

PD-ABW-673

Ukraine Business Management Strengthening Activity
Award No. 121-A-00-99-00701-00

**MONITORING AND EVALUATION
REPORT**

January, 2001

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

Led by the University of Minnesota

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Summary

The Monitoring and Impact Report is based on the information gathered by Regional Representatives from their contact with their partner institutions. As outlined in the CEUME Monitoring and Evaluation Plan, the Representatives complete surveys, conduct questionnaires, interview participants and leaders of educational institutions, and evaluate CEUME activities. Programs continue to focus on supporting the efforts of leading administrators and educators to develop the system of business and management education in Ukraine. This report indicates the ways CEUME activities are impacting the content and methodology of business and management courses and the way administrators are structuring and managing their institutions. The report demonstrates the effectiveness of the activities and allows management to adjust the programming to better satisfy the needs of the target audience. The process and results provide evidence as to how CEUME activities are making progress towards the goal of enhancing the system of management education in Ukraine.

CEUME is currently working with 40 Ukrainian partner universities and business schools. Additionally, the activities have hosted representatives of over 60 other educational institutions offering business and management programs. This far exceeds the targeted 30 schools and demonstrates the broad interest in CEUME trainings, conferences and other activities.

One CEUME target objective was to provide training to 50 administrators of these educational institutions. To date, through the study tours and follow-up roundtables and seminars, CEUME has provided training to 47 leaders of educational institutions. Multiple conferences have provided opportunities for further learning and sharing of information not only to these leaders, but over 700 representatives of Ukrainian educational institutions located throughout the country. To date, the Management Education Partnership Program implemented three Academic Study Tours to Poland and the USA, three National Conferences, two Poland-Ukraine Conferences and 19 seminars and roundtable discussions. CEUME also targets providing internship opportunities to 35 administrators and leading faculty members. Ten of these internships have been approved and will be implemented during the 1st quarter of 2001. An additional 20 will be targeted during the rest of the year.

Providing intense training for 750 faculty members is an additional target. To date, 537 faculty members have received intensive training through the 4 summer institutes, where over ten topics were introduced. Over 500 additional faculty members have attended two or more 3-day weekend workshops. CEUME is successfully achieving this objective. CEUME targeted providing training to 1200 faculty through the weekend workshops. Over the past two years, CEUME has hosted 88 different Weekend Workshops. Almost 2,200 faculty have attended these trainings.

In the area of Post-Diploma Studies (PDS) and other executive trainings, CEUME targeted enhancing 6 programs located throughout Ukraine – ultimately seeing these programs acknowledged or recognized by an accrediting body. CEUME to-date has conducted trainings, distributed information, and conducted one Study Tour to Poland devoted to Post - Diploma Studies, where 12 Ukrainian administrators received training and information from their Polish counterparts. This year's Workplan reflects the additional focus needed in working towards this challenging objective. ✓

CEUME has targeted providing training 4000 business people and working professionals. To date, CEUME hosted 234 business representatives during workshops designed to demonstrate to professors how to effectively design and deliver business programs to this different type of audience – the working professional. As indicated in the CEUME 3rd quarter report 2000(appendix 4), CEUME trained professors have delivered trainings to approximately 3,500 business people. During 2001, the CEUME Business Outreach program will provide technical assistance and support to the 40 Ukrainian partner institutions in their efforts to reach this sector.

In the area of Publications and Books Distribution Program (PBDP), CEUME has significantly changed the strategy initially proposed. Rather than distribute 250,000 English language textbooks, research and other information strongly indicated that specialized materials and Ukrainian specific teaching tools would have a much greater impact. Accordingly, CEUME has directed activities on creating and distributing a broad spectrum of educational materials supporting Ukrainian professors' efforts to design and deliver effective business and management courses. To date, CEUME has produced and distributed over 50,000 various types of textbooks and ancillary materials. During 2001, CEUME targets creating and/or distributing over 100,000 various publications, CD ROMS, videos, sample courses, etc.

The impact of all these programs can be judged mainly by the number of changes that have happened as a result of individuals participating in CEUME activities. Inspired by their training experiences, 444 faculty members indicate that they have revised 562 existing courses to incorporate Western best practices and know-how. In addition, 252 participants reported that they developed and introduced 309 new courses reflecting Western business concepts and adapted to their local versions. When asked about changes in their own teaching methods, more than one in five of the participants had returned to their institutions and introduced some of the new teaching methodologies that they had learned during CEUME activities. These new methods include interactive lecturing techniques, case studies, computer simulation games, group work, and a greater emphasis on practical assignments. Most of these changes have not been made only at the teacher's discretion, but 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 have developed between Ukrainian and Polish or American counterparts, and 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.

More information on the level of these measured impacts is illustrated in the attached evidence tables provided by the Management Education Training Program (METP), the Management Education Partnership Program (MEPP), and Publication and Book Distribution Programs (PBDP).

CEUME

Activity Summary

- **METP**
- **MEPP**
- **PBDP**

CEUME Program Reach

All Regions - Summary

CEUME Program	Type of Activity	# of events planned	# of events delivered	# of participants from non-partner Institutions/Business Centers/NGO's	Number of Partner Institutions Participants	# of Male Participants (regional)	# of Female Participants (regional)	Quarter *	Project-to Date
MEPP	Study Tour	3	3	2	35	17	18	Q0	35
	Round Table	19	19			232	186	Q0	418
	Conferences	3	5			370	313	Q0	683
MEIP	Weekend Workshops	88	88	964	1423	1002	1385	Q0	2387
	Short Courses	1	1	6	12	7	11	Q0	18
	Summer Institute	4	4	238	334	251	321	Q0	571
	Post-Diplo na Studies	1	1	0	12	7	5	Q0	12
PBDE	Number of Publications published and distributed							3226	44774
	CEUME participation at Educational								16

* - the implementation of Monitoring and Impact Plan will generate a report on a quarterly basis. Future reports will indicate numerical changes accruing during the measured quarter.

