff Assigned	USA/ Poland Staff Assigned	Start Date	Finish Date
b.	Design and Deliver Exchange and Study Program for University Personnel between Ukraine and Eastern Europe or the USA	10-12				
	1. Select appropriate educational association	11	MM/OS/OK		1 ST Qtr	April
	2. Confirm dates and design agenda with hosting association	11	MM/OS		1 st Qtr	May
	3. Determine hosting by UMN and UST	12	OK/MM	ZB	2 nd Qtr	July
	4. Establish participant criteria and initiate recruitment	12	OK		2 nd Qtr	August
	5. Confirm logistical and hosting arrangements	12	OK		2 nd Qtr	August
	6. Obtain final approval from USAID	12	MM		Sept	Sept
	7. Conduct Pre-departure Orientation	12			Sept	Sept
	8. Implement study tour program	12	OK		Sept	Oct
	9. Evaluate Tour	12			Sept	Oct
	10. Conduct follow-up impact evaluation	12			4 th qtr	4 th Qtr
c.	3rd National Business and Management Education Conference	13-15				
	1. Establish program planning committee and forum strategy	13	MM/OS Team	ZB ZB	1 st Qtr	1 st Qtr
	2. Publish and distribute Blueprint	14			1 st Qtr	May
	3. Conduct forums and roundtables discussion	14			2 nd Qtr	Cont.
	4. Issue call for papers	14	OK		2 nd Qtr	May
	5. Design effective program, promotion and presentation strategy	14	MM/OK/OS	ZB	3 rd Qtr	Sept
	6. Select appropriate dates and venue	15			3 rd Qtr	Sept
	7. Receive and review drafts of suggested National Standards	15	OK/OS		3 rd Qtr	Sept
	8. Deadline for Submission of Papers	15			3 rd Qtr	Sept
	9. Select site and make preliminary logistical arrangements	15	OK/OS OK/RR		3 rd Qtr	Sept
	10. Initiate national promotion	15	OK/RR		3 rd Qtr	Sept
	11. Confirm presenters, speakers, and workshop facilitators					
	12. Conduct pre-conference organization meeting with speakers and facilitators	15	OS		4 th Qtr	Sept
	13. Close pre-registration	15	OK/MM		4 th Qtr	Oct
	14. Distribute draft documents and conference outline	16			4 th Qtr	Oct
	15. Implement Conference	16	OK		Oct	Oct
	16. Conduct post-conference evaluation	16	Team		Nov	Nov
	17. Distribute Conference document and recommendation	16	Team		Nov 4 th Qtr	Nov Dec
d.	Internships and Fellowships for Administrators and Faculty	16-17				
	1. Select First Internship/Fellowships	17	MM/Team	Team	1 st Qtr	Jan
	2. Announce Second Competition of Internship Proposals	17	OK/RR/OxK		1 st Qtr	1 st Qtr
	3. Implements First Round of Internships	17	Team	BR/SH	March	Cont.
	4. Review second round of applications and make selection	17	Team	Team	2 nd Qtr	June
	5. Complete program logistical and hosting arrangement	17	OK/OxK			
	6. Implement internships and fellowships	17	Team	MK/AM	2 nd Qtr	3 rd Qtr
	7. Internship Presentation	17		BR/SH	3 rd Qtr	4 th Qtr
	8. Conduct impact assessment	18	OK/OxK		4 th Qtr	Nov

Step	Activities	Ref. Page #	Ukraine Staff Assigned	USA/ Poland Staff Assigned	Start Date	Finish Date
e.	Short – Term Training and Consultations for Administrators	18-19				
	1. Select appropriate dates and strategy	19	MM/OS	ZB	1 st Qtr	1 st Qtr
	2. Identify US, Polish, Ukrainian Administrative “Instructors”	19	MM/OS/OK	ZB/BR/SF	Cont	Cont
	3. Design course presentations	19	MM		Cont	Cont
	4. Notify desired participant audience and promote workshops	19	OK/RR		Cont	Cont
	5. Convene Weekend Workshops	19	OK/RR		Cont	Cont
	6. Conduct post workshop evaluations	19	OK/RR		Cont	Cont
IV.	Management Education and Training Programs (METP)					
a.	3-day Weekend Workshops for Faculty and Business Trainers	21-23				
	1. Select most appropriate dates and secure sites	23	BS/RR		Jan	
	2. Contract US, Polish, Ukrainian Instructors	23	BS/RR	ZB	Cont	Cont
	3. Design course presentations	24	OS		1 st Qtr.	Cont.
	4. Identify desired participant audience and promote workshops	24	Team	Team	Cont.	Cont.
	5. Notify selected participants	24	RR		Cont.	Cont.
	6. Convene Weekend Workshops	24	RR		Cont.	Cont.
	7. Conduct post workshop evaluations	24	RR		Cont.	Cont.
b.	3-day Short Courses for Business Faculty and Business People	24-26				
	1. Identify appropriate course menu	25	BS/RR	US/Polish	1 st Qtr.	1 st Qtr.
	2. Recruit appropriate Ukrainian, Polish and American professors	25	BS/RR	Team	1 st Qtr	1 st Qtr
	3. Create overall schedule	25	BS		Quarterly	Quarterly
	4. Design short courses for business audiences	26	OS		Cont.	Cont.
	5. Deliver programs throughout the regions	26	RR		Cont.	Cont.
c.	Post-diploma Study Programs for Business and Industry	26-28				
	1. Conduct training and consultations for PDS administrators	27	Team	US/Polish teams	2 nd Qtr	2 nd Qtr
	2. Assist CEUME partner institutions in marketing PDS programs	27	RR		2 nd Qtr	2 nd Qtr
	3. Conduct Faculty Workshops	27	Team	Team	Cont.	Cont.
	4. Provide assistance in delivering programs	27			Cont.	Cont.
	5. Assist PDS programs in developing sustainability plans	27	MM/OS	ZB	Cont.	Cont.
d.	Winter Institute	28-29				
	1. Select most appropriate dates and venue	28	BS	ZB	1 st Qtr	Jan
	2. Select faculty and design program	28	MM/OS		1 st Qtr	Jan
	3. Promote programs and identify participants	29			1 st Qtr	Jan
	4. Deliver the program	29			1 st Qtr	Feb
e.	Spring Institute	29-30				
	1. Select most appropriate dates and venue	29	OS		1 st Qtr	Jan
	2. Select faculty and design program	29	Team	Team	1 st Qtr	Jan
	3. Promote program and identify participants	29			1 st Qtr	Feb
	4. Deliver the program	30			1 st Qtr	March

Step	Activities	Ref. Page #	Ukraine Staff Assigned	USA/ Poland Staff Assigned	Start Date	Finish Date
f.	Summer Institutes –7 day sessions for Ukrainian Faculty	30 –33				
	1. Select most appropriate dates and investigate sites	30	BS/RR	ZB	1 st Qtr	
	2. Identify appropriate functional area topic to present	30	OS	ZB/MM	1 st Qtr	March
	3. Contract US, Polish, Ukrainian Instructors	31	MM/OS		2 nd Qtr	April
	4. Establish CEUME expectations of participants and distribute	3		Team	2 nd Qtr	April
	5. Initiate participant recruitment and selection	31	Team		April	April
	6. Design course presentations	31			2 nd Qtr	2 nd Qtr
	7. Notify selected participants	32	BS/RR		June	June
	8. Convene Summer Institutes	32	Team		July	July
	9. Conduct post evaluations	32			1 st Qtr	Cont.
	10. Perform impact Surveys over next 9 month	32	RR		April 2002	April 2002
V.	Publications and Book Distribution Program (PBDP)					
a.	Creation of Individual Course Teaching Materials	35-36				
	1. Conduct seasonal Case Study competitions and publish and distribute winners and quality submissions	35	OS	WR	1 st	Cont.
	2. Develop multi-media educational materials	35	OS/AV		Cont.	Cont.
	3. Publish and distribute Weekend workshop and short course materials	35	OS		Cont.	Cont.
	4. Publish and distribute Summer Institute materials	35	AV/RR	WR/Team	2 nd Qtr	July
	5. Maintain library and distribute materials using variety of multi-media	35	RR		Cont.	Cont.
	6. Assist Ukrainian textbook development	36	OS		1 st	Cont.
	7. Facilitate joint American/Polish – Ukrainian textbook development and publications	36	OS	WR/ US Team	Cont.	Cont.
	8. Assist in translating and adapting to Ukrainian conditions highly demanded US or Polish textbooks	36	OS		Cont.	Cont.
	9. Assist Ukrainian faculty in article development	36	OS		2 nd Qtr	Cont.
	10. Encourage and facilitate joint research projects of Ukrainian faculty with their US and Polish partners resulting in joint publications abroad	36	OS		Cont.	Cont.
	11. Assist other international education and training efforts as appropriate	36	MM		Cont.	Cont.
b.	Distribution of existing textbook and Resource Materials	37				
	1. Select, acquire and ship western texts for Summer Institutes	37	AV		April 2 nd Qtr	April Cont.
	2. Utilize and distribute texts during training	37	RR	WR/US Team		
	3. Select, access and distribute other appropriate texts and materials	37	OS		Cont.	Cont.
	4. Assist other international education and training efforts as appropriate	37	MM		Cont.	Cont.
c.	Maintaining CEUME Regional Resource Centers	37-38				
	1. Assess needs of RRC users in new texts which could be ordered for usage	37	AV/RR		1 st Qtr	Cont.
	2. Select, access and distribute materials available through local sources	38	AV/RR		2 nd Qtr	April
	3. Select, access and distribute materials available through international sources	38	OS/RR		3 rd Qtr	June
	4. Subscribe to appropriate periodicals and services	38	AV/RR		3 ^d Qtr	June
	5. Monitor usage and evaluate operation	38	AV/RR		Cont.	Cont.
	6. Expand libraries into selected partner institutions	38	RR		2 nd Qtr	June

Step	Activities	Ref. Page #	Ukraine Staff Assigned	USA/ Poland Staff Assigned	Start Date	Finish Date
d.	Organization, Publication and Distribution of Other Information	38-39				
	1. Continue to update and improve CEUEM website	38	AV		Cont.	Cont.
	2. Facilitate networking and information exchange among CEUME activity participants	38	RR		1 st Qtr.	Cont.
	3. Publication professional magazine "Synergy"	38	OS		Quarterly	Quarterly
	4. Publish and Distribute Seasonal Newsletter	39	AG		Quarterly	Quarterly
	5. Regularly submit articles and information to other media	39	MM/OS		Quarterly	Quarterly
	6. Regularly in appropriate events and exhibitions	39	AV		Cont.	Cont.
	7. Monitor and review government and press feedback	39	RR		Cont.	Cont.
	8. Develop and maintain database of produced and collected materials	39	AV/RR		Cont.	Cont.
VI.	Project Close-Out Activities					
	1. Review project performance and financial status	40	MM	ZB/TH	4 th Qtr.	Oct. 1
	2. Designate responsible Close out person	41	MM/OS		4 th Qtr.	Dec. 15
	3. Submit Final Project Report	41	MM	ZB	4 th Qtr.	Dec. 31
	4. Complete financial transaction and reporting	41	MM	ZB/TH	4 th Qtr.	Dec. 31
	5. Transfer of property, equipment and resources	41	MM	TH	4 th Qtr.	Dec. 31

Staff Assigned

AV	Andrey Verlan, CEUME Communication and Publication Coordinator
AM	Adam Michalewicz, WSE Administrator
BR	Dr. Bogdan Radomski, WSE Program Coordinator
BS	Bogdana Scherbak, CEUME Training Coordinator
JR	John Radzilowski, MEPP Administrator
MM	Mick Mullay CEUME Country Director
OK	Olga Karpova, CEUME Partnership Coordinator
OS	Olexander Sydorenko, CEUME Deputy Director
OxK	Oxana Koulakovska, CEUME Ukrainian – Polish Coordinator
RR	CEUME Regional Representatives
SF	Dr. Szczepan Figiel, UWMO Program Coordinator
TH	Theresa Hageman, Project Administrator
MK	Mirek Kowalewski, UWMO Program Administrator
WR	Dr. William Rudelius, PBDP Coordinator
ZB	Dr. Zbignew Bochniarz, Project Director
Team	METC staff and Regional representatives
US/Polish Team	Faculty and administrations of University of Minnesota, University of St. Thomas' Graduate School of Business, Warsaw School of Economics and the University of Warmia and Mazuri in Olsztyn.

CEUME Workplan 2001

The activities of the Workplan are arranged into six different categories:

- I. **Preliminary Actions** required to prepare for the implementation of the project's third year;
- II. **Project Operations and Sustainability** will ensure that monitoring and adjustments leads to effective implementation towards sustainability;
- III. **Management Education Partnership Program (MEPP)** will design and deliver conferences, travel programs, and internships;
- IV. **Management Education and Training Program (METP)** will present workshops, short-courses and institutes in the winter, spring and summer;
- V. **Publication and Book Distribution Program (PBDP)** will adapt, translate, collect and distribute books and publications for the use in business and management education and training; and
- VI. **Project Closure** outlines the steps required to complete contractual agreements.

I. Preliminary Actions

Effective planning is required to create change in an organized and structured manner. Since the focus of CEUME activities is concentrated on motivating and facilitating positive changes in a complex environment, it is critical that its own planning process be superior in detail and process.

Activity

Target Date

Task 1. Prepare internal - analysis of 2001 Project Activities

January 15

A brief summary and analysis of the project's activities will provide a basis for the coming year's Workplan. The year's activity has provided a better knowledge of the education environment in Ukraine. A review of what has been accomplished, the challenges presented in implementing the activities, and an understanding of what is needed will contribute to the development of an effective work strategy.

Task 2. Create draft Workplan with key tasks described and target completion date assigned

January 17

Evaluations and feedback from past Consortium activities will influence the design of the Workplan. The CEUME staff retreat conducted in December 2000 created a foundation of information on which to build the Workplan for the coming months. A draft will be completed prior to the Consortium Council meeting to ensure that individual institutions input is considered in the final design of CEUME's future activities.

Task 3. Convene meeting of Consortium Council

January 18

Representatives of all the CEUME partner institutions from the USA and Poland will meet in Warsaw to discuss past and future activities and methods on how the cooperating universities can best support efforts of the Ukraine staff and participating Ukrainian educational institutions. The past accomplishments and current state of the project will be presented to the Council and the design and content of the envisaged Workplan considered.

Task 4. Present Workplan and Implementation Schedule

January 31

This version of the Workplan will be adjusted in response to specific feedback and suggestions from USAID. The final Workplan will serve as an agreement between USAID and CEUME and act as a strategy and schedule document. Changes in political, economic and education environment will potentially suggest changes in operational procedures throughout the year. Therefore, regular meetings, reporting, and communication between all parties will ensure effective adaptation of the program activities.

II. Project Operations and Sustainability

CEUME will continue to invest in human capital and in building indigenous capacity in the Ukrainian management and staff in order to achieve administrative, financial, and technical sustainability. As year three proceeds, American leadership and Polish partners will assume increasingly advisory roles. More and more decisions will become the responsibility of Ukrainian staff members and the CEUME will be registered as a non-governmental organization (NGO) with representation in over six cities, as described in Section VI of this Workplan. The METC and the network of regional offices will be supplemented with additional representation to create a framework that allows effective communication, promotion, and delivery of services, information and trainings throughout the country. The staff will continue to expand the knowledge and skills in the areas of nonprofit management, fundraising, promotion and delivery of services. CEUME will be positioned to become an effective NGO that continues to work towards the enhancement of management education in Ukraine.

In addition to the need of an excellent plan and process, it is essential that superior cooperation exist between the various institutions supporting the project. The process developed by CEUME to use available resources during the implementation of the project's activities continues to evolve in order to maximize effectiveness.

Activity

Target Date

Task 1. Establish Statements of Work for CEUME Institutions

March 1

Agreements will be drafted that outline expectations and commitments between the University of Minnesota and St. Thomas Graduate School of Business, Warsaw School of

Economics, and University of Warmia Mazury in Olsztyn. The earlier that scheduling of university resources and professors time can be completed, the minimum amount of difficulty will be encountered in developing project activities and scheduling events.

Task 2. Review CEUME Operational Procedures

March 15

During the first quarter, CEUME management will review the staff and procedures of the Management Education and Training Center in Kyiv. The Regional Operations and how they interact and support the project and the participating Ukrainian educational institutions will be examined in order to ensure that the use of resources continues to achieve optimal impact.

Procedures will be continually adjusted, improved upon, and documented. Manuals for that detail steps and processes involved in all programs will be improved and expanded. The CEUME partner institutions and network of trainers and resources will comprise a data base that will assist in surveying needs and progress made. Information will be critical to designing future strategies that drive CEUME activities. In addition, operational methods and rules guiding the communication and interaction between the four partner CEUME institutions will be improved and modified.

Task 3. Implement Personnel Development Plans

March 15

Ukrainian management, staff and regional representatives will continue to attend trainings and workshops that focus on developing their skills necessary for successful operation of the NGO. Each member will be asked to present a personal education plan outlining the key topics they feel are critical to their development

Task 4. Complete Registration of CEUME as Ukrainian NGO

July 1

CEUME is in the process of becoming a Ukrainian non-governmental organization with the METC in Kyiv as the Network's center. With branch representation in at least six oblasts, the Network will be positioned to continue facilitation of the activities and services currently underway within the project.

Task 5. Continuing Monitoring and Evaluation

Cont.

Policies, procedures, and systems have been developed to ensure that each program and its related activities can be assessed and adjusted so that optimal results can be achieved. Each activity is assessed and the long-term impacts evaluated in terms of progress made toward achieving objectives and accomplishing long-term goals. All gathered and analyzed information will be used to produce quarterly and annual reports.

III. Management Education Partnership Program (MEPP)

A primary objective of the Management Education Partnership Program is to improve university administrators' understanding of management education and its vital role in developing the market economy. The project is helping to promote the development of a viable and sustainable system of higher education institutes throughout Ukraine, which have the capacity to provide various types of management studies and business training. Educational leaders are gaining a clearer understanding of their institution's strategic positioning by assessing strengths and weaknesses of their institution, by measuring the principal constraints and opportunities determined by its environment, and by looking realistically at the coherence between the institution's ambitions and its resources. An important component is being able to evaluate the institution from the perspective of clients, competitors, government and potential partners.

By increasing participants' understanding of the relations between Western universities and their students, faculty, alumni and the business community, these educational leaders are being motivated to learn about ways their institutions can satisfy the needs of these various interest groups. Exposing them to practices and systems for delivering quality management education in the United States and Poland provides practical examples.

Through the MEPP the Ukrainian administrators are developing an awareness of the many characteristics shared by educational institutions and private business companies. Programs must understand the needs of their customers and deliver quality products that satisfy these needs, develop personnel, respond to competition and the environment, operate effectively and follow financially sound practices. They are also provided information and training in how their institutions can address these issues. Effective adaptation and application of the new approaches and strategies in the overall management of their business schools will contribute to the financial viability and sustainability of the institutions, a goal of the MEPP.

Learning about various educational associations is affording them the opportunity to investigate methods educational leaders utilize to work together towards common goals and provides motivation to establish working relationships and lasting associations. The goal to create an association must in reality and in perception be a Ukrainian initiative. If CEUME is discerned as an organizer and leader of the association as originally proposed, rather than a catalyst of change and supporter, the association will not succeed. For such an association to be sustainable it must be perceived as and in reality be the result of Ukrainian initiative. CEUME should be a facilitator rather than an organizer and leader. Accordingly, CEUME is providing information, guidance and encouragement to Ukrainian educational leaders to establish a new educational association or alternative forms of cooperation.

Periodic post-tour meetings and roundtables bring the participants together to discuss ways they have applied the new knowledges and techniques at their institutions and explore mutually beneficial cooperation. Conferences and other CEUME events also bring together leaders of education and business representing all regions of Ukraine, as

well as representatives of the Ministry of Education and Science in Ukraine. Professional relationships are leading to collaborative efforts, modern programs, joint research, innovative joint-course delivery, and new partnerships.

During the process of organizing and implementing events, CEUME engages and informs representatives of the Ministry of Education and Science in Ukraine. The Ministry actively participates in conferences and round-tables and is utilizing information and materials provided by CEUME during meetings focused on curriculum reform and recognizing and developing management education in Ukraine. CEUME is facilitating the active communication between the Ministry, educational professionals, and the business community.

As in all CEUME programs, efforts are made in MEPP to address gender issues affecting the development of institutions, personnel and - through program delivery –students. For example, very few public universities in Ukraine are led by women rectors. Additionally, women professors indicate that greater barriers exist for them to become recognized and valued as business consultants and trainers. CEUME’s opportunities provided to women develop unique skills and knowledge that will contribute to their abilities to break this “glass ceiling.” Men and women participants will also learn side by side while being hosted by institutions where women fulfill leadership roles.

Study Tours During the first year, one two-week study tour to the US and Poland was conducted for 15 rectors and deans representing both public and private institutions. Their first week was devoted to visiting educational associations and institutions in the USA. The second week was spent with public and private institutions in Poland, learning how leaders there adapted and implemented new strategies and techniques in the design and management of their programs. They learned the evaluation process that led to the Warsaw School of Economics earning the distinction of being included in the top-15 universities in Europe. In Olsztyn, they learned about the on-going assessment procedures deciding the reclassification of the Technical into a full-fledged University. Follow up meetings and trainings provided strong evidence that these study programs were very effective and resulted in many changes in institution management and delivery of business education programs.

During the second year, CEUME built on first year successes while responding to participant feedback and suggestions to adapt the study tours and to make them even more effective. The resulting design of the study tours was shorter and more focused. One study tour brought six rectors and deans to San Antonio, Texas, USA to visit the Annual Meeting of the National Association of State and Land-Grant Universities, providing participants an excellent opportunity to learn about how associations facilitate cooperation and bring benefits to their members. They also learned how association membership benefits both the University of Minnesota and St. Thomas Graduate School of Business. Two additional study tours brought 20 administrators to Poland - one visiting private institutions while the other was devoted to public educational institutions offering management education. Both tours merged to participate in a conference hosted by the Leon Kozminski Academy of Entrepreneurship and Management. Here

participants learned how the Academy earned Equis Accreditation and were provided self-assessment tools that participants could use in evaluating their programs and institutions. A fourth study tour implemented within the CEUME Management Education Training Program (METP) hosted 10 Ukrainian leaders and was focused on Post Diploma Studies (PDS) in Poland.

The third year study tours will build upon and compliment the successes of the past. They will be short and focused programs that are to designed to respond to requests from individual leaders and institutions.

One tour to the USA or Eastern Europe will bring a different group of leaders to learn about educational associations. The second year's participants participated in an association conference. In response to participant feedback and many comments, suggestions and requests from representatives of CEUME partner institutions, this year's study tour will visit and work closely with an education association to learn about its creation, design, management, operations, promotion and services. A representative of Ukraine's Ministry of Education and Science will be invited to learn how association activities compliment and support efforts of the educational community.

Two study tours to Poland will respond to individual participant expressed needs, potentially focusing on "self-assessment" of institutions and programs. They will learn how successful institutions need a clearly articulated mission that is understood and shared throughout the institution and recognized as legitimate by the marketplace. The participants will observe effective governance techniques and integrated management styles and compare them to their school's system. This year's tours will introduce techniques, methods, and tools that assist administrators in accessing resources and evaluating programs. Issues of faculty development and student recruitment and selection will be addressed. Prior to completion of the tour, participants will define a credible and coherent strategy for their institution that realistically reflects its resources and constraints. The strategy will define a set of actions and priorities that will guide administrators in their efforts to create "high performance" institutions. CEUME member institutions and other leading public and private business institutions located throughout Poland will host the tours. Potential host cities in Poland include Warsaw, Olsztyn, Nowy Sacz, Krakow, Katowice and Gliwice.

Conferences and Round-tables The 1st Annual National Conference "Building Management Education in Ukraine" provided an important forum to discuss vital issues and establish cooperative efforts. Established working groups authored papers of interest and initiated relationships that continued during the second year through cooperative programs and further roundtable discussions. These discussions utilized a participatory process that brought together over 200 leaders of education, business and government in developing a draft set of action plans that can guide the development of management education in Ukraine. Findings of these key leaders and discussions with the Ministry of Education and Science of Ukraine provided the basis of the 2nd National Conference. During this second conference, working groups finalized a "Blueprint for Developing Management Education in Ukraine." This document will soon be published and widely

disseminated throughout the education community in an effort to highlight specific actions and practical steps which can be taken in developing institutions and management education programs. Policy recommendations will be forwarded to the Ministry of Education and Science for consideration and dissemination during meetings and conferences.

Roundtables this year leading to the 3rd National Education Conference, “Building Management Education in Ukraine,” will review the process, problems and successes experienced while working together to enrich the system of management education. The Blueprint will be used as a guide during discussions and provide a basis for the development and implementation of action plans in the regions uniting business, education and government in working towards common goals. During this process, participants will examine the creation of national standards for Ukrainian business education, and discuss the creation of an association or other sustainable organization that will facilitate continued cooperation and working towards shared goals. The Ministry of Education and Science of Ukraine will be engaged while examining and comparing various methods used for accreditation of programs in American, Poland and other countries. Leaders of educational institutions will discuss “self-evaluation” tools and interact with business in assessing the quality of their management and business programs. Success stories, findings and recommendations will be shared during the 3rd National Conference. The momentum created on this foundation of cooperation will help to ensure that the teamwork and joint efforts between educators, business leaders and the Ministry of Education and Science in Ukraine will continue beyond the conclusion of the project.

Additionally, CEUME will support and participate in other conferences and events that contribute to the development of management education and strengthen linkages between Ukraine and Poland. CEUME is examining the organization of a conference that will highlight achievements and accomplishments resulting from the conference conducted in Donetsk during May 2000. Entitled “Developing Business Educational Markets in Old Industrial Regions in Poland and Ukraine,” the conference was a joint effort of CEUME, the Polish Know How Foundation and the “Donbass” Regional Development Agency. By highlighting the positive results of cooperation, a follow up conference would facilitate enhancement of recently established programs and the introduction of new ones. For example, as a result of the conference, Karol Adamiecki Economic University in Katowice is now delivering trainings to in Donetsk to public officials working with business development. Polish professors also have published articles in “Manager,” the professional journal of Donetsk State Academy of Management. It may prove beneficial to coordinate a study tour to Poland with implementation of the conference.

Internships Complimenting the study tours is the CEUME Internship Program that allows administrators and leading professors the opportunity for intensive study with their Polish counterparts. Internships provide opportunities to learn about assessment and evaluation tools and processes for institutions and individual programs. Research, creation of programs and departments, school governance and management, case studies, teaching methodologies and building relations with business are examples of other

potential topic areas. External financing commitments from outside sources prevented implementation of the internships during the second year. However, matching contributions from CEUME's Polish partner universities will allow fielding of approximately 25 to 30 internships for Ukrainian administrators and faculty during this third year. 10 applications have been approved and are now being implemented. Additional proposals are being evaluated for these two to eight week internships. Criteria for selection include merits of the proposal, quality of product deliverable and its potential impact on the Ukrainian education system, regional diversification and gender considerations.

Short-Term Trainings During this 3rd year, CEUME will be introducing weekend workshops for administrators and institution consultations through the MEPP program. These trainings will be designed by leading Ukrainian, Polish and American experts to assist educational administrators in their efforts to evaluate their institutions and create strategies and implement actions towards quality improvement. The trainings will provide opportunities to access information and build skills required for the school to clearly define its mission, effectively organize and operate the institution, and realize continuous improvement towards its ability to design and deliver quality management education. MEPP will provide workshops each quarter that compliment and build upon previous training and this year's activities. CEUME will investigate the possibility of utilization volunteer programs such as the USAID funded Alliance to identify and field experts to provide longer-term institutional consultations. If realized, CEUME plans to partially fund this collaborative effort.

a. Design and Deliver Study Program for University Personnel between Ukraine and Poland

Activity	Target Date
<u>Task 1: Establish approximate dates for Study Tours</u>	March 1

Based upon comments and suggestions from representatives of Ukrainian and Polish educational institutions, it currently appears that the last half of September is the optimal time period on which to plan the implementation of the tour.

<u>Task 2: Conduct follow-up meetings for participants of Study Tours 2000</u>	March
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Roundtables will be organized to bring together participants of the past years study tours conducted in October. Review of their accomplishments and suggestions for future trainings and activities will help guide the development of future study tours and other CEUME activities.