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EVIDENCE OF PROGRAM

IMPACT REPORT

- **METP**
- **MEPP**
- **PBDP**

MEPP / METP

SUMMARY

Utilization of Trainings, Materials and Information

Evidence of Program Impact, MEPP/METP

All Regions - Summary

out of 2736

Level	##	Performance Indicators	Quantitative Evidence					
			# of Faculty Impacted		# of Courses Changed/Introduced		Institutional	
			MEPP	METP	MEPP	METP		
			1	2	3	4	5	
✓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	n/a	58	
✓6		Develop publications in either local or international journals	30	281	n/a	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	n/a	
9		Number of businesses consulted	18	232	n/a	n/a	143	
10		Number of businesses trained	19	339	n/a	n/a	12	
	1	Establishing or modifying administrative procedures in support of newly developed or revised programs and activities	N/A				48	(3)
	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	(2)
	9	Creation of inter-university working groups					73	(1)
	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	

Impact Indicators

For clarification of categories, please refer to CEUME Monitoring and Impact Plan

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Evidence of Progress METP

Performance Indicators		Comments
<u>Summer Institute</u>	Procedures for selecting U.S., Polish and Ukrainian instructors established	Almost all participants (approximately 90%) responded that they are very satisfied with the selection and role distribution between foreign and local instructors. They work well as a team creating an international atmosphere. Western information, Polish adaptation, Ukrainian examples were viewed excellent.
	Participant selection procedures and categories developed	Participants are asked to fill the questionnaire developed by CEUME. Selection criteria are the following: applicants representing partner institution receive priority; region; should be motivated; should have teaching experience. Gender. Demonstrated professionalism. The Application Form for participation in the Summer Institute can be found in Appendix A.
	Program meets targeted number of Ukrainian co-instructors	Each course and the evening session has a Ukrainian instructor. To date, 9 different Ukrainian instructors have contributed to the Summer Institutes. (6 men, 3 women)
	Program meets targeted numbers of participants	During preparation to the Summer Institute – 99 CEUME received 436 applications - 255 candidates were selected (89 male and 166 female) and for the Summer Institute – 2000 CEUME received 586 applications - 316 participants were selected (122 male and 194 female). This exceeded goals.
	Program reflects equitable regional distribution of participants	Faculty members represented over 120 Ukrainian universities, business schools and educational organizations from 23 regions of Ukraine and Crimea.
	Program reflects equitable gender distribution	SI 99: 255 participants. Among them 89 male and 166 female; SI-2000: 316 participants among them 122 male and 194 female
	Participant selection procedures and categories developed. Program meets targeted number of Ukrainian instructors	Participants are asked to fill out the questionnaire developed by CEUME. Selection is done on the basis of teaching experience and coincidence of the courses taught and the topic of the WW

Evidence of Progress METP

Performance Indicators		Comments
<u>Weekend</u> Workshops	Program meets targeted numbers of participants	Regional representatives from all regions reported that the demand for each workshop is approximately 20% higher than possible admittance. The number of participants in each workshop averages between 30-35 people.
	Program reflects equitable regional distribution of participants	Programming and scheduling equally distributes workshop implementation. However, the reach is broader. In Odessa about 30% of participants represent other cities (Kherson, Nikolaev, Sympheropol, Kirovograd; In Lviv about 30% of participants represent other cities (Ivano-Frankivsk, Ternopil, Uzhgorod, Rivne, Chernivtsi)
	Program reflects equitable gender distribution	The representation of female professors in each workshop is approximately 55-60%. This is a factor of the number of Ukrainian female professors and level of demonstrated interest in improving skills.

Evidence of Program Impact, METP

SUMMER INSTITUTE

Individual Acquisition

- ***Participants acquire new skills and knowledge in the subject matter:***

CEUME has conducted 4 one-week Summer Institutes in Lviv and Kharkiv in 1999 and Dnipropetrovsk and Uzhgorod in 2000. During the Summer Institutes instructors from the US, Poland and Ukraine delivered jointly the following courses: Strategic Management, Operations Management and Logistics, Finance Management, Marketing, Information Technology Management, International Business, Organizational Development, Investment Management, Human Resources Management, Starting and Developing a Small Business. All courses were based on Western Standards and introduced to Ukrainian professors new teaching techniques.

Many participating professors indicate that, based on the information they received at the Summer Institute 2000, they started to deliver new courses. For instance, Dr. Gevko from Ternopil State Technical University created and is delivering a course for business audience on Business Plan Writing and Marketing; Dr. Doroshenko, Kharkiv National University, initiated a course in Financial Management.

As a result of the participation in SI-99 in Lviv, Dr. Vera Kravchenko from Odessa State Economic University is working on the development of two new courses: Managing a Small Business; and Organizational Development – both based on CEUME SI materials.

Dr. Timofeev, Kharkiv State Polytechnic University stated: "I would like to point out that participation in Summer Institute made a great influence and changed my approach to teaching at the University and in put to curriculum development. The new knowledge and the information I received during the CEUME events I will definitely utilize in my every day activity."

- ***Participants produce an instructional material deliverable that meets the standards set at the outset of the program:***

Participating in the Summer Institutes motivated many professors to create new materials based on knowledge they received. This new experience help them to comprehend how to update the exciting Ukrainian materials, most of which are still based on old standards. Motivated by the Summer Institute-99 Dr. Aleksander Yatsenko, Dean of Odessa Institute of Post-Diploma Studies, developed a new teaching course "Basics of Market Economy" and supplemented it with additional instructional materials for students.

Professor O. Chily, Institute of Economics, Management and Business Law revised the program of the course "Project Appraisal" and prepared a new guidebook for the students (150 pages) based again on the materials received during the SI-2000.