Task 3: Conduct follow-up meetings with participants of Donbass – Selesia Conference March

Meetings with representatives will determine if organization of a conference in Poland will benefit the regions and promote additional cooperation. An agreement was signed between Donetsk State Academy of Management and Karol Adamiecki Economic University located in Katowice, Poland that outlined joint efforts, research and exchanges aimed at the development of their respective business education programs. It is essential that more practical examples of cooperation between organizations in the regions and, most importantly, the subsequent benefits can be demonstrated.

Task 4: Invite host institutions to accept tour groups and dates April 1

CEUME partner institutions, the Warsaw School of Economics and Warmia and Masuria University in Olsztyn, both presented superior programs during the study tour conducted during the project's first two years. The Wyższa School of Business in Nowy Sacz has been an excellent host praised by the participants. Additional Polish institutions expressing interest in cooperating with CEUME include Warsaw University's School of Management, the Leon Kozminski Academy of Entrepreneurship and Management, and the Selesia Technical University in Katowice.

Task 5: Establish participant criteria and initiate recruitment May 15

CEUME Regional Representatives and training alumni will be instrumental in recommending the appropriate rectors, pro-rectors, deans and other administrators that have shown interest and demonstrated the capacity to influence change. Approximately 7 or 8 individuals will be selected from key Ukrainian education institutions to participate in each of two study tours. A "working agreement" is used in discussions with participants that clarify a set of responsibilities and guide application and sharing of new information and methods learned during the tour.

Task 6: Define tour objectives and design tour itineraries June 15

Feedback from past participants and potential hosts indicate that the ideal length of a program is approximately 10 days in length. Potential participants will be surveyed in order to create draft agendas that address their specific areas of interest. One group will visit primarily private institutions while the other will visit state institutions that have developed effective management education program. The hosting institutions will provide ideas and suggestions during the creation of the final agendas but the primary focus will be on assessment and evaluation of institutions and individual programs. Assessment tools will be shared and case studies discussed that provide examples of how programs such as Leon Kozminsky and WSE earned international recognition. Discussions will address success stories such as University of Warmia Mazury in Olsztyn and how their process can be adapted to Ukraine. Participants will learn how to use self-analysis tools and develop strategies for their institutions' development toward achievement of quality standards.

Task 7: Confirm logistical and hosting arrangements July 15

Lessons learned during previous years' study tours will be used in planning the program to minimize problems and ensure the most effective use of time.

Task 8: Obtain final approval from USAID July 31

The program designs and participant lists will be discussed with USAID personnel. Appropriate approvals and clearances must be obtained.

Task 9: Conduct Pre-departure Orientation September

CEUME staff will design and conduct the orientation for the Polish study tours. It has proven beneficial to invite a representative from USAID to participate.

Task 10: Implement study tour programs September

Although each host will be asked to ensure appropriate translators and logistical assistance, CEUME staff will accompany the tour and arrange for a translator to accompany the CEUME Ukraine-Poland Coordinator who will facilitate the study tour programs.

Task 11: Evaluate Tours September

Upon completion of the tour, feedback will be assessed in designing and implementing future programs if the project is continued.

Task 12: Conduct follow-up impact evaluation March 2002*

The impact of the Study Tour will be monitored and evaluated by surveying participants and their universities. Changes in management, programs and instructional methods will be measured every six months. Roundtables bringing together study tour participants and CEUME staff will address changes the institutions have implemented and what changes are planned as a result of new information and techniques learned during the study tour. CEUME regional representatives will visit partner institutions reviewing the changes and receive feedback on what type of additional training and technical assistance may be appropriate.

*pending project continuation beyond current cooperative agreement

b. Design and Deliver Exchange and Study Program for University Personnel between Ukraine and Eastern Europe or the USA

Participants of the 2000 Study Tour and other CEUME events expressed the desire to learn more specifics about educational associations, how they operate, and what benefits

they provide to member institutions and their faculties. Associations will be reviewed and contacted to identify one willing to host 6 or 7 representatives of Ukrainian educational institutions and 1 from the Ministry of Education and Science. The host will provide specific information on the history of the association, how it is managed, the types of activities it organizes, how it delivers benefits to its membership, and describe its relationships with government agencies and business. Ideally, the trip would culminate in attending a major event organized by the association. Learning how the association's broad spectrum of educational institutions cooperate in working towards common goals can enhance the Ukrainian leaders capacity to effect change in their environment. The group will also learn about various types of associations, organizations and other bodies having accreditation authority and how this authority is recognized and valued among education institutions, business, students and the government.

If the group does travel to the USA, visits to the University of Minnesota and the St. Thomas Graduate School of Business will allow the participants to learn about the number of associations these specific Universities belong and how they benefit from association memberships. They will provide specific and practical examples on how information and trainings assisted the universities in developing strategies for faculty development, more effective management of institutions, and enhanced programs' revenue generation.

CEUME hopes to see an association created as a result of Ukrainian leadership and cooperation facilitated by experiences, contacts, and knowledge made possible through CEUME activities. CEUME cannot be perceived as an organizer or leader of the initiative. Rather it must be viewed as an effort to support the efforts of Ukrainian educators and administrators to work cooperatively towards shared goals. CEUME's role is to act as a catalyst of change by providing information and learning opportunities related to association development.

Activity	Target Date
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<u>Task 1: Select appropriate educational association</u>	April 15
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Various associations and schedules of their upcoming conferences will be researched. Characteristics of the association, the willingness to host the study tour in its headquarters, and dates of significant events they are organizing will be factors in making the selection.

<u>Task 2: Confirm dates and design agenda with hosting association</u>	May 30
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The selected association will potentially contribute suggestions and ideas on how to best design the visit. It is possible that special considerations be applied in order to maximize the benefits of participation for the Ukrainian administrators and the association itself. The optimal length of this type of study tour appears to be approximately seven days.

Task 3: Determine hosting by University of Minnesota and St. Thomas Graduate School of Business July 1

Association hosting and events will dictate scheduling and design of itinerary. However, if the group is to travel to the USA, it is desirable to include visits with both CEUME institutions to learn how active association membership brings benefits to the schools.

Task 4: Establish participant criteria and initiate recruitment July 15

The envisaged program will invite six or seven education administrators that have the potential to play key leadership roles in motivating inter-university cooperation or the development of an education association. A “working agreement” will be designed and used in discussions with selected participants in developing a set of responsibilities and actions that will help motivate and guide application and sharing of new knowledges and techniques learned during the tour.

Task 5: Confirm logistical and hosting arrangements August 15

Lessons learned during the previous years’ study tours will be used in planning the program to minimize problems and ensure the most effective use of time.

Task 6: Obtain final approval from USAID September 1

The program design and participant list will be discussed with USAID personnel. Appropriate approvals and clearances will be obtained.

Task 7: Conduct Pre-departure Orientation September

AED will be contracted to assist with program preparation, obtaining country clearances and visas, and conducting a pre-departure orientation.

Task 8: Implement study tour program September/October

US Representatives of CEUME will facilitate the entire tour.

Task 9: Evaluate Tour September/October

Participants will evaluate the tour upon completion and present strategies on how they can utilize the new information and techniques in influence positive changes in Ukraine.

Task 10: Conduct follow-up impact evaluation November

Participants will be asked to share key information during the 3rd National Conference and share practical examples of impact and actions taken as a result of their study tour. For this group of participants utilization would most likely result in an impact at an institutional level.

c. 3rd National Business and Management Education Conference

The 3rd Annual National Conference “Building Management Education in Ukraine” will build upon the foundation created during last year’s conference and other activities planned to take place during the project’s third year. The Blueprint created during the second conference will be widely disseminated during the 1st and 2nd quarter of 2001 and discussed during meetings of the CEUME Regional Advisory Councils and additional forums throughout the country. The Blueprint will guide these forums’ discussions and other actions.

The Councils have agreed to identify lead individuals who will assume responsibility for developing Action Plans that focus on the goal of enhancing management education system in their specific region and nationally, with a significant objective being the creation of national standards for business education. These Standards will identify a set of skills and knowledge that graduates of Ukrainian business schools should possess. The set of Standards is an essential tool for efforts focused on curriculum development. Area universities and business schools will also discuss self-assessment of their programs to evaluate how effective their programs’ faculty, curriculum and courses achieve the goal of satisfying these standards.

An additional objective of the regional discussions will be to address the establishment of new educational associations or other alternative forms of cooperation. CEUME is not itself planning to establish an association, rather it is providing information, guidance and encouragement to Ukrainian educational leaders to undertake this challenge. CEUME’s roundtables, conferences and other events provide forums for discussions and planning.

The 3rd National Conference will be organized in similar participatory methods as the previous two, building on the findings and conclusions of the series of these forums taking place throughout Ukraine during the year. A primary goal will be to explore methods of future collaboration and determine the most appropriate direction of actions. Potential objectives include:

- Review recent achievements and identify current challenges in Ukrainian business and management education
- Examine progress towards creation of national standards
- Discuss effective ways of establishing national standards and adapting curriculums and course content to satisfy the international market
- Identify and evaluate various accreditation processes and recommend for Ukraine
- Determine mission, program and organizational principles of a national association

Activity

Target Date

<u>Task 1: Establish program planning committee and forum strategy</u>	February 28
A program planning committee will be established in order to clarify goals and objectives of the conference and develop a working strategy and agenda that will best facilitate	

achievement of those goals. Of particular interest is to determine the desired level of involvement of the Ministry of Education and design a strategy to facilitate their participation.

Task 2: Publish and distribute Blueprint

May 15

An executive summary will be added to the completed blueprint. The published document will be distributed to the education community, relevant ministries and interested business and international organizations. Additionally, the document will be made available through the CEUME website.

Task 3: Conduct forums and roundtables discussions

May 15 and cont.

A primary mechanism to motivate actions will be through the CEUME Regional Advisory Councils. Typically comprised of key leaders from education, business and local government, the Councils can host forums that promote suggested activities and develop cooperation between individuals. Each Council will be asked to design a strategy of implementation and follow-up while addressing issues such as standards, associations, and raising an awareness and understanding of management education. Various accreditation mechanisms and methods use in other countries will be discussed in regards to their adaptability to Ukraine. An effort will be made to schedule some meetings to coincide with other activities such as CEUME weekend workshops. This will facilitate contributions from Ukrainian educators from other regions as well as visiting American and Polish educators. It is envisaged that at least 2 meetings will be conducted in each region and host approximately 20 representatives of education, business and government. A minimum of 2 inter-regional meetings will be conducted, bringing together leadership from different areas to discuss similarities and differences in their efforts. Gender awareness will be a consideration during the organization of the events.

Leaders of these meetings being conducted throughout Ukraine will be invited together to share impressions, ideas, review activities and discuss plans for future actions. A system of coordination must be developed to facilitate the creation of suggestions for National Standards and create frameworks for inter-regional cooperation.

Task 4: Issue Call for Papers

May 15

Papers addressing the development of business and management education in transition economies will be requested. It will be suggested that papers address the specific topic areas of national standards, educational associations, and the international aspects of education competition.

Task 5: Design effective program, promotion and presentation strategy

September 1

The schedule and duration of the 2nd National Conference was well received. The three-day format (½ day, 1 day, ½ day) will presumably be followed, with a majority of time

being devoted to breakout sessions and small group discussions. A process will be followed to identify candidate speakers, receive commitments, and assist in presentation preparation.

Task 6: Select appropriate dates and venue September 1

During the staff retreat conducted in December, it was suggested that the conference should be conducted in Kyiv during the first half of November, potentially November 15, 16 and 17. The planning committee will discuss this recommendation.

Task 7: Receive and review drafts of suggested National Standards September 15

Drafts will be submitted prior to the conference to allow editing, publication, and distribution of the materials to potential speakers and participants.

Task 8: Deadline for Submission of Papers September 15

Submitted papers responding to the Call for Papers will be reviewed and published for distribution during the conference.

Task 9: Select site and make preliminary logistical arrangements September 15

Identify appropriate facilities that will accommodate the designed agenda and approximately 200 participants. Contract and begin making required arrangements.

Task 10: Initiate national promotion September 30

After the preliminary agenda is completed and venue contracted, key leaders of education, business, government and international organizations will be invited to attend. Press releases and regional promotion activities will be coordinated through USAID and disseminated to ensure that interested parties are aware of the planned activity.

Task 11: Confirm presenters, speakers, and workshop facilitators September

Speakers and presenters will be asked to submit CVs and summaries of their designed presentations. Gender balance will be considered when assigning tasks and creating the agenda.

Task 12: Conduct pre-conference organization meeting with speakers and facilitators October

Key leaders of conference activities will meet to discuss conference activities, schedules, expectations, and desired outcomes

Task 13: Close pre-registration October

Of the 200 expected participants, it is hoped that at least 50 business representatives will attend. It is hoped that the group is equally represented by men and women sharing goals related to the enhancing of management education in Ukraine.

Task 14: Distribute draft documents and conference outline October

Conference speakers and participants will be informed about preliminary findings of the working groups and overall agenda.

Task 15: Implement Conference November

Task 16: Conduct post-conference evaluation November

Task 17: Distribute Conference documents and recommendations December

A summary of the conference proceedings and documents will be distributed with the recommendations for National Standards for Business and Management Education.

d. Internships and Fellowships for Administrators and Faculty

The internships and fellowships will enhance the development of Ukrainian educational leaders and assist them in supporting the progress within their individual institutions. These leading administrators and professors will share their findings and achievements through publications, conferences and meetings and will assist achievement of the broad goal of developing the system of management education in Ukraine. Partnerships established between leading Ukrainian professors and administrators with their Polish counterparts will lead to long lasting relationships that bring benefits to both Ukraine and Poland.

These two to eight week intensive study and research internships will concentrate on such areas as course and curriculum development; administration and financing of institutions; establish and operating business centers; development and delivery of post diploma study programs; material and text development; and methods to promote gender awareness, business ethics and civic responsibility.

A key component of the screening is the evaluation of a learning plan submitted by each candidate that includes goals and objectives, suggested methodology, and anticipated outcomes. A cost/benefit analysis is used in comparing the expenses of the proposed internship and the value of benefits gained by the participant and their institute and how these skills will be leveraged to the benefit of a region/national group. Preference is given to individuals representing CEUME partner institutions, alumni of CEUME training events, and who have Polish or English language skills. The ideal candidates have established contacts with Polish universities interested and willing to host the

internship. A demonstrated awareness and understanding of gender equality is a strong consideration in selecting participants.