Individual Satisfaction

- ***Participants positively rate their experience (program delivery and contents):***

Participation in such event as a Summer Institute is a great opportunity for professors not only to see the new way of teaching presented by the instructors team and to learn

different cultural attitude and approaches, but also to exchange the ideas with more than 100 of their Ukrainian colleagues.

About 73% of surveyed in Dnipropetrovsk Region stated that the highest value of most of the CEUME activities is an effort to combine theoretical knowledge and practical skills.

Dr. Zavdiak, Uzhgorod State University: "Participation in the CEUME activities motivate us to set new standards of teaching. I had an opportunity to compare different level of professors from different universities throughout Ukraine."

▪ ***There is high demand for the program:***

The number of applications and the interest for participation in different CEUME events is constantly increasing. During the preparation for the Summer Institute – 99 CEUME received 436 applications and for the Summer Institute – 2000 CEUME received 586 applications. Summer Institute conducted in Dnipropetrovsk in 2000 hosted 35 new participants and 4 institutions from the Central region alone.

▪ ***Program is responsive to participants needs:***

Design and the quality of the Summer Institute satisfied high expectations of the participants. The program of the Summer Institute included work in sections on various topics. Pedagogy consisted of combination of lecture materials, practical materials, games including computer's games, case studies and integration events.

Dr. Malyshko from Donetsk State Technical University stated: "Summer Institute helped me to improve my professional skills. Now I feel confident to teach courses for MBA students. A similar opinion was expressed by Oleksander Pushkar from Kharkiv State Economic University: "Participation in the Summer Institute is a great encouragement to self-improvement and career development."

Oleg Korkuna from Lviv National University stressed that as a result of new knowledge in pedagogical and psychological issues received during the Summer Institute he can better conduct lectures and evaluate students' feedback.

Individual Utilization

▪ ***Revising existing course curriculum:***

There are many examples of course curriculums being revised by SI participants after the event. Dr. Vera Kravchenko from Odessa Economic University has made changes in her courses Management and Investment Management. These changes became possible after attending the same sections at the SI. By now, new CEUME materials have reached more than 180 of her students. Dr. Svitlana Soldatova from Tavria National University has done many important changes in her course "Information Systems Management" which she presents at the faculty of post-diploma education and these changes have reached about 60 students. Professor Elena Toloknovskaya from the same University has made changes in her course "Financial Management" and "Finance", thus reaching about 100 students with new examples.

"I totally re-designed the program of two courses "Foundation of Management" and "Entrepreneurship" - said Svitlana Kubiv, Business Support Center "Meta Center, "I developed new course on "Foundation of Entrepreneurship". Also I started to deliver

course in Marketing Planning for business audience. Here I utilize CEUME materials and the case "Swatch and Mercedes Benz". I consider the case method as one of the most effective methods I started to use in my teaching practice".

The new course "Organizations Management" was began in Dnipropetrovsk Academy of Management, Business and Law for more then 100 full-time students and for 20 business people studying at the School of Business. This was attributed to materials and skills received by its faculties participated in the Summer Institute.

According to questionnaires, 95,5% of faculties from Kharkiv Region developed new educational materials on the basis of the materials and information received during the Summer Institute. The following examples illustrate the progress achieved: Kharkiv National University: manual "Financial Management" (by Nataliya Grebenuk), test bank "Marketing" (by Irina Didorchuk), curriculum "International Economic Relations" (by Irina Timchenko), curriculum "Investments" (by Nataliya Kusakina); Kharkiv State Polytechnic University: cases for "Management" (by Paul Brin), curriculum "Investment Systems in Marketing" (by Valeriy Kobelev); Kharkiv Institute of Business and Management: case "Goal: Look for Ukrainian" (by Yuri Tsyganok), study book "Corporate Management" (by Sergey Dovgal), revised curriculum "Financial Analysis" (by Svetlana Kravchenko); Kharkiv State Academy of Municipal Economy: Study book "Accounting in the Foreign Countries" (by Elena Lennik).

▪ *Developing new course curriculum reflecting western business concepts and needed local adjustments:*

Last summer, the Institute of Post-diploma Education together with the Small Business Support Center has developed new courses fully based on the CEUME WW and SI materials. These courses – "Organization Development" (management of organizational changes) and "International Accounting Standards" are designed for different groups and levels, among which those who intend to start their own business, people with secondary education or those who want to be retrained. While delivering the courses the faculties use modern interactive methods of teaching. The faculties (Dr. Alexander Yatsenko, senior lecturer Elena Moskalenko, lecturer Iryna Suhonosova) have already presented these courses to about 120 people (5 courses to groups of 20-24 people) starting their own businesses in Odessa and other small cities in Odessa region.

As a result of participation in the SI99, Dr. Vera Lyubchenko from Odessa Polytechnic University has developed a new course "Artificial Intellect." By now the course was delivered to more than 240 students. Dr. Yaromich from Presidential Academy, Odessa Branch has developed new course Marketing based on western concepts and using the materials received at the CEUME events.

Based on the information and materials received at the SI 2000, Professor Rokocha, Dean of the International Relations Department, Kiev Institute for Economics, Management and Business Law, together with his colleagues from the department Dr. Nikolaev and Dr. Molchanova, designed and delivered a number of new educational programs in International Economics and Management using case studies and interactive methods of teaching such as role games, small group discussions and others. Faculties of the International Economics and Management Department of IEMBL developed new cases for Business Origination course using materials presented at the SI.

Dr. Zbyshek from Ternopil Academy of National Economy confessed: "I constantly work on the idea of shifting the paradigm presented on CEUME Summer Institute. I adopted new methods of teaching and now have more confidence in the effectiveness of case method utilization".

Igor Yurko from Poltava Cooperative Institute stated: "I initiated the delivery of a new course based on the Summer Institute materials in Teaching Methodology for students of Pedagogical Department totaled to 54 academic hours .

▪ ***Using western resources as part of required instructional material:***

Dr. Vera Kravchenko from Odessa State Economic University as well as other faculties reported that the CEUME office is recognized among the representatives of "educational community" as an outstanding "resource center" where they can always find a very helpful and interesting information they can use in their teaching practice. Dr. Yaromich from Odessa Branch of Academy of Public Administration widely utilize materials presented by Prof. William Rudelius as well as materials from H. Morgan "Image of Organization" textbook presented by CEUME.

Oleg Korkuna, Lviv National University: "I totally redesigned my course in Information Technology using new examples from James O'Brein book "Management Information Systems" received from CEUME."

Paul Brin, Kharkiv polytechnic University mentioned: "The book "Strategic management: an Integrate Approach" presented by CEUME was of a great interest to me and my colleagues. Usually we received "older" Western books and that is why I greatly appreciate CEUME for the possibility to receive modern textbooks. All the materials we receive are extremely useful and I use them in my courses and share them with other professors from my department.

▪ ***Develop local cases (individually or jointly)***

As a result of participation in CEUME Case Study Competition and winning in it, Olena Maltseva was promoted from the position of Professor Assistant in Kyiv Trade and Economics University to the position of Senior Professor in Kyiv-Mohyla Business School.

Dr. Svitlana Soldatova from Tavria National University, Dr. Lubchenko and Dr. Zaharchenko developed new cases using skills of case writing improved through participation in CEUME training events and competitions.

"Inspired by participation in CEUME activities I developed my own case..." – said Dr. S. Kolko from Ternopil Institute of Economics and Entrepreneurship. "I completely redesigned the course... CEUME case competition was a great challenge for me and I wrote my own case for Strategic Management course" – added Dr. Zavadiak, Uzhgorod State University. "CEUME Summer Institute induced me to develop a new course in Economy and Organization of Innovation Activities – stated Dr. Dombrovsky, Ternopil Academy for National Economy. - After the seminar in Management Information Systems I wrote my own case applicable to this course".

Paul Brin, Kharkiv State Polytechnic University: "I developed the case "WILKIES is a Choice of Ukraine 2000" which was awarded with the third prize in the First Ukrainian Case Study Competition. I use this case in Strategic Management course.

Institutional Level

▪ ***Implementing revised of newly developed course curriculum***

Participation in the SI has influenced Dr. Nina Ushakova, First Prorector of Kyiv National Trade and Economics University, to review and amend the curriculum and hours distribution for programs presented by the University and decrease the number of lecture hours from 36 - 32 hrs to 16-18 hrs per course.

As a result of participation in SI 1999 and SI 2000, faculties of the Kyiv State Trade and Economic University developed and introduced 12 new courses (Managerial Accounting, Operations Management, Logistics, Strategic Management, Management and others) where they use new teaching methods such as cases, interactive learning, role games, etc.

Institute of Post-diploma Education has included into the teaching plan new course curriculum for Market Economy; Odessa Branch of the Academy of Public Administration included as well the new course Management of Changes.

The new courses Strategic management, Financial Management, Organizational Behavior, Managerial Accounting, International Standards of Accounting are developed and included into the program of training for managers delivered in Kharkiv State Economic University. The existing courses were updated and supplemented with new methods of teaching such as case study, discussions, training in small groups, business games. The materials received in the Summer School were used for improving lectures, students' scientific projects, methodical publications of KSUE. More importantly, a great number of professional as well as personal contacts have been established.

NO!

WEEKEND WORKSHOP

Individual Acquisition

▪ ***Participants acquire new skills and knowledge in the subject matter:***

CEUME conducted 88 Weekend Workshop during the last two years for the universities and business schools faculty and trainers. There is a constant increase in demand all over the country for participation in the Weekend Workshops due to the fact that new skills and knowledge that can be obtain at the workshops are of a great interest and importance to all the participants. CEUME offers the following courses: Strategic Management, Marketing, Operations Management and Logistics, Management Information Systems, Financial Management, Investment Management, Project Appraisal, Securities, Merchandising, Organizational Development, Human Resources Management, Starting and Developing a Small Business, International Accounting Standards, Managerial Accounting, International Business.

"New information presented during Financial Management workshop helped me not only to improve my old course in Finance, but also to develop a new one - "Financial Management," which would have been impossible without these workshop materials", - said Olga Pritanova, Professor, Dnipropetrovsk State University.

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- ***Participants produce an instructional material deliverable that meets the standards set at the outset of the program:***

Weekend Workshops provide the participants with excellent tools for enhancing their capacity as professors as well as modern teaching techniques. Olena Sochka, Ternopil Academy for National Economy stated: "CEUME seminars induce me to write new textbook on Investment Management". Svitlana Kubiv, Business Support Center Meta Center adds: "Encouraged by CEUME activities I developed my own case".

A great number of teaching materials, brochures and handouts were developed in Dnipropetrovsk region. Examples include: Computers in Operations Management (by Oleg Kosenkov), International Marketing Course (by Stanislav Kucher), Basics of Financial Management (by Anatoly Zhigir), Political Marketing as a Tool for Municipal Management (by Piotr Gudz).

Supported by CEUME materials and trainings, the following materials were developed by faculties of Kharkiv State Academy of Municipal Economy: study book "Accounting in the Foreign Countries" (by Elena Lennik), curriculum "Investment Systems in Marketing" (by Valeriy Kobelev), manuals for practical classes "Complex market evaluation" and "Advertisement efficiency evaluation" (by Galina Udyanskaya; and the faculties of Kharkiv State University of Economics: test bank "System analysis", case "Decision making process" (by Alexander Milov), manual "Reality of business investments" (by Elena Ajstremskaja), methodical recommendations for practical courses Marketing and Small Business Marketing" (by Marina Pas'ko). The case Operational Systems of Management (by Valentina Ivanova) is under development.). All of them pointed out that the study materials were developed on the basis of materials and information received at the WW.