The program was announced last year with a description of the proposal application and selection process described. Although delays in guaranteed co-funding from the Polish Know-How Foundation prevented fielding of internships during last year, the process in soliciting, screening and selecting proposals continued. Early this year, the Foundation notified CEUME that they would not be able to provide the promised funds. However, reallocation of CEUME funding and contributions from CEUME Polish partners will allow the internship program to move forward. Opportunities are being researched to cooperate with the Warsaw based Soros funded program entitled “East-East.” This program provides funding to Ukrainian leaders to visit their Polish counterparts.

Activity	Target Date
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<u>Task 1: Select First Internship/Fellowships</u>	January 20
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Ten applications have been selected for final review and possible funding. CEUME will evaluate the proposals, identify accepted internships, and agree on funding process. It is anticipated that approximately 25 to 30 internships will be implemented during the year. Regional diversification and gender balance will be among the selection criteria.

<u>Task 2: Announce Second Competition for Internship Proposals</u>	February 1
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Deadline for this submission will be May 1, with second round of the selection process being completed by the end of July. Internships will take place August through November.

<u>Task 3: Implement First Round of Internships</u>	March and Cont.
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Complimentary programs and other donor organizations will be researched and contacted in order to investigate and secure external financing of the internships. In addition, the opportunity to receive partial support from host institutions, Ukrainian institutions, and Polish programs will be continually researched. The internship funds will cover the recipients’ travel costs, provide a per diem for lodging, meals and incidentals, and provide a book allowance for participants.

<u>Task 4: Review second round of applications and make selection</u>	June 15
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<u>Task 5: Complete program logistical and hosting arrangements</u>	July 15
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<u>Task 6: Implement internships and fellowships</u>	Sept - November
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Participants will be obligated to submit an internship report and develop and implement new courses or other materials. Syllabi for the new undergraduate business or

management courses, relevant case studies, and institutional plans are examples of expected outputs.

Task 7: Internship Presentations

November

Host and participant in-put and evaluation will be used in the design of future programs. Additionally, successful participants may be added to the group of outstanding faculty being identified during the Summer Institutes and Weekend Workshops. These faculty members will be leading candidates to become CEUME trainers in the effort to expand our pool of talented and respected Ukrainian experts. Special weekend workshops and trainings will be designed to focus on this group during Year 3.

Task 8: Conduct impact assessment

June 2002*

The participant will be obliged to become a trainer to multiply the experience, sharing the learning experience with colleagues and other institutions. Tangible results such as the design and delivery of new courses will be expected. Participants' activities and impact will be reviewed six months after their return. Information should provide insights into how program design and participant selection processes can be improved.

*pending project continuation beyond current cooperative agreement

e. Short-Term Training and Consultations for Administrators

The objective of the short-term trainings and consultations is to assist leading administrators in their efforts to evaluate their institution and implement plans to achieve improvement goals and objectives. Additional information and introduction of new methods of analysis will compliment evaluation tools introduced during previous CEUME activities. During this 3rd year, CEUME will be introducing weekend workshops for administrators through the MEPP program. The administrators will examine the effectiveness of their institution's organization and governance in achieving the school's mission and educational objectives. The faculty's composition and qualifications essential to creating and delivering high quality degree and non-degree programs will be evaluated. Types of activities and opportunities provided to faculty for professional development will be addressed. Accompanying discussions on establishing program standards will be assessment of curriculum, course content and delivery methodology. Resources, student services, student recruitment, research, and business and international relations will all be additional factors considered. The in-depth analysis and evaluation will serve as a basis to improve the institution's strategic development plan and formulate a practical plan for its implementation.

CEUME will initiate discussions with Winrock International and the NIS-US Women's Consortium to evaluate the possibility of conducting trainings addressing such issues as gender awareness during administration processes, gender considerations in promotion and assignments, and the special challenges of women faculty to become consultants and entrepreneurs.

Activity	Target Date
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<u>Task 1: Select appropriate dates and strategy</u>	March 30
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CEUME MEPP coordinator will work with Regional Representatives in designing a series of trainings that respond to stated interests and needs of administrators seeking to improve their programs. CEUME implementing partners in the USA and Poland will provide advice and direction in creating a comprehensive series of appropriate workshops.

<u>Task 2: Identify US, Polish, Ukrainian Administrative “Instructors”</u>	Continual
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American and Polish CEUME members will propose instructors and topics by end of the first quarter. Professional qualifications, relevant experience and gender balance will be among the selection criteria.

<u>Task 3: Design course presentations</u>	14 days prior to training delivery
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Previous efforts of CEUME and programs in other regions will be adapted and improved upon. It is anticipated that a total of 6 workshops will be delivered during the last 3 quarters of the year. Opportunities to utilize new technologies and distance learning will be investigated. An example is the recently established video- conferencing facility at the Academy of Public Administration located in Kyiv. Made possible through a grant from the World Bank, this technology may provide the capacity to supplement trainings with leading administrators from the USA, Europe and other regions throughout the world.

<u>Task 4: Notify desired participant audience and promote workshops</u>	Continual
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As does gender balance, building a “critical mass” among partner institutions influences participant selection.

<u>Task 5: Convene Weekend Workshops</u>	Continual
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If appropriate and feasible, follow-up consultations will be implemented through collaboration with Alliance or other assistance programs.

<u>Task 6: Conduct post workshop evaluations</u>	Continual
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IV. Management Education and Training Programs (METP)

The objectives of the Management Education Training Program (METP) are to enhance faculty skills in designing and delivering undergraduate programs, assist leading educators in their efforts to advance curriculum development, and to increase significantly the ability of Ukrainian education programs to satisfy the needs of working professionals. The METP is assisting professors to develop courses and curricula that

emphasize conceptual reasoning, enhance leadership and analytical skills, and prepare students for life-long learning.

Course content and teaching methodologies is the focus of Weekend Workshops conducted throughout the regions. When developing instructor-based instruction, the development of plans and materials is critical – but without appropriate training in teaching methodology, poor results will be realized. The METP will continue to develop teaching skills related to case study, facilitating discussions, role plays, effective mini-lectures, simulations, distance learning and the use of other modern technologies to enhance and supplement course delivery. Teaching teams are composed of Ukrainian, Polish and American experts. The core group of Ukrainian experts working with visiting Polish and American professors is growing in number and depth of expertise, continuing CEUME’s strategy to increasingly rely on local professors. Additional materials will continue to be created or purchased that support these training efforts.

This year, CEUME will continue to provide ongoing retraining of Ukrainian faculty in the design and delivery of undergraduate business and management courses introducing at least 5 new topics during the year – tentatively Corporate Governance, Leadership, Business Communications, Introduction to Total Quality Management: Decision Analysis, and Business Ethics. Each of the workshops and trainings will contain a component that addresses the development of an effective overall curriculum, ensuring that graduates have the broad set of knowledges and skills necessary to be successful in business. Many workshops will continue to focus on leading professors of CEUME partner institutions, building a “critical mass” of well trained and progressive thinking instructors. Past participants will be provided opportunities to continue to enhance their knowledge and improve their skills and new participants will increase the number of trained professors at partner institutions. Two one-week Summer Institutes are planned that will introduce five new topics to Ukrainian faculty and provide experience in training working professionals.

Efforts focusing on preparing professors to better address the needs of the business community and working professionals will be significantly increased. Approximately 50 percent of training activity will be devoted to assisting the effectiveness and financial sustainability of programs targeting non-traditional students and working professionals. Partner institutions will receive a variety of types of assistance and support in designing and delivering trainings to the demanding business audience.

Some weekend workshops will be comprised primarily of working professionals, with selected Ukrainian professors being invited to observe and receive follow-up training that highlights the differences between business people and undergraduate students in terms of needs, expectations, and learning styles. During this past year, CEUME delivered several workshops to business people and created effective training strategies to satisfy their specific needs. Then “pilot” workshops were conducted that applied the methodology to audiences of business people and several professors of partner institutions. These type of trainings, as well as the conferences and roundtables being conducted under the MEPP, also provide opportunities for the critical communication and

trust that must increase between the education and business communities. Education must better understand the needs of business – and business must become more aware of the benefits and value business education and management training can bring in terms of effectiveness and profits.

Through the new activity entitled CEUME Business Outreach, partner institutions will receive technical assistance, marketing guidance, materials and logistical support needed for effective business trainings delivered by their faculty members. These trainings will be designed and marketed by Ukrainian partner institutions. Participants will be business people commissioning special trainings and others paying fees for general offerings designed by CEUME partner institutions. The Program will potentially provide funding necessary to host a guest lecturer (typically a CEUME instructor) to enhance the training and provide mentoring to the partner institution's trainers. Through CEUME Business Outreach, trainings offered by partner institutions are expected to impact 4000 business representatives during this third year.

Another program being introduced this year is the CEUME Business Leveraging Program. Professors from partner institutions can apply to CEUME to cover expenses required to attend a business training – A business training being sponsored and conducted by a specific business center, education institution, business or association. The professors can leverage the training and information back into their courses, institutions, and business training. It will also enhance professors' abilities to provide consulting and do current research.

CEUME has also been successful in the past in leveraging other projects' trainings and materials into the educational system. Many international projects provide technical assistance in the form of expert consulting, materials and trainings focused on industry, small and medium enterprises, banking, accounting, legal foundations and corporate governance. Through the network of CEUME partner institutions, these valuable skills and information are being injected into the classrooms of business education programs. Simply by creating opportunities for professors to attend sessions or sharing the created materials distributed, or a combination of both, the impact of the technical assistance is broadened and the sharing of information sustained. CEUME will continue this type of successful cooperation with USAID funded organization such as IBTCI, ACIDI/VOCA, BIZPRO and European supported activities of TACIS and the European Training Foundation.

a. 3-Day Weekend Workshops for Faculty and Trainers

Weekend mini-courses for university and business school faculty and trainers will continue to be offered on a variety of topics. These types of courses enhancing abilities to design and deliver undergraduate management education were successfully implemented during the project's first two years and will continue to be offered cyclically through our regional offices. A minimum of 50 weekend workshops will be delivered to at least 750 professors and trainers. Participant applications from professors from CEUME partner institutions will receive preference with gender balance being considered.

In addition, trainers from the network of NGOs comprising the NIS Women's Consortium, educational NGOs and other development projects will be eligible for participation on a "space available" basis. CEUME will assess the possibility of utilizing these organizations' trainers to deliver CEUME trainings or making guest presentations during the workshops. Many education administrators and representatives of NGOs offering business training attend CEUME workshops to learn training methods needed for delivering effective entrepreneurial training and business services. A number of business support and entrepreneurial development efforts are also registered as Ukrainian NGOs. Although CEUME does not provide direct support or consulting to these NGOs, information and skills learned during the CEUME workshops contribute to the effective operation of these NGOs

The mini-courses will continue to repeat the previously developed weekend workshops developed from the Summer Institutes. Many of the workshops will be adjusted to provide additional information and expose participants to advanced materials and methodology. In this way, participating professors will be able to continually add to their skills and expertise. CEUME will rely heavily upon Ukrainian professors for training delivery of:

- Marketing
- Finance
- Operations Management
- Logistics
- Strategic Management
- General Management
- Management Information Systems
- Case Writing
- Case Teaching
- Organization Development and Change
- International Business
- Human Resource Management
- Starting and Developing a Small Business (Entrepreneurship)
- Project Appraisal and Investment Management
- International Accounting Standards
- International Finance

During the second half of this year, new topics introduced during the 2001 Summer Institute will be added:

- Corporate Governance
- Leadership
- Business Communications
- Introduction to Total Quality Management: Problem Solving
- Business Ethics

Based upon requests received, CEUME will potentially develop and deliver the following new weekend workshops:

- Public Relations
- Advertising
- Managerial Accounting
- Managerial Economics
- Total Quality Management
- Market Analysis and Price Forecasting
- Quantitative Analysis
- Technology and Distance Learning.

Another new offering under consideration is sequential workshops that will provide training and consulting to leading professors in the area of writing or adapting business textbooks. Educators will have the opportunity to learn about the Western approach, processes and concepts of authoring, creating instructor manuals and study guides, and publishing. They will be designed to allow consulting on “on-going” writing efforts of the participants

Activity

Target Date

Task 1: Select most appropriate dates and secure sites

January

CEUME Regional Representatives seek to respond to and accommodate specific requests from partner institutions and other USAID funded projects. However, the basic menu and schedule has been completed and will be the primary guide for the weekend workshop activity. The scheduling will maximize the opportunities to leverage visiting professors contributions into the various types of planned trainings: weekend workshops for professors; business short courses; and post-degree study programs.

Task 2: Contract US, Polish, Ukrainian Instructors

Continual

An Instructor Guide facilitates the cooperative efforts of the Ukrainian, Polish, and American “team” instructors in the creation of materials and training plan. An effort will be made to cooperate and collaborate with other training projects such as Alliance, Junior Achievement, BIZPRO, and IBTCI in leveraging individual instructors, materials, and other available resources. American and Polish CEUME members will propose instructors and topics by end of the first quarter. Experience, teaching methods, and gender balance will be among the selection criteria.

Task 3: Design course presentations

14 days prior to training delivery

Previously prepared materials will be adapted and improved upon. Materials developed and gathered are made available through the libraries of host institutions and CEUME Regional Offices so that professors in the preparation and delivery of their courses and trainings can use them.

Task 4: Identify desired participant audience and promote workshops

Continual

As does gender balance, building a “critical mass” among partner institutions influences participant selection. Faculty members of partner institutions who have not attended past workshops or other CEUME trainings will be given preference during selection process.

Task 5: Notify selected participants

Cont.

Task 6: Convene Weekend Workshops

Cont.

An initial schedule for the year is included as Appendix 3.

Task 7: Conduct post workshop evaluations

Cont.

Evaluations will be summarized and shared with implementing instructors to ensure continual effectiveness and improvement of course delivery.

3-day Short Courses for Business Faculty and Business People

Efforts focusing on preparing professors to better address the needs of the business community and working professionals are being significantly increased this year. The METC is working through the Regional Representatives in assisting educational institutions to develop closer relations with business support centers, business associations, and individual businesses. When CEUME partner institutions identify regional needs, or those of a specific business, they can apply to CEUME for technical assistance and support in delivering trainings that effectively respond to these needs.

CEUME will design and deliver a limited number of courses to business audiences. These practical trainings will provide knowledge and tools that business leaders can apply during the daily operation of their business. Typical audiences are to be comprised of 25 business professionals and 5 or 6 key professors and trainers from CEUME partner institutions. The professors will attend these sessions to observe the trainings and, potentially, contribute to the teaching. Follow-up sessions with these professors will highlight the differences between the techniques used in this type of training and those focused on traditional students. Pilot workshops delivered this year through cooperation with the Ukrainian Center for Post-Privatization Support demonstrated that this strategy is effective. The CEUME Business Leveraging Program is also available to professors

from partner institutions interested in attending specific business trainings sponsored and conducted by specific consultants, businesses or associations.

Partner institutions can utilize these new skills and information in creating programs for area businesses that with they are developing relationships. They can also apply to CEUME Business Outreach for technical assistance in the delivery of these programs. CEUME will potentially provide guest speakers and technical assistance such as materials, case studies, and follow up consulting to the institution's professors delivering the training.

CEUME will explore continuing its cooperation with various organizations such as the Counterpart META Center in Lviv, the Business Support Center established by Canada in Ivano Frankivsk, agribusiness workshops of ACDI/VOCA and networks established by Newbiznet, IFC, Winrock and Tacis. CEUME will investigate cooperation opportunities with the recently established BIZPRO project and the developing pilot program of the European Training Foundation (ETF) entitled the "Strengthening of Partnership between Training Institutions and Companies."

Activity	Target Date
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<u>Task 1: Identify appropriate course menu</u>	February 15
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Work with CEUME Partner Institutions and business, associations, business support centers and other projects in identifying appropriate courses or short programs. Courses selected will be adapted from previous offerings or introduce new supplementary trainings. Examples include developing a marketing plan, financial management and control, international accounting, human resource management, accounting for non-profits, agricultural marketing and business communications. An effort will be made to respond to the unique needs of specific regions and individual businesses.

<u>Task 2: Recruit appropriate Ukrainian, Polish and American professors</u>	February
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A key task will be to identify key Ukrainian professors to lead the development of business trainings. Appropriate Polish and American professors will be recruited to develop a team to design courses and deliver presentations. Professionalism, teaching style, and a representative balance in gender will be included in the selection criteria. The METP coordinator will create a schedule that maximizes the utilization of visiting professors in all training areas.

<u>Task 3: Create overall schedule</u>	Quarterly
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The schedule must provide a variety of trainings for each region while responding to specific requests for assistance. CEUME Regional Representatives will identify partner institutions ready to deliver programs to the business community. The Representatives will work with the METP Coordinator to ensure that appropriate assistance and technical

support is provided through the CEUME Business Outreach activity and the CEUME Leverage programs.

Task 4: Design short courses for business audiences

Continual

Instructor teams will build on past materials and introduce new practical tools appropriate for the business audience. Previous materials and tools created by CEUME and international SME development programs will be utilized. One objective of the ETF program mentioned above is the development of a “Management Tool Kit.” This information will be used when available.

Task 5: Deliver programs throughout the regions

Continual

Presentations will be evaluated and adjusted accordingly. Many of the tools, materials and courses created will be replicated within the post-diploma study programs and executive course series.

b. Post-diploma Study Programs for Business and Industry

The main goal of Post-diploma Study Programs (PDS) is to upgrade technical education of current top and mid-level managers of Ukrainian firms. Concurrently, CEUME is helping Ukrainian educational institutions to build their own capacities to offer executive revenue-generation training programs, both short-term courses and curriculums leading to PDS certificates.

Information sessions for potential academic organizers were presented in 2000 during the two CEUME Summer Institutes and the conference entitled “Developing Business Educational Markets in Old Industrial Regions in Poland and Ukraine,” which was conducted in Donetsk. The sessions focused on the goals and objectives of PDS, the targeted audience and curriculum, recruitment procedures, and quality control of the education process. Materials and information highlighted models successfully being used in Poland to satisfy the needs of business while generating critical revenues for the educational institutions.

During the second year, discussions, visits and evaluations of existing programs determined that most educational institutions are a great distance from having the capacity to design and deliver effective and financially sustainable post-diploma study programs. More time than previously hypothesized is required for CEUME to properly assist the launching of enhanced programs. Twelve CEUME partner institutions offering or developing PDS type of courses were identified as having the resources and interest necessary to create sustainable programs. A CEUME study tour to Poland afforded the opportunity for key representatives of these “high potential” institutions to learn from the Polish experience and explore the possibility of establishing cooperative efforts. During the study tour conducted during December, these leaders created action plans for enhancing the effectiveness and financial viability of PDS programs within their institutions.

During this third year of activity, these CEUME partner institutions will receive assistance in implementing their action plans and improving the design and content of short-course offerings and PDS. Ten faculty members of each institution will receive specialized trainings focused on enhancing skills vital to successfully working with business professionals and administrators will learn strategies in achieving sustainability. Additionally, these six PDS programs will each host a minimum of two visiting Polish and American professors for guest-lectures in the delivery of courses.

Activity **Target Date**

Task 1. Conduct training and consultations for PDS administrators April

CEUME contributions to the implementation of the individual PDS programs primarily focus on curriculum information, training in the management of the program, assisting in identifying foreign partners, and developing skills of professors. CEUME also offers relevant publications to teaching staff and learning tools for distribution to participants. Consultations and thorough review of action plans previously prepared during the PDS study tour will help determine the most needed types of trainings.

Task 2. Assist CEUME partner institutions in marketing PDS Programs April

A key factor ensuring success of PDS programs is effective communication with business. CEUME will provide training, guidance and assistance in determining the specific needs of the market area ensuring that the designed program answers those needs. Information on promotion and client relations will assist the development of the program’s reputation among business. Planned cooperation with Alliance will field a volunteer capable of providing guidance, suggestions and recommendations to programs throughout Ukraine.

Task 3. Conduct Faculty Workshops Continual

Through the METP, weekend workshops will be delivered that focus on designing and delivering courses that satisfy the needs of business people and working professionals.

Task 4. Provide assistance in delivering programs Continual

Some visiting Polish and American professors will supplement offerings being provided by partner universities. An effort will be made during scheduling of CEUME weekend workshops to leverage visiting US and Polish faculty members to deliver lectures or facilitate discussions for business audiences.

Task 5. Assist PDS programs in developing sustainability plans Continual

An important component of developing effective PDS programs is sustainability. Experience gained in Poland and other nations in transition will be used while assisting

the institutions to create effective programs that ensure continuity. Programs will be evaluated and assessed for effectiveness. An effort will be made to leverage trainings and trainers from other donor-supported programs into the PDS trainings, enhancing the PDS programs and broadening their impact. Examples include the accounting trainings of IBTCL, legal programs offered by the Commercial Law Center Project being implemented by Deloitte Touche Tohmatsu, and future business trainings of BIZPRO.

c. Winter Institute

A “Winter Institute” for managers and other business professionals will be organized in cooperation with the Kyiv Mohyla Business School, the Center for Management Development, and Kyiv Business School and the Ukrainian Center for Post-Privatization Support. The program will be marketed and business professionals willing to pay the fees will be the primary audience. CEUME will subsidize the fee for approximately five professors from CEUME partner institutions who will observe the teaching methodology and learn how core business topics are interrelated. This will assist both in the development of future business trainings and curriculum development.

The main emphasis of this training entitled “Managing in the Age of Turbulence” will be on developing skills necessary to effectively manage an organization in Ukraine and the dynamic environment of the world economy. The 25 participants will learn and share opinions with visiting speakers from businesses, consulting firms and educational institutions. This program will utilize many interactive learning techniques, such as case studies, small group and panel discussions.

CEUME management will benefit from the Winter Institute and learn information that should prove valuable in the design and delivery of the Summer Institutes.

Activity	Target Date
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<u>Task 1. Select most appropriate dates and venue</u>	January 1
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Initial contacts have been made to secure a site in the center of Kyiv and deliver the program during February 19-23, 2001.

<u>Task 2. Select faculty and design program</u>	January 15
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Previous discussions indicate that the five-day, intensive program will focus on developing general management skills, including cross-functional integration, managerial processes and building commitment. Materials and managerial tools will be created and distributed during the program.

Task 3. Promote program and identify participants

January 15

A target audience of 25 will be comprised of a broad spectrum of business leaders and managers. Approximately six leading Ukrainian professors will be invited to participate to learn methods in training working professionals. They will be asked to share the new information with their colleagues during the design and implementation of PDS programs and executive trainings being offered by their institutions.

Task 4. Deliver the program

February

Evaluations and lessons learned will contribute to the future design of effective workshops targeting business leaders. Additionally, insights will be gained in how to structure trainings for faculty. It is hoped that the knowledge will contribute to the design of the Summer Institutes.

d. Spring Institute

CEUME will conduct training in the spring for a small group of management and business professors. The goal of this activity will be to strengthen instructors' interactive teaching skills. Each participant will gain practical experience in teaching a short case study. Their performance will be video recorded and then analyzed by their colleagues and by experts in individualized sessions. The participants will have a chance to talk to experienced instructors who have been writing and using case studies in Ukrainian business schools for several years. Additionally, different approaches and techniques to facilitate meetings, discussions, and the classroom will be taught. Participants will learn how to stimulate students' creativity and strengthen their communication and analytical skills.

Activity

Target Date

Task 1. Select most appropriate dates and venue

January 1

Potential period of the program delivery is March 15-18 and it will be conducted in Kyiv.

Task 2. Select faculty and design program

January 15

CEUME will work closely with its informal NGO partner IDC and the Kyiv Mohyla Business School in the design and delivery of the activity. Previous discussions indicate that the four-day, intensive program will focus on providing practical application of facilitation and motivation skills that educators and trainers can apply in their classrooms. Special materials will be created and distributed during the program.

Task 3. Promote program and identify participants

February 15

A target audience of 25 will be comprised of promising educators and trainers. On a space available basis, staff of NGOs offering business trainings may be invited to participate and learn the special skills.

Task 4. Deliver the program

March

Evaluations and lessons learned will be viewed as potential innovations to be introduced to weekend workshops and this year's Summer Institute. As in all CEUME programs, an effort is made to improve materials and utilize different delivery methods to demonstrate the broad spectrum of interactive training techniques.

f. Summer Institute

The Summer Institutes during the first two years of the CEUME project proved to be extremely successful and popular. Although not contained in the original proposal, a third Summer Institute is planned. The trainings will provide the opportunity to introduce at least five new topic areas important to undergraduate business management curriculums. Additionally, a new concept of offering parallel sessions training professors and business professionals will be tested. This will afford the opportunity to facilitate greater communication between education and business, provide opportunities to receive practical training in delivering executive courses, and maximize the use of visiting professors and gathered Ukrainian experts. It will also be an excellent opportunity to build trust and communication between members of education and business.

Activity

Target Date

Task 1: Select most appropriate dates and investigate sites

February

Based upon feedback from past participants, Regional Representatives, and Ukrainian trainers, it was agreed during the CEUME staff retreat that Crimea or Lviv would be excellent host. It appears that the time frame of July 7-14 and 15-22 will be optimal for implementation of the two one-week long programs.

Task 2. Identify appropriate functional area topics to present

March 1

Participants of CEUME events, requests submitted to Regional Representatives, input from the CEUME Advisory Council and discussions during the CEUME staff retreat helped to identify a preliminary list of topics on which the Summer Institute will be based. Pedagogy issues will be covered during the evening sessions. An optional course focusing on the use of distance learning and technology is being considered, as are the methods of integrating technology into the design and delivery of management education. Planned Courses include:

- Corporate Governance
- Leadership
- Business Communication
- Total Quality Management: Decision Analysis
- Business Ethics

The Business Ethics course will provide materials and methodologies necessary for designing a course on the topic and introduce strategies on how to include this important concept in other course offerings. Leading Ukrainian experts knowledgeable in local policies, regulations, taxation and licensing of business will lead supplemental sessions. A representative of the State Committee of Ukraine for Business Development may be invited to make a brief presentation of their activities.

Evening sessions addressing many topics will also be provided. Potential topics range from “how to utilize new technologies” to “including gender awareness in course content.”

Task 3: Contract American, Polish, Ukrainian Instructors

April 1

The appropriate instructors for CEUME universities in Poland and the US will be the primary resource for international instructors. Education, experience, teaching style and gender balance will be among the selection criteria. Research and identification of Ukrainian candidates has already begun. A “CEUME Instructor Guide” will be distributed prior to contracting. It explains expectations and contracting, outline processes, elaborates on training method and approach, and identify deadlines. American and Polish instructors should have joint-teaching experience. Contract negotiation will address teaching hours/days, preparation time, teaching materials, deadlines, and coordination procedures.

Task 4: Establish CEUME expectations of participants and distribute

April

Details about the training agenda and expectations of the participants during and after the Summer Institute will be disseminated to CEUME partner institutions. The professors must show intent and capacity to use the information and methodology learned in the classroom.

Task 5: Initiate participant recruitment and selection

April

Promotion of the program throughout the educational community will begin in April. Professors working with CEUME partner institutions will receive preference, but they must meet the broad set of criteria that will reflect the applicants’ level of training and demonstrated professionalism. Each Summer Institute will host approximately 100 professors. Regional representation, demonstrated commitment to change, professional qualifications, and gender issues will be among the selection criteria. A process will be created to recruit and select 20 business leaders to participate in the parallel training track.

Task 6: Design course presentations

April

The CEUME Instructor Guides outline the preferred format, length, and important due dates. This will be adjusted to reflect the new strategy of conducting a parallel track for business leaders. It will outline suggested techniques for the multi-national “teams” to

work together in the design and delivery of the course. It will be noted that once the material is submitted for translation, the CEUME in-country staff will accept no future changes. Instructors will also be asked to select and facilitate the acquisition and shipping of supplemental materials and texts.

Task 7: Notify selected participants

June

Each institute will host approximately 120 participants comprised of approximately 100 professors and 20 business representatives. In addition to general criteria, selection of the instructors will reflect the desire to continue the development of a “critical mass” of professors within CEUME partner institutions. Regional representation and issues of gender will also be considered to ensure the optimum level of impact can be achieved throughout Ukraine’s educational system.