Individual satisfaction

- ***Participants positively rate their experience (program delivery and contents):***
All Weekend Workshops conducted throughout the regions were focused both on the course content and teaching methodologies. The core group of Ukrainian professors working with visiting Polish and American professors constantly improve their expertise. They have stated that the continually high expectations of the audiences have motivated them to increase their own professionalism.

Based on the Weekend Workshop in International Accounting Standards, Dr. Elena Moskalenko developed a new course Implementation of the New National Standards of Accounting in Ukraine. This course was delivered to 80 students in two cities of Odessa Region.

- ***There is high demand for the program***
It is obvious that the demand for CEUME activities in Central Region has significantly increased (number of participants of WW varies from 25 to 40). At the moment Regional Representative is receiving 3-4 applications per day for participating in the upcoming events and continually screen proposals and requests for organizing the new ones.

- ***Program enrolls targeted numbers of participants***
The demand exceeds planned targets for both Summer Institutes and Weekend Workshops. The number of applications for each seminar averages from 47 to 50, which exceeds the planned number almost double.
- ***Program is responsive to participants needs:***
Based on information received from post-evaluation questionnaires, there is a big demand for workshops in different areas of management. Accordingly, additional workshops are planned in accordance with this area of interest expressed by the participants.

In the second quarter of 2000, the seminar in International Accounting Standards was conducted in respond to the faculties' request. A series of seminars in Strategic Management, Financial Management and Information Technology Management will be conducted repeatedly as there was a high demand for seminars in these topic areas.

Individual Utilization

- ***Developing new course curriculum reflecting western concepts and needed local adjustments:***
Participation in WW in Accounting motivated professors from the Chair of Accounting and Audit of NIMBL to revise their curriculum, programs and teaching methods. The Institute Business Center organized 3 Workshops for 23 local enterprises. Workshop materials helped the NIMBL professors to develop their own cases in different disciplines (e.g. Pridniprovsk Plant – a Step to West by Vadim Konaschuk will be used in Investment Management course attended by 35-40 students each semester). The Institute plans to organize the Case Writing Competition next academic year.

Professor Yureva from Kharkiv State Academy of Municipal Economy stated: “We started to pay more attention to practical aspects while developing the curriculum. Course hours were increased by 10 hours and practical classes increased by 4 hours.”
- ***Using new teaching methodology in classroom:***
The NIMBL professors fully utilize knowledge and teaching materials they received at the workshops. For example, N.V. Kolesnik, Chair of Marketing, uses cases in the course Intermediate Commercial Activity; O.O. Tsaplina, Chair of Management uses the teaching materials acquired at the Workshop in the courses of Strategic and Operations Management and while designing new programs. V.L.Konashchuk, Chair of Economics Chair, is working on his own cases in order to use them next academic year.
- ***Using western resources as part of required instructional material***
Professor Yureva from Kharkiv State Municipal Academy: “I think my professional level increased substantially because of new information and knowledge I received at the workshops including new teaching methods I am using while delivering the courses”.
- ***Develop joint research project with Ukrainian or Polish and American colleagues***
Odessa State Economic University is developing a joint project with University of Minnesota (USA) and the University of Warmia and Mazury in Olsztyn (Poland) that will enable OSEU to enhance the level of economic programs.

- ***Develop publications in either local or international journals***

281 articles have been authored by CEUME participants and published in various journals, newspapers and magazines. Many professors had published their articles in a number of local and international magazines in 1999-2000 – 61.1% of them are from Kharkiv Region. Galina Nazarova, Kharkiv State Economic University: "I gave an interview to "Panorama" newspaper and wrote the article for "New Collegium" magazine in which I shared my positive attitude and great appreciation to the CEUME".

About 43% of Weekend Workshop participants from Donetsk region had publications in Ukrainian professional journals.

- ***Develop local case studies (individually or jointly)***

As a result of introduction of the case study method of teaching at various CEUME events 230 news cases were developed by Ukrainian Professors from the Universities and Business Schools. The following materials were developed by faculties from Kharkiv State Polytechnic University: cases for Management course (by Paul Brin); curriculum of Investment Systems in Marketing course (by Valeriy Kobelev); manuals for practical classes in Complex Market Evaluation and Advertisement Efficiency Evaluation (by Galina Udyanskaya); manuals Marketing, Complex Market Evaluation and Advertisement Efficiency Evaluation (by Diana Pogorelova). 74 of 81 faculties pointed out that they developed new educational materials on the basis of the materials and information received at the CEUME events.

The following materials were developed by professors from Kharkiv Institute of Business and Management: case "Goal: look for Ukrainian" and exercise Informational Systems of Accounting designed in accordance with new national standards of accounting (by Yuri Tsyganok); revised curriculum of Financial Analysis (by Svetlana Kravchenko); study guide Corporate Management (by Sergey Dovgal), 2 manuals Regional Economy and Regional Planning; curriculums City and Regional Economy and City and Regional Planning. (by Valentina Mamonova). 27 of 27 participants interviewed stated again that they developed new educational materials on the basis of the materials and information received from the CEUME.

As a result of attending the WW on various topics, 8 faculties from Kyiv region were awarded with the 1st and the 2nd places in the Case Study Competition. Representatives of Kiev State Trade and Economic University were awarded with the 2nd prize in three of four nomination categories (Financial Management - Natalia Grinyuk; Marketing - Olena Melnikovich, Valentina Ortyns'ka, International Business - Julia Veretel'nikova, Irina Ivanova)

- ***Presenting at local or international conferences***

Participants from Odessa Branch of Academy of Public Administration has developed a report based on the information and knowledge received during the Summer Institute, which was presented at the local Conferences of Higher Educational Institutions. Dr. Svetlana Yaromich from Odessa Polytechnic University has presented similar report at the International Conference "Problems of Introducing Distance Education" in Lviv. ✓

Dr. Lyubchenko has developed the report on Use of Multi-agent Technologies in Distance Testing fully based on the Weekend Workshop materials, which was presented at the Educational Conference in Sevastopol and awarded with the second prize.