Task 8: Convene Summer Institutes

July

The basic strategy used will incorporate many of the methods used during the successful implementation of the previous Summer Institutes. Participants will be provided more opportunity to practice their skills during the training and interact with business leaders. Participating professors will not only receive training in interactive teaching methods, but also will observe the different techniques used to satisfy expectations of business. Business participants will learn new skills, but also be asked to share views and make presentations to professors in the other track. Participating professors will be expected to demonstrate new methodologies by conducting mini-sessions, leading discussions, presenting case studies and facilitating other activities.

Task 9: Conduct post evaluations

July

Information gathered during post conference evaluations and general education surveys will be used in design and implementation of future CEUME activities. Instructors will be surveyed to identify outstanding participants that possess the greatest potential. These key individuals’ development will be the focus of future weekend workshops, internships, and other future CEUME activities.

Task10: Perform Impact Surveys over next 9 months

April 2002

*April 2001

Surveys will measure the practical application of new skills and information by examining:

- Introduction or development of western-style curricula
- Development of new case studies
- Use of case studies in classroom
- Application of computer simulation games
- Interactive lecturing techniques observed
- Short exercises and group work
- Practical assignments

- Application of modern technology during presentations
- Western textbooks and other publications incorporating new information
- Publishing of articles
- Consulting and business training activity

*The impact of the Summer Institutes 2000 will be evaluated during April of 2001. Information will be used to improve future Summer Institute and Weekend Workshop activities.

V. Publications and Book Distribution Program (PBDP)

The Publications and Book Distribution Program (PBDP) continues to focus on maximizing the impact of training programs through providing information on course content and teaching methodologies. The focus of the PBDP program is to provide information, support materials and textbooks that enhance the classroom instructors' capacity to design and deliver effective courses and professional presentations. Additionally, the PBDP is successfully responding to the growing demand for ancillary materials such as case studies, instructor manuals, pedagogy tools, simulations, videos, CD-ROM, sample course syllabi and curricula.

PBDP is utilizing different strategies in increasing individual professors' access to these needed resources. CEUME creates, acquires and distributes information directly into the hands of professors participating in trainings and workshops. These course materials, supporting textbooks, related instruction materials, research information and periodicals are also available through CEUME Regional Libraries and resource centers of partner institutions. The CEUME website: <http://www.ceume.kiev.ua> also provides professors' on-line access to many of the project's teaching materials, researches, and other teaching tools. Where appropriate, selected partner institutions receive guidance and assistance in acquiring textbooks for students' use in the classroom.

Objectives:

- Supply to faculty members of Ukrainian Partner Institutions core instruction materials and textbooks for the development of management and business courses;
- Enhance instructors and institutions access to additional research, pedagogy, and support materials that allows the target audience to expand and improve their skills and customize their teaching materials;
- Increase the number of classrooms utilizing cases, supplemental readings, Internet resources, texts and other teaching tools in the classroom;

As noted previously, some aspects of the Publications and Book Distribution Program structure differ from the plan contained in the project proposal. The current strategy of the PBDP continues to be based upon analysis of information gathered through surveys, interviews during the Summer Institutes and Workshops, expert advice, and requests and

guidance received from Ukrainian educational leaders. The potential impact of a mass distribution of English and other language textbooks is minimal at this time. Less than 13 percent of surveyed educational institutions currently use any English language textbooks in the classroom and only half of professors indicate that any books would be used even if they were made available for free. Additionally, a distribution program concentrating on the few institutions offering programs in English risks alienation of the broad spectrum of CEUME member institutions. Accordingly, “volume” distribution of English textbooks has been limited. Rather CEUME has responded to specific requests by assisting institutions in identifying other resources and accessing opportunities for textbook acquisition. It should be mentioned that recent information and surveys indicate that the stated desire for English textbooks is growing, but the current percentage of professors and students with English reading abilities continues to be low. CEUME will continue monitoring this topic while keeping in mind the differences between desire and need.

The successes of the first two years will be continued. Examples of how the PBDP supports the efforts of Ukrainian professors include: adapted and created materials designed specifically for professors use during the design and delivery of their courses; selected textbooks made available for reference and research; adaptation and translation of selected Polish textbooks and cases; and the case study competitions and case study distribution programs.

CEUME will continue to publish the professional journal *Synergy* for business instructors and management students. It raises awareness and encourages the use of advanced interactive learning methods and provides an opportunity for creating and sharing management knowledge. The CEUME seasonal newsletter *Our News* is used not to highlight CEUME events, but also those of other projects’ whose important activities and resources are of great interest to educators. Its design attracts attention and helps raise the awareness of benefits of business education and prolongs the presence of the newsletter on educators’ desks.

During the third year, an increased focus will be placed on transferring skills that will sustain the creation and adaptation of materials, create relationships and mechanisms that support continued research, and sustain access to existing and new information. Use of new technologies and the Internet will grow and CEUME will continue to leverage resources of past and current development programs into the educational system.

CEUME has distributed over 50,000 various types of publications, case studies, research, textbooks, newsletters and journals. Libraries and new technology such as CD ROMs, videos, electronic courses, and the CEUME website continue to make materials and information accessible to professors and students throughout Ukraine. During this final year, CEUME’s expects to create and distribute another 40,000 various types of teaching tools such as textbooks, teaching and study guides, cases, and research materials.

a. Creation of Individual Course Teaching Materials, Case Studies and Textbooks

Activity **Target Date**

Task 1. Conduct seasonal Case Study competitions and publish and distribute winners and quality submissions March 1

The three case study competitions conducted by CEUME and IDC in 1999-2000 were extremely successful and will be continued. Winning cases and teaching notes will continue to be compiled and are distributed during events and through the Regional Offices. A CEUME “clearinghouse” of case studies and other teaching resources and related materials is being established to respond to instructor requests. Requests and usage are monitored. The previous process will be utilized in conducting a spring competition, which will focus on previous topics and an autumn competition, which will feature new topics to be introduced through the Summer Institute and weekend workshops. Workshops will be conducted to support professors’ efforts and help them to develop high quality cases.

Task 2: Develop multi-media educational materials Continual

Case study and training videos will be created and distributed. Tools that compliment and support the use of cases will enhance both the attractiveness and effectiveness of introducing new methods and technologies into the classroom. Summer institute course materials will be made available on CD and through the CEUME website.

Task 3: Publish and distribute Weekend Workshop and Short Course materials Continual

Teaching teams comprised of teachers from the US, Ukraine, and Poland create materials through a coordinated efforts. Course content provides new information and guidance, tools and examples of new methodologies on how to transfer the knowledge in the classroom.

Task 4: Publish and distribute Summer Institute materials July

Materials will be translated into Ukrainian and distributed to participating professors. Complete sets of all produced materials will be provided to each partner institution.

Task 5: Maintain library and distribute materials using variety of multi-media Continual

Copies will be kept as resources in the established Regional Libraries. Much of the information will be made available through the website: <http://www.ceume.kiev.ua> Included on the Website will be a business education information portal with various resources useful for business faculty.

Task 6: Assist Ukrainian textbook development

June

Training and guidance will be provided to interested faculty in developing textbooks and supplemental materials such as teaching guides, study guides and classroom support tools. Through weekend workshops and, potentially, internships, professors will receive training and assistance in developing resources based on Western standards.

Task 7. Facilitate joint American/Polish-Ukrainian textbook development and publications

Cont.

One of the major contributions to the sustainability of the academic partnership between US/Polish and Ukrainian faculty is joint publication of textbooks adapted to Ukrainian conditions. As the Polish experience indicated, this is also an important factor to create and sustain modern curricula in countries experiencing transitional economies. All CEUME partners will encourage such efforts during the 3rd year of activities.

Task 8. Assist in translating and adapting to Ukrainian conditions highly demanded US or Polish textbooks

Cont.

Based on encouraging experience, CEUME will continue translating and adapting the textbooks of high value needed for the success of the curricula reform

Task 9: Assist Ukrainian faculty in article development

June

Information will be distributed and trainings conducted that enhance the capacity of faculty to write articles appropriate for submission to international professional journals. Guidelines and processes will be learned and submissions assisted in order to promote Ukrainian educators expand knowledge of the Ukrainian business and business education environment, and increase the earning opportunity of Ukrainian academics.

Task 10. Encourage and facilitate joint research projects of Ukrainian faculty with their American and Polish partners resulting in joint publications abroad.

Cont.

CEUME Partners will support new initiatives born from joint teaching by Ukrainian faculty with their American and Polish partners. CEUME management and Consortium Partners will continue efforts to raise additional funds for joint publications and research projects.

Task 11: Assist other international education and training efforts as appropriate

Cont.

CEUME will leverage other projects' activities by using its network of Regional Offices and partner institutions to replicate trainings and distribute recently produced materials to professors. CEUME will be cooperating with the recently established BizPro Project, Junior Achievement, IBTCI, Alliance, IFC, Winrock International, the NIS/US Women's Consortium and other international programs offering business and management training.

b. Distribution of Existing Textbooks and Resource Materials

Activity	Target Date
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<u>Task 1: Select, acquire and ship western texts for Summer Institutes</u>	April 15
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US Professors will confer with Polish and Ukrainian professors in selecting the most appropriate accompanying text for the Summer Institute courses. The established CEUME Publications Review Board will approve the recommended texts. Various resources will be utilized in acquiring the texts and collecting them in Minnesota for shipping. Shipping will occur 90 days prior to the Summer Institutes.

<u>Task 2: Utilize and distribute texts during trainings</u>	July
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Texts will provided to each participant of the individual topic sessions. In addition, complete sets of materials will be given to partner institutions for use by the professors. The CEUME Regional Offices will also be provided copies for use in the libraries. CEUME participants continually stress the importance of having access to “state of the art texts.”

<u>Task 3: Select, access and distribute other appropriate texts and materials</u>	August
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Needs and desires of partner institutions will continue to be evaluated, appropriate materials identified and sources investigated. Ukrainian sources observing accepted copyright laws would be utilized whenever appropriate. International organizations, publishers, and education associations will be solicited for book contributions and used when appropriate. Materials will be shipped to the METC in Kiev for distribution to partner institutions through the Regional Offices.

<u>Task 4: Assist other international education and training efforts as appropriate</u>	Cont.
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CEUME will cooperate and collaborate with USAID and other donor supported projects in order to maximize the impact of materials previously published.

c. Maintaining of CEUME Regional Resource Centers

Activity	Target Date
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<u>Task 1: Assess needs of RRC users in new texts which could be ordered for usage</u>	March 1
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Information will continue to be gathered and analyzed regarding the interest and needs of Ukrainian education professionals. Usage and evaluation of acquired materials will help

determine the usefulness of various resources being utilized throughout the system and determine the types of additional texts and information most valued.

Task 2: Select, access and distribute materials available through local sources April 1

CEUME will contact local bookstores, markets, and other various donor organizations in order to acquire materials available in Ukraine. These will be distributed to the Regional Offices.

Task 3: Select, purchase and distribute materials available through international sources

June 1

Textbook recommendations and other requests from Ukrainian instructors will be provided to American and Polish instructors. Distributors, support organizations, and other resources will be contacted in order to acquire the materials. Shipment will be made to Kyiv and disbursed to the regions.

Task 4: Subscribe to appropriate periodicals and services

June 1

Regional representatives will contact various providers of recommended periodicals to inquire about availability, discounts, shipping and subscription processes. Electronic resources will be evaluated, selected and made available through the centers.

Task 5: Monitor usage and evaluate operations

Continual

Professors utilizing the resources of the regional libraries will be surveyed as to the value of provided materials. Their suggestions will be used in directing further acquisitions and structuring additional services. Usage is being monitored and lists created in order to create the “model” which will be used to replicate the libraries into the partner institutions.

Task 6: Expand libraries into selected partner institutions

June 30

CEUME will work with partner institutions in establishing accepted processes and requirements to ensure that provided materials and texts are easily accessed by professors and students.

d. Organization, Publication and Distribution of Other Information

Activity

Target Date

Task 1: Continue to update and improve CEUME Website

Continual

The CEUME website: <http://www.ceume.kiev.ua> continues to be updated and improved on a regular basis. Soon, Regional Offices web-pages will be added and CEUME success stories displayed. A new “Business Education Resources Portal” will be created to give CEUME partners and interested parties of educators community access to various on-line

resources and links on Management Education and Course Development. Guidance from USAID will be utilized in improving the process to distribute project information to a wide network of private and public educational institutions, business and business associations, government, and development organizations. Utilization of the site to display and distribute developed course materials will be increased and links with other development projects such as BIZPRO will be established.

Task 2: Facilitate networking and information exchange among CEUME activity participants March 1

CEUME will support the development an electronic-magazine entitled, "Management.com.ua." This website will provide visitors with definitions of management and business administration concepts and articles on such issues as corporate governance, strategic management, finance, marketing, operations management, human resource management, and leadership. Each of section will have its own facilitator (either a consultant or management instructor), and panel of independent evaluators Ukrainian Management Educators. CEUME is also developing a database that incorporates information about professors of business and management from various universities and business schools across Ukraine. A detailed profile of each of instructor will facilitate communications, sharing of resources, establishment of joint research, promotion of events, and proposals for cooperation. This information will be accessible by CEUME partner institutions and other selected parties.

Task 3. Publication professional magazine “Synergy” Quarterly

In cooperation with our partner Ukrainian non-governmental organization, the Innovation and Development Center (IDC), CEUME has began publishing a quarterly Ukrainian-language journal *Synergy* for business instructors and students. While providing an opportunity for professors from the USA, Poland and Ukraine to publish innovative ideas and concepts, the journal promotes advanced interactive learning methods and serves as a catalyst for generating management knowledge through an open exchange and discussion of ideas.

Task 4: Publish and Distribute Seasonal Newsletter Quarterly

Our News will continue to feature highlights of past and planned CEUME activities and highlight other events of interest to the business and education community. Development programs are asked to submit articles for publication. A regular feature identifies Internet and other resources that provide information and educational tools to Ukrainian educators.

Task 5: Regularly submit articles and information to other media Continual

Appropriate press releases promoting events and significant success stories will be distributed through the assistance of various press clubs.

Task 6: Participate in appropriate events and exhibitions

Continual

CEUME participates and sponsors educational events throughout the year. Although the program's activities are now well known, CEUME will support and participate in exhibitions and activities that promote management education and facilitate further cooperation of the education and business community.

Task 7: Monitor and review government and press feedback

Continual

The METC in Kiev and the Regional Offices will monitor local and national press covering CEUME events and related educational activities. Appropriate relationships with media leadership will continue to be developed.

Task 8: Develop and maintain database of produced and collected materials

Continual

Databases of materials are being developed that list resource available through the CEUME system of regional resource centers. This list will be circulated to partner institutions and other training programs to ensure the maximum usage of the various materials.

VI. Project Closure

All standard USAID and specific contract-reporting requirements outlined in the cooperative agreement, Award No. 121-A-00-99-00701-00 will be fulfilled. Activity updates and financial status reports will collectively be analyzed to monitor the progress of stated project goals and the availability of allocated funding. All final financial reports will be completed and submitted by the University of Minnesota in accordance with rules, guidelines and contractual obligations.

Contractual deliverables and a final report will be submitted to responsible parties within USAID Kyiv with copies forwarded the Washington, DC. The established Website of the project will be utilized to distribute important findings and conclusions to the educational community and other interested parties. An inventory listing and disposition plan will be submitted to the USAID Mission.

As previously addressed, the METC in Kyiv and the CEUME Regional Offices will comprise a network of NGOs with a goal to provide services to the management education community and businesses located throughout Ukraine. Staff members composing the critical human capital are being trained and developed, relationships between education and business established, and momentum realized that leads toward sustainability. In order to support this effort, all allowable equipment, furniture and library resources will be transferred to the established nonprofit organization.

Activity	Target Date
<p><u>Task 1. Review project performance and financial status</u></p> <p>If review of the project indicates that the project will not be completed by the contracted period, and it appears funding will be available after that end date, it may be appropriate to request a no-cost extension. In order to allow proper processing, this action should be initiated 60 to 90 days prior to the original end date.</p>	October 1
<p><u>Task 2. Designate responsible Close out person</u></p> <p>An appropriate person will be assigned to take care of final arrangements after departure of the in-country director. The responsible person will work with the in-country director and the University of Minnesota in creating a checklist and system of problem resolution.</p>	December 15
<p><u>Task 3. Submit Final Project Report</u></p> <p>CEUME quarterly reports during the third year will track activities' progress and, most importantly, impacts. Findings and conclusions of the 3rd National Conference will be important to the assessment of the project and its goal of strengthening the system of management education in Ukraine. The in-country director will take measures to complete the Project's final report as well as any other deliverables before his departure from Ukraine. A cooperative agreement completion statement will be obtained from USAID, as appropriate.</p>	December 31
<p><u>Task 4. Complete financial transactions and reporting</u></p> <p>The in-country director will notify all local staff in writing of their termination due to the completion of the project. He will take measures to effect payment of salaries to all local staff by their last day of employment. All project bank accounts will be closed and all outstanding obligations paid.</p> <p>The University of Minnesota will submit all required financial documents and ensure that communication ensures accurate costing and closure.</p>	December 31
<p><u>Task 5. Transfer of property, equipment and resources</u></p> <p>Subject to the requirements of 22 CFR 226.30 through 37 and University of Minnesota guidelines, ownership of essential equipment, furniture and library resources will be transferred to the established NGO. All library holdings and educational materials will continue to be made available through the network of nonprofit organizations.</p>	December 31

APPENDIX 1:

*Activities Implemented in Frames of METP and MEPP
During 1999 and 2000.*

METP and MEPP Programs

CEUME Activity 1999			
#	Name	Date	Total [m/f]
1.	Inaugural Conference	April 16-17	135 [90/45]
2.	Summer Institute, Lviv	July 10-17	135 [53/82]
3.	Summer Institute, Kharkiv	July 17-24	120 [36/84]
4.	Study Tour, USA, Poland	October 3-18	15 [7/8]
5.	VI Annual Education Fair "World of Education"	October 7-9	
6.	Finance, Lviv	October 15-17	30 [11/19]
7.	Operations Management, Donetsk	October 15-17	28 [17/11]
8.	Strategic Management, Odessa	October 15-17	31 [17/14]
9.	Finance, Odessa	October 22-24	30 [9/21]
10.	Strategic Management, Kharkiv	October 22-24	30 [10/20]
11.	Marketing, Kyiv	November 5-7	27 [7/20]
12.	Management Information System, Dnipropetrovsk	November 5-7	25 [12/13]
13.	Management Information System, Donetsk	November 26-28	24 [13/11]
14.	Marketing, Dnipropetrovsk	November 12-14	33 [13/20]
15.	International Accounting Standards, Lviv	November 19-21	23 [7/16]
16.	International accounting Standards, Kyiv	December 10-12	16 [4/12]
17.	Operations Management, Lviv	November 26-28	15 [10/5]
18.	Organization Development, Lviv	November 26-28	19 [8/11]
19.	Case-Study Workshop, Kyiv	October 2	15 [5/10]
20.	Case-Study Workshop, Odessa	October 4	31 [12/19]
21.	Case-Study Workshop, Lviv	October 9	30 [10/20]
22.	Case-Study Workshop, Donetsk	October 16	28 [19/9]
23.	Case-Study Workshop, Dnipropetrovsk	October 22	17 [7/10]
24.	Case-Study Workshop, Kharkiv	October 24	31 [10/21]
25.	National Conference, Workshops, Odessa	December 2-4	233 [140/93]
Total participants			1121 [527/594]

CEUME Activity 2000

#	Title of Activity	Dates	Total (m/f)
1.	Weekend Workshop Financial Management, Donetsk	February 4-6	28 [8/20]
2.	Seminar International Accounting Standards, Kyiv	February 1-12	48 [12/36]
3.	Weekend Workshop Management Information Systems, Kharkiv	February 4-6	28 [20/8]
4.	Weekend Workshop Strategic Management, Dnipropetrovsk	February 11-13	43 [24/19]
5.	Weekend Workshop Marketing, Odessa	February 11-13	38 [20/18]
6.	Weekend Workshop International Accounting Standards, Odessa	February 18-20	38 [7/31]
7.	Weekend Workshop Strategic Management, Lviv	February 18-20	24 [11/13]
8.	Exhibition "Consulting Stock Market", Odessa	February 23	
9.	Weekend Workshop Marketing, Lviv	February 25-27	22 [10/12]
10.	Workshop Case-study, Simferopol	March 3	20 [8/12]
11.	Weekend Workshop Operations Management, Odessa	March 3-5	26 [11/15]
12.	Weekend Workshop Strategic Management, Donetsk	March 3-5	30 [11/19]
13.	Workshop Case-study, Donetsk	March 10	34 [14/20]
14.	Weekend Workshop Financial Management, Dnipropetrovsk	March 10-12	37 [12/25]
15.	Weekend Workshop Marketing, Donetsk	March 10-12	35 [14/21]
16.	Seminar, Study Tour '99 follow up activity, Kyiv	March, 14	30 (10/20)
17.	Seminar, Study Tour '99 follow up activity, Alchevsk	March, 15	14 (8/6)
18.	Weekend Workshop Management Information Systems, Kyiv	March 24-26	19 [11/8]
19.	Weekend Workshop International Accounting Standards, Kharkiv	March 24-26	31 [9/22]
20.	Weekend Workshop Operations Management, Kharkiv	March 31-April 2	41 [14/27]
21.	Workshop Case-Study, Lviv	April 6	23 [11/12]
22.	Workshop Case-Study, Odessa	April 7	18 [7/11]
23.	Weekend Workshop Financial Management, Ternopil	April 8-9	33 [13/20]
24.	Weekend Workshop Management Information Systems, Odessa	April 14-16	30 [9/21]
25.	Weekend Workshop Marketing, Kharkiv	April 14-16	41 [14/27]
26.	Workshop Case-study, Kharkiv	April 16	48 [20/28]
27.	Weekend Workshop Operations Management, Dnipropetrovsk	April 27-29	28 [17/11]
28.	Seminar, Developing Business Educational	May 14-16	42 (29/13)

	Markets in Old Industrial Regions in Poland and Ukraine, Donetsk		
29.	Weekend Workshop Strategic Management, Kharkiv	May 19-21	33 [12/21]
30.	Weekend Workshop International Accounting Standards, Dnipropetrovsk	May 19-21	27 [6/21]
31.	Weekend Workshop Management Information Systems, Lviv	May 19-21	23 [15/8]
32.	Seminar, Quality of Business Education, Lviv	May 24	26 (19/7)
33.	Seminar, Operational Effectiveness of Business School, Dniepropetrovsk	May 25	15 (13/2)
34.	Seminar, Financial Management of Business School, Kharkiv	May 25	21 (17/4)
35.	Weekend Workshop Transformation and Restructuring of Enterprises, Odessa	May 26-28	32 [18/16]
36.	Weekend Workshop Financial Management, Kharkiv	May 26-28	25 [6/19]
37.	Seminar, Faculty Development, Kyiv	June 9	21 (10/11)
38.	Seminar, Operational Effectiveness of Business School, Odessa	June 13	27 (17/10)
39.	Seminar, Management Education: Investing into the future assets of business	June 16	41 (24/17)
40.	Weekend Workshop Marketing, Ivano-Frankivsk	June 15-17	24 [11/13]
41.	Weekend Workshop Strategic Management, Simferopol	June 17-19	38 [13/25]
42.	Weekend Workshop Strategic Management, Odessa	June 21-23	31 [15/16]
43.	Seminar, Classroom Resources, Alchevsk	June 23	22 (7/15)
44.	Seminar, Quality of Business Education, Berdyansk	June 27	20 (16/4)
45.	Seminar, Promotion of Education and Training Services, Simferopol	June 27	21 (9/12)
46.	Advance Marketing Summer School, Kyiv	June 26-July 2	29 [10/19]
47.	Summer Institute, Dnipropetrovsk	July 8-15	153 [63/90]
48.	Summer Institute, Uzhgorod	July 15-22	163 [59/104]
49.	Seminar, Financial Management of Business School, Donetsk	September 9	18 (10/8)
50.	Weekend Workshop Logistics, Lviv	September 9-11	16 [8/8]
51.	Seminar, Satisfying the needs of customers, Kyiv	September 12	28 (9/19)
52.	Weekend Workshop Logistics, Ternopil	September 13-14	23 [7/16]
53.	Seminar, Developing and Delivering Quality Education: Classroom Resources, Kyiv	September 14	24 (7/17)
54.	Seminar, Developing and Delivering Quality Education: Course Development, Kyiv	September 14	22 (10/12)
55.	Seminar, Business and Business Relations, Dniepropetrovsk	September 15	16 (12/4)

56.	Weekend Workshop Identifying Funding Sources and Writing Proposals, Kharkiv	September 15-17	24 [10/14]
57.	Weekend Workshop Logistics, Kyiv	September 15-17	19 [7/12]
58.	Seminar, Satisfying the needs of customers, Kyiv	September 19	21 (7/14)
59.	Seminar, Developing and Delivering Quality Education: Course Development, Cherkassy	September 20	26 (14/12)
60.	Seminar, Developing and Delivering Quality Education: Curriculum Revision and Improvement, Kyiv	September 20	18 (14/4)
61.	Weekend Workshop Identifying Funding Sources and Writing Proposals, Lviv	September 19-21	21 [9/12]
62.	Seminar, Developing and Delivering Quality Education: Faculty Development, Odessa	September 22	19 (13/6)
63.	Weekend Workshop Identifying Funding Sources and Writing Proposals, Kyiv	September 22-24	27 [13/14]
64.	Weekend Workshop Effective Sales, Kirovograd	September 23-24	20 [20/0]
65.	Study Tour to Poland	September 25 - October 6	14 (7/7)
66.	Conference, Knowledge Management and Managers Education, Warsaw	September 28-30	24 (11/13)
67.	Weekend Workshop Merchandising, Kyiv	September 29-October 1	17 [8/9]
68.	Seminar Managerial Accounting, Kyiv	October 2-13	38 [7/31]
69.	Weekend Workshop Information Technology Management, Kharkiv	October 3-4	30 [11/19]
70.	Seminar, Business and Business Relations, Ivano-Frankivsk	October 4	
71.	VII Annual Education Fair "World of Education"	October 5-8	
72.	Weekend Workshop Information technology Management, Dnipropetrovsk	October 6-8	20 [6/14]
73.	Weekend Workshop Marketing, Odessa	October 6-8	41 [13/28]
74.	Weekend Workshop Marketing, Kyiv	October 9-11	29 [10/19]
75.	Weekend Workshop Human Recourses Management, Donetsk	October 13-15	17 [8/9]
76.	Weekend Workshop Financial Management, Odessa	October 13-15	34 [9/25]
77.	Weekend Workshop Transformation and Restructuring of Enterprises, Kyiv	October 13-15	31 [11/20]
78.	Weekend Workshop Managing a Small Business, Lviv	October 20-22	26 [16/10]
79.	Weekend Workshop Managing a Small Business, Ternopil	October 23-25	19 [4/15]
80.	Weekend Workshop Organizational Development, Odessa	October 25-26	45 [25/20]
81.	Weekend Workshop Project Appraisal, Dnipropetrovsk	October 27-29	28 [8/20]

82.	Weekend Workshop International Business, Kyiv	October 27-29	34 [9/23]
83.	Weekend Workshop Organizational Development, Odessa	October 27-29	38 [9/29]
84.	Weekend Workshop Organizational Development, Ivano-Frankivsk	October 27-29	17 [5/12]
85.	Weekend Workshop Transformation and Restructuring of Enterprises, Donetsk	October 27-29	36 [15/21]
86.	Weekend Workshop Human Recourses Management, Kharkiv	October 27-29	31 [7/24]
87.	Weekend Workshop Organizational Development, Ternopil	November 1-3	17 [7/10]
88.	Weekend Workshop International Business, Kharkiv	November 3-5	31 [7/24]
89.	Study Tour to USA	November 8-15	6 (3/3)
90.	Weekend Workshop Project Appraisal, Odessa	November 10-12	46 [18/28]
91.	Weekend Workshop Transformation and Restructuring of Enterprises, Dnipropetrovsk	November 10-12	37 [20/17]
92.	National Conference “Building Management Education”	November 16-18	232 [115/117]
93.	Weekend Workshop Managing a Small Business, Kharkiv	November 24-26	30 [8/22]
94.	Weekend Workshop Organizational Development, Dnipropetrovsk	November 24-26	34 [10/24]
95.	Weekend Workshop Information Technology Management, Donetsk	November 24-26	24 [14/10]
96.	Weekend Workshop Human Resources Management, Odessa	December 1-3	36 [14/22]
97.	Weekend Workshop International Business, Dnipropetrovsk	December 1-3	32 [12/20]
98.	PDS Study Tour to Poland	December 14-18	12 [7/5]
99.	Weekend Workshop Organizational Development, Kharkiv	December 6-7	16 [10/6]
100.	Weekend Workshop Organizational Development, Kharkiv	December 8-10	30 [10/20]
101.	Weekend Workshop Operations Management, Ivano-Frankivsk	December 25-27	31 [17/14]
Total participants			3,166 [1,355/1,811]

APPENDIX 2:

METP, MEPP, PBDP Level of Impact.