- ***Developing or increasing consulting activities utilizing received training***

Participants of the CEUME events become more and more involved in the consulting activity. By now this consulting services were provided to more than 232 businesses countrywide. Representatives of Business Support Centers from Odessa, Nikolaev, Kherson and Kirovograd reported that they are very active in consulting different businesses due to new skills and knowledge obtained at the Weekend Workshop. The new projects were developed on the basis of the CEUME materials and implemented in Odessa by Higher School of Advertisement led by Radislav Gandapas, active participant of the WWs. Surveys indicate over 3,500 business people have been trained or received consulting from CEUME trained professors.

Dr. Svitlana Kubiv, Business Support Center MetaCenter stated: "I started to deliver new course in Marketing Planning for business audience were I often refer to CEUME materials and cases.

- ***Developing grant proposals for individual or joint research projects***

Using skills obtained at the Grant Writing Workshop a group of specialists from Odessa Economic University has filled out new grant applications and applied to several funding institutions. The Institute of Post-Diploma Education has filled out and submitted a grant proposal on economic zone restructuring to IRF and was selected for funding.

Institutional Level

- ***Implementing revised or newly developed course curriculum:***

Kharkiv National University has developed a new program in Finance and Accounting & Audit for retraining of temporary unemployed supplemented with educational materials and handouts received from University of Minnesota and a number of Polish partner Universities. The new courses such as Strategic Management, Innovative Management, Financial Services Market, Decision-making Methods, and International Standards in Accounting have been developed and started to be delivered at the number of Universities. The number of credit hours required for completion of such courses as Financial Management, Financial Analysis, and Information Systems for Financial Institutes has been enlarged. Case-method is used in delivering programs of different level (bachelor and specialists) such as Marketing, Strategic Management, Personnel Management, Finance Management.

In 1999/2000 academic year new academic disciplines such as Marketing Policy of Communication, Strategic Marketing, Organizational Behavior, Economic Diagnostics, Advertising Marketing were included into the curriculum of the Institute of Business and Management.

- ***Developing or contributing to the development of a strategy for improvement of business management education at the host institution:***

A great number of the CEUME materials were delivered to libraries of different educational institutions, which are available to both faculties and students. Many of those institutions are initiating participation of their faculty members in all CEUME events. For example, Dr. Igor Pupenko, Rector of the Institute of Post-diploma Education is personally involved in many CEUME events organized in the region. This Institute in cooperation with CEUME Odessa Regional Representative organized a meeting of newly

created Business Club. During the meeting, 15 participants were informed about modern teaching methodology used at the WW (role games, case method, etc.). As a result 5 of the trained people were invited for job interviews. The next day a Round Table discussion focused on Business Education development (based on the outcomes of the Business Club meeting) was shown live on the local TV.

Odessa State Economic University is working on the development of a new strategic plan of the University, which includes co-operation with CEUME as an important strategic point.

Donetsk State Management Academy has developed a business training program based on CEUME educational materials that was delivered to Administrators of different level of the Concern "Stirol".

As a result of participation of faculties from Kharkiv State Polytechnic University in the CEUME weekend seminars following activities have been conducted:

- new strategies were developed at the Faculty of Economic, Business Administration and Economics & Law as well as at several other Departments. These strategies are aimed to improve the quality and the management of KhSPU and are based on new paradigms and principles, introduced on the weekend seminars
- Curricula of 25 business and economic courses in 7 Departments were revised and improved before Fall Semester of 2000
- 13 new curricula will be introduced in Spring Semester of 2001
- 4 Departments will be using new teaching methodologies (Case Studies, interactive learning approach, etc.) obtained at the weekend seminars
- 8 instructors of Economic and Business Administration Faculties will recommend US textbooks as basic texts for their courses development starting from Fall 2000;
- American-Ukrainian Business Center of KhSPU, which serves as an intermediary between KhSPU faculty and Kharkiv business community, already intensively uses methods and approaches acquired on weekend seminars and other CEUME events.

Evidence of Progress MEPP

Performance Indicators		Comments
<u>Study Tours</u>	Program meets targeted numbers of participants ?	There were 47 top administrators from leading business schools participating in 4 Study Tours to Poland and the US organized by CEUME. (1 of these tours was implemented under the METP program)
	Program reflects equitable regional distribution of participants	10 of the participants of the ST represented Eastern Region of Ukraine, 8 - Western region, 8 - Southern region, 9 - Central region and 10 - Kyiv.
	Program reflects equitable gender distribution (this may be limited by the already predetermined audience (CEUME has no control over how many rectors, deputy rectors and deans are women)	Overall study tour represents gender balance. ?
	Participant selection procedures and categories developed	Participant selection procedures and categories developed can be found in Appendix B
<u>National Education Conferences</u>	Program meets targeted numbers of participants	There were 5 Conferences organized by CEUME (4 in Ukraine and 1 in Poland) in which participated 683 representatives of educational institutions from Ukraine, Poland and the United States as well as representatives of business community and governmental structures.
	Program reflects equitable regional distribution of participants	Regional distribution of participants of the Conferences looks the following: representatives of Eastern region - 14%, Central region - 18%, Southern region - 9%, Western region - 22% and Kyiv - 37%.
	Program reflects equitable gender distribution	There were 313 female representatives and 370 male representatives participating in all Conferences organized by CEUME

more info

Evidence of Program Impact, MEPP

STUDY TOUR

Individual Acquisition

- ***Participants acquire new skills and knowledge in the subject matter***

Under the MEPP, 35 representatives of both public and private universities and business schools have participated in three study tours (ST99 to US and Poland - 15 participants, ST00 to Poland- 14 participants and ST00 to US-6 participants). According to the post-exit surveys, reports, interviews, analysis of information, all 35 (100%) participants benefited from participation in the tours by acquiring new knowledge and gaining new skills. (One tour under the METP hosted 12 PDS administrators.)