Utilization of Trainings, Materials and Information

Evidence of Program Impact, PBDP

All Regions - Summary

Level	##	Performance indicators	Quantitative Evidence		
			# of Faculty	# of Courses Changed/Introduced	Institutional Level
Individual	1	Participants utilize information from received training materials in preparing classroom activities	633	482	370
	2	Participants utilize information from received training materials in their classroom	599	451	336
Institutional	1	Training materials and western style textbooks are distributed to the participating institution to increase professors access to information	N/A		44774
	2	Library holdings are increased			6631

Utilization of Trainings, Materials and Information

Evidence of Program Impact, MEPP/METP

All Regions - Summary

Level	##	Performance indicators	Quantative Evidence				
			# of Faculty Impacted		# of Courses Changed/Introduced		Institutional
			MEPP	METP	MEPP	METP	
			1	2	3	4	5
Individual	1	Revising existing course curriculum to adapt and incorporate western methods and techniques	14	430	15	547	406
	2	Developing new course curriculum reflecting western business concepts and needed local adjustments	18	234	13	296	197
	3	Using new teaching methodology in classroom, such as interactive lecturing techniques, case studies, computer simulation games, group work/assignments, practical assignments	22	529	19	528	n/a
	4	Using western resources as part of required instructional material	19	347	19	260	n/a
	5	Develop joint research projects with Ukrainian or Polish and American colleagues	23	69	n/a		58
	6	Develop publications in either local or international journals	30	281	n/a		n/a
	7	Develop local case studies (individually or jointly)	23	230	18	191	155
	8	Presenting at local or international conferences	22	186	n/a		n/a
	9	Number of businesses consulted	18	232	n/a		143
	10	Number of businesses trained	19	339	n/a		12
Institutional	1	Establishing or modifying administrative procedures in support of newly developed or revised programs and activities	N/A				48
	2	Establishing administrative and financial mechanisms to promote efficient and sustainable operation of revenue generating programs					31
	3	Establishing student counselling services					29
	4	Establishing student placement offices					20
	5	Establishing alumni associations					27
	6	Producing and implementing plans for improved business education at the host institution					36
	7	Supporting or creation of national system of evaluation or accreditation of programs.					30
	8	Introduction or more effective use of Internet technologies					52
	9	Creation of inter-university working groups					73
	10	Establishing an effective dialog between academic and business communities in Ukraine					33
	11	Establishing exchanges and collaboration between Polish and Ukrainian management training professionals					40

APPENDIX 3

Activities Planned in Frames of METP and MEPP During 2001

The Schedule of Planned Events for the Year 2001

Program Area	Event	Title	Date	Location	Target Audience	Total
METP	Seminar	Marketing	January 16-17	Kyiv	Business *	25-30
METP	Weekend Workshop	Transformation/Restructuring of Enterprises	January 26-28	Lviv	Business*	25-30
METP	Weekend Workshop	Human Resources Management	January 26-28	Dnipropetrovsk	Faculty	25-30
METP	Weekend Workshop	Managerial Accounting	January 26-28	Kyiv	Faculty	25-30
METP	Weekend Workshop	Organizational Development	January 26-28	Donetsk	Faculty	25-30
METP	Weekend Workshop	International Management	February 2-4	Odesa	Faculty	25-30
METP	Seminar	Securities	February 7, 8	Lviv	Business*	25-30
PBDP	4-th National Case Writing Competition	Seasonal Case Study competition	January - July	Kyiv	Faculty	
PBDP	4th International Exhibition organized by the Ministry of Education and Science	"Modern Education in Ukraine - 2001".	February 8-11	Kyiv		
METP	Weekend Workshop	Transformation/Restructuring of Enterprises	February 9-11	Kharkiv	Business and Faculty	25-30
METP	Weekend Workshop	Managing a Small Business	February 9-11	Kyiv	Faculty	25-30
METP	Weekend Workshop	Project Appraisal	February 16-18	Odesa	Business*	25-30
METP	Weekend Workshop	International Business	February 16-18	Dnipropetrovsk	Business*	25-30
MEPP	Planning meeting	Inter-Regional Coordination Meeting – Discussions of the Action Plans	February 13	Kyiv	Leaders of Regional Advisory Boards	
METP	Winter Institute	MANAGING IN AN AGE OF TURBULENCE	February 19-23	Kyiv	Business *	25-30
METP	Weekend Workshop	Human Resources Management	February 23-25	Lviv	Faculty	25-30
METP	Weekend Workshop	International Accounting Standards	February 23-25	Kharkiv	Faculty	25-30
MEPP	Internships 2000, Implementation		March - June	Poland	Faculty administrators	10
METP	Weekend Workshop	Organizational Development	February 23-25	Kyiv	Faculty	25-30
METP	Weekend Workshop	International Business	March 2-4	Lviv	Faculty	
METP	Weekend Workshop	Project Appraisal	March 2-4	Donetsk	Faculty	25-30
METP	Weekend Workshop	Human Resources	March 16-18	Kyiv	Faculty	25-30
METP	Weekend Workshop	Managing a Small Business	March 16-18	Dnipropetrovsk	Business*	25-30
METP	Weekend Workshop	Managerial Accounting	March 16-18	Odesa	Faculty	25-30
METP	Weekend Workshop	Marketing	March 23-25	Kharkiv	Business*	25-30
MEPP	Follow-up meeting	Participants of Donbass – Selesia Seminar,	March 27	Donetsk		15-20

MEPP	Round Table Meeting	Study Tours 2000 to Poland 2000 follow up,	March 29	Kyiv	Administrators	20-25
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	March 30	Kyiv	Administrators	10-15
MEPP	Internships	Internships	March	POLAND	FACULTY	1
METP	Spring Institute	SPRING BOMBA	March 29-April 1	Kyiv	Faculty	25-30
METP	Weekend Workshop	Project Appraisal	March 30-April 1	Lviv	Faculty	25-30
METP	Weekend Workshop	Managerial Accounting	April 6-8	Dnepropetrovsk	Faculty	25-30
MEPP	Roundtable Meeting	Study Tours to US 2000 follow up	April 12	Kyiv	Administrators	12-15
MEPP	Roundtable Meeting	Study Tours to Poland 2000 follow up	April 19	Kyiv	Administrators	12-15
METP	Weekend Workshop	Marketing	April 20-22	Odesa	Business *	25-30
METP	Weekend Workshop	Business Process Approach as a Transformation Methodology	April 20-22	Kyiv	Business	25-30
MEPP	Internships	Internships	April	POLAND	FACULTY	4
METP	Weekend Workshop	Managerial Accounting	April 20-22	Lviv	Business*	25-30
METP	Round Table Meeting	PDS Study Tour to Poland 2000 Follow up	April 23	Kyiv	Administrators	15
METP	Weekend Workshop	Human Resource Management	April 20-22	Dnepropetrovsk	Business*	
METP	Weekend workshop	Marketing	April 27-29	Ternopil	Business	25-30
MEPP	Internships	Internships	MAY	POLAND	FACULTY	4
METP	Weekend workshop	Human Resource Management	May 4-6	Odessa	Business*	25-30
METP	Weekend workshop	Managerial Accounting	May 11-13	Kharkiv	Faculty	25-30
METP	Consulting Workshop	PDS Program	May 7	Lviv	Administrators/Faculty	15-20
METP	Weekend workshop	Strategic Management	May 4-6	Zaporizzhya	Faculty	25-30
METP	Weekend workshop	Organizational Development	May 11-13	Donetsk	Faculty	25-30
METP	Weekend Workshop	Transformation and Restructuring of Enterprises	May 11-13	Dnipropetrovsk	Business	25-30
METP	Weekend Workshop	Public Relations	May 11-13	Odessa	Faculty	25-30
PBDP		DEADLINE FOR 4 th National Case writing competition	May 15			
METP	Consulting Workshop	PDS Program	May 15-16	Kharkiv	Administrators/Faculty	15-20
METP	Weekend Workshop	Public Relations	May 15-16	Simferopol	Business	15-20
METP	Weekend Workshop	Managing a Small Business	May 18-20	Ivano-Frankivsk	Faculty	25-30
METP	Weekend Workshop	Public Relations	May 18-20	Kyiv	Faculty	25-30
METP	Weekend Workshop	Public Relations	May 22-23	Donetsk	Business	25-30
MEPP	Short term training	Transformation of teaching process utilizing modern educational technologies	May 24-25	Kyiv	Administrators	10-15

MEPP	Short term training	Managing Higher Education Institution (HEI) effectively	May 25-26	Odessa	Administrators	10-15
METP	Weekend workshop	Public Relations	May 25-27	Dnipropetrovsk	Faculty	25-30
METP	Weekend Workshop	Transformation and Restructuring of Enterprises	May 25-27	Kharkiv	Faculty	
METP	Weekend Workshop	Public Relations	May 29-30	Kharkiv	Business	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	May 29	Kyiv	Administrators/ Faculty	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	May 30	Donets	Administrators/ Faculty	15-20
MEPP	Short term training	Managing Higher Education Institution (HEI) effectively	June 1-3	Kyiv	Administrators	10-15
METP	Weekend Workshop	Public Relations	June 1-3	Lviv	Faculty	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 1	Kharkiv	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 1	Dniepropetrovsk	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 8	Odessa	Administrators/ Faculty /Business Government	15-20
METP	Weekend workshop	Managerial Accounting	June 1-3	Donetsk	Faculty	25-30
METP	Weekend Workshop	Human Resources Management	June 8-10	Dnipropetrovsk	Business*	
MEPP	Short term training	Transformation of teaching process utilizing modern educational technologies	June 13-14	Dniepropetrovsk	Administrators	10-15
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	June 20	Lviv	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference,	June 20	Kyiv	Administrators/ Faculty /Business Government	15-20
MEPP	Seminar	“Ukrainian Capital Markets”	June 21	Kyiv	Faculty, Business	30-50
METP	7-day session	Summer Institute**	July 7-14	Yalta	Faulty / Business	100-120
METP	7-day session	Summer Institute**	July 15-22	Yalta	Faculty / Business	100-120
MEPP	Internships, Poland	Internships, Poland	September-November	Poland	Faculty / Administrators	25
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	September 7	Simferopol	Administrators/ Faculty /Business Government	15-20

MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	September 12	Donetsk	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	September 12	Nikopol	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	September 12	Kharkiv	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	September 19	Ternopyl	Administrators/ Faculty /Business Government	15-20
MEPP	Short term training	Effectiveness of Institution's Organization and Governance	September 22	Lviv	Administrators	10-15
MEPP	Short term training	Effectiveness of Institution's Organization and Governance	September 28	Donetsk	Administrators	10-15
MEPP	Study Tour to Poland		September -October	Poland	Administrator	14-16
MEPP	Study Tour to Eastern Europe or USA		September 23-30	Eastern Europe or USA	Administrators	6-7
MEPP	Follow-up meeting	Participants of Donbass – Selesia Seminar	September	Donetsk		15-20
METP	Weekend workshop	TQM	September 28-30	Kyiv	Faculty	25-30
METP	Weekend Workshop	Business Ethics	September 28-30	Lviv	Faculty	25-30
METP	Weekend Workshop	Corporate Governance	October 5-7	Kharkiv	Faculty	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	October 5	Odessa		15-20
METP	Weekend Workshop	Leadership	October 5-7	Dnipropetrovsk	Faculty	25-30
MEPP	Short term training	Effectiveness of Institution's Organization and Governance	October 5	Lviv	Administrators	10-15
PBDP	8-th International Education Faire with participation of the Ministry of Education of Ukraine	"World of Education – 2001"	October 5-8	Kyiv		
METP	Weekend Workshop	Business Communication	October 12-14	Donetsk	Faculty	25-30
MEPP	Round Table Meeting	Preparation Process for 3 rd National Conference	October 12	Kyiv		15-20
METP	Weekend Workshop	TQM	October 12-14	Ternopil	Faculty	
METP	Weekend Workshop	Business Ethic	October 19-21	Kyiv	Business*	25-30
METP	Weekend Workshop	Corporate Governance	October 19-21	Dnipropetrovsk	Faculty	25-30
METP	Weekend Workshop	Leadership	October 19-21	Odessa	Faculty	25-30
METP	Weekend Workshop	Business Communication	October 26-28	Ivano-Frankivsk	Faculty	25-30

METP	Weekend Workshop	Business Ethics	October 26-28	Kharkiv	Business*	25-30
METP	Weekend Workshop	TQM	November 2-4	Odessa	Faculty	25-30
METP	Weekend Workshop	Corporate Governance	November 2-4	Dnipropetrovsk	Business*	
METP	Weekend Workshop	Leadership	November 9-11	Zaporizzhya	Faculty	25-30
METP	Weekend Workshop	Corporate Governance	November 9-11	Odesa	Business*	25-30
MEPP	3 rd National Conference	“Building Management Education in Ukraine”	November 15-17	Kyiv		200
METP	Weekend Workshop	Business Communication	November 23-25	Kyiv	Faculty	25-30
METP	Weekend Workshop	Leadership	November 23-25	Ternopil	Faculty	25-30
METP	Weekend Workshop	Business Ethics	November 30-December 2	Cherkassy	Faculty	25-30
METP	Weekend Workshop	TQM	November 30-December 2	Donetsk	Faculty	25-30

*Workshop will be host approximately 5-6 professors who deliver PDS. Visiting professors from the USA and Poland will occasionally guest lecture at selected PDS programs

** Summer Institute will host between 20-25 business people. Through the CEUME Outreach Program, the CEUME partner institutions will receive assistance and support in delivery of trainings to 4000 business people.