Individual Satisfaction

- ***Participants positively rate their experience (program delivery and contents)***

According to the Post-evaluation questionnaire: **-Organizational aspects of the Program** - ST99 to US and Poland- participants rated the organizational aspects of the program as excellent (90%) and good (10%); ST00 to Poland- 70% as excellent and 30% as good; ST00 to US-70% and 30% respectively. Content and quality of the program: -ST99 - 90 % of participants evaluated it as excellent, 10% - as good; ST 00 to Poland - 70% gave excellent marks and 30% - good marks; ST00 to US -100% of participants evaluated as excellent. The scale from 1 to 5 where 5 is a highest was used.

Content ?

- ***There is high demand for the program***

The interest in participation in the ST significantly exceeds the planned target number. A great number of requests were received from all regions of the country.

- ***Program enrolls targeted numbers of participants***

By the end of the second year, the program enrolled targeted number of participants. Gender balance and regional representation was achieved through careful selection of participants.

- ***Program is responsive to participants needs***

Based on information received from Post-evaluation questionnaires and participants opinions expressed during Round-table discussions the following conclusions can be made: ST99 to US and Poland - all participants admitted that the program was extremely useful and helpful; participants found the program responsive to their needs and 14 people marked with the highest point the Program activities. ST00 to Poland (source: Post-exit questionnaire, interviews, reports) all participants found the program responsive to their needs, 9 people marked as excellent and 5 rated this indicator as good; ST2000 to US (source: Post-exit questionnaire, reports) all participants found the program responsive to their needs, 6 people rated it as excellent.

how determined

Individual Utilization

- *Participants utilize new knowledge and skills at their institutions and implement changes.*

Utilization of new knowledge and skills as a result of participation in the ST will impact all the institutions as indicated by participants –all who are representatives of top administrations of those institutions.

Needs more

Examples: Evaluation made for ST99

- Within one-year period of time, the majority of Study Tour 99 participants reported that significant changes occurred in their institutions. These changes applied to the content and the methods of delivery of educational materials as well as the number of new courses developed such as Finance, Strategic management, Marketing. The most significant changes can be traced in High Business School (Alchevsk), Kyiv National Trade and Economic University, and Cherkassy Institute of Management
- According to the information received from the participants of CEUME events (data sources: post-evaluation questionnaire, round-table discussion meetings, interview) the new interactive methods of teaching such as small group discussions, simulation games, case study and others become widely exploitable in all institutions. For examples, the *Institute of Economics and Law* has developed a business game for undergraduate students of International Relations and Economic Department called "Starting a Business."
- Information and the materials received by participants of the ST-99 on curriculum structure used in University of Minnesota, Warsaw Schools of Economics, Jagellonian Business School and the University of Warmia and Mazury in Olzstyn was analyzed. Based on this analysis, the recommendations on modern curriculum structure envisaging the reduction of compulsory hours were developed by Task Force headed by Prof. Ushakova, First Prorector of Kyiv National University of Trade and Economics, ST99 participant, and submitted to the Ministry of Education for consideration and approval. After the Ministry's approval these recommendations will be reinforced for the further implementation in the higher education institutions all over Ukraine. For example, Kharkiv State Economic University has developed new curriculum for bachelor and master managerial programs that are structured similar to programs of American and Polish Universities (University of Minnesota, Jagellonian University, Warsaw School of Economics).
- A number of Ukrainian educational institutions have demonstrated an interest in expanding cooperation with Polish counterparts. As an example we can consider the agreement signed between Azov Regional Institute of Management and Lodz Technical Institute. The agreement includes areas of conducting academic and student exchanges, joint seminars and research as well as other activities. More detailed information on this initiative can be found in the letter of Deputy Rector of ARMI addressed to CEUME.

good

Implementation Categories

- *Establishing or modifying administrative procedures in support of newly developed or revised programs and activities*
- *Establishing administrative and financial mechanisms to promote efficient and sustainable operation of revenue generating programs*

According to reports received from regional representatives 48 administrative procedures were changed or revised in a number of universities: Some successful examples are provided: *Kharkiv State University* - the Department of professional skills improvement was reassigned into Department of Post-Graduate Education and functions as well as activities are expanded considerably; *Kirovograd Institute of Commerce*- administration of the institute was able to pass the State Accreditation process that gave it much more freedom in making decisions and reorganizing the work of the departments; *Lviv Institute of Management* - The Department of Continuous Education was opened; *Kharkiv State Economic university*- Three new departments were established: Department of Marketing, Department of Planning and Department of International Cooperation; *Kyiv National University for Trade and Economics*- new centers such as Center for Qualification Improvement and Center for Applied Research were established; *Institute for Economics , Management and Law* (Kyiv) – the functions of Information Center were revised that improves the PR technology considerably; 12 ST participants submitted the Plan for Institutional Development, and noted that most of the ideas and approaches performed in their plans were gained from the Strategic Plan of UMN.

As a result of participation in the ST99 the following changes were introduced at the number of educational institutions: *Lviv Institute of Management*-three profit centers were established that allows to sign cooperative agreements with business companies to provide training for business people as well as attract more funds; *Kiev Investment Management Institute*-Business school was opened in June 2000 for retraining business people by using modular system; *Academy for Public Administration-Odessa Branch*- New Post-Diploma Study Program on Project Management was developed and introduced; *Cherkassy Institute of Management* - Department of Finance headed by Prorector was established in order to improve financial management of the institution and the programs of income generating; Several institutions, among them: LIM, Kirovograd Institute of Commerce, Ternopil Institute for Economics and Entrepreneurship, reported on changes in the system of faculties motivation. Due to this changes faculties will be able to earn additional money for developing and introducing new courses or programs.

- *Establishing student counseling services*

Many educational institutions have departments that are associated with students counseling, but their functions are being reconsidered and changed. Based on the information received during visits to American and Polish universities, Study Tour participants realized how big is the demand for establishing students counseling services and some administrators developed plans for offering this services through opening new departments. Some progress has been already achieved in the Western Region. For example: Students are consulted through consulting and research center " Scientific Advice" in Ternopil Institute of

Economy and Entrepreneurship; There are two students counseling services opened at the Lviv Institute of Management: Students Placement Office and the Center of International Relation.

- ***Establishing student placement offices***

These services provide students with information and support for participation in international programs and preparation to the future employment. Information and consulting center "Business-Incubator Ternopilshchyny" is included into the Department of Management of Ternopol State Technical University. It consults students on how to write business projects, how to start small business, on continuous education, and provides internships for humanitarian specialists.

The process of establishing student placement offices has started at many educational institutions. The International Faculty of Cherkassy Institute of Management has launched a program on student and alumni placement. CEUME facilitated further development of the student placement office at LIM, which is currently working on creation of Center of Students Placement. The monitoring of existed openings is held on a regular basis. TSTU developed links with some businesses and is currently working on establishing student placement offices as well.

- ***Establishing alumni associations***

As a result of participation in ST 1999, the Business School of Dnipropetrovsk Academy of Management, Business and Law has created alumni association consisting of more than 50 members that represent more than 20 businesses.

12 participants of ST99 worked out and submitted to METC plans for Institutional Development. In the development of the plans all the participants were inspired and led by a great number of ideas and information that the host institutions openly shared during the Study Tour. The participants emphasized the great help of receiving the Plan for Strategic Development of the University of Minnesota for 2000-2005.

- ***Producing and implementing plans for improved business education at the host institution***

More than 400 representatives of educational institutions, international development programs, business community and governmental agencies took part in 19 round table discussion meetings organized throughout Ukraine. These facilitated contributions to the development of the Draft of "National Blueprint". This document highlights key issues and outlines specific actions and practical steps which can be taken to enhance the effectiveness of management education in Ukraine. The implementation of those tasks will contribute significantly into the process of evaluation and accreditation of new programs. Nina Ushakova of Kiev National Trade and Economics University, who is a Head of National Methodological Working Group in the Ministry of Education of Ukraine, is actively promoting the principals of core and elective courses in the curriculum, which she got familiar with in the US and Poland, to the Ministry.

- ***Supporting or creation of national system of evaluation or accreditation of programs.***

Through participation in CEUME events, the educational community is provided opportunities to learn, share experiences, and discuss issues of quality and

accreditation. During 2001, the roundtables and national conference are focused on issues of National Standards and building sustainable relationship structures.

- ***Creation of inter-university working groups***

Due to participation in CEUME events such as Roundtable Meetings, Study Tours, National Conferences and seminars, leaders of educational institutions have an opportunity to meet with their colleagues and discuss the ways of cooperation development among the universities. As a result more than 70 inter-university working groups were established. Most successful examples are: Kyiv National State University for Trade and Economics and Odessa State Polytechnic University have developed a joint project on distance learning in management education; International Management Institute and High Business School (Alchevsk) are actively using new technologies in the teaching process; Kharkiv State University and Ukrainian Institute for Entrepreneurship deliver short-term workshops and one-year retraining program for business representatives.

KIMI, Dniepropetrovsk Academy of Business, Management and Law and LIM developed joint MBA Program. As a result of the International Accounting and Standards Weekend Workshop in Odesa, April 2000, Faculties from two CEUME Partner Universities created a inter-university working group for conducting similar seminars for other higher institutions. In the Institute for Post-Graduate Education, Odesa, Dr. Alexander Yatsenko, Dean, has organized a working group of the Weekend Workshop participants, which is to be gathered once a month to share new information and experience ("No-ties Meetings"). In Donetsk faculties-participants of CEUME trainings are creating working group to deliver seminars for the League of Business Women. During NC 2000 the representatives of 5 out of 9 partner institutions of Central region (Zhovti Vody, Cherkassy, Kirovograd, Nikopol, Poltava) have agreed to create inter-university group to organize jointly various events (e.g. inter-university competition on case studies).

- ***Establishing an effective dialog between academic and business communities in Ukraine***

According to the Post-evaluation survey of the Second Annual Conference 80% of participants agreed and strongly believe that participation in the Program facilitates establishing an effective dialog between academic and business communities. For example, participation in the 2nd National Conference assisted the Community Partnership Project (Ukraine-USA) to find experienced instructors to provide business training; several agreements were signed between Ukrainian Union of Businessmen and Entrepreneurs and educational institutions to provide training to representatives of business community. As a result of the "Reengineering" Weekend Workshop in Odesa, April-May 2000, Academy of Public Administration signed up an Agreement with Kherson Electromechanic Factory for Internship and Project Management on Reengineering of the Factory. Due to the information received and experience shared during the NCs 1999, 2000, 3 universities have expanded their activities and work closely with the business community. Institute of "Entrepreneurship" has now more than 10 businesses in the region they constantly provide different types of training and consulting.

Internship

- *Establishing exchanges and collaboration between Polish and Ukrainian management training professionals*

Because of the strong international component the Program facilitates exchanges between faculties of Ukrainian and Polish educational institutions. 10 individuals selected for Internships in Poland will be hosted by Warsaw School of Economics, Krakow Economic Academy, and University of Warmia and Mazury in Olsztyn. Functional areas of proposed projects include: Financial Management, Organizational Development and Changes, Marketing. Four Institutions representatives of which will participate in one Internship project are working on the creation of inter-university working group involved in the problem of attracting of foreign investments to different regions of Ukraine, among them: Prednieprovaska Academy for Architecture and Civil Engineering, State University "Lvivska Polytechnica", Kyiv Investment Management Institute and Chernigiv State Institute of Economics and Management, which are the CEUME partner University.

PBDP
SUMMARY

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
Faculty	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
Institutions	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

Evidence of Progress PBDP - CEUME overall

Progress / Performance Indicators	Comments
Needs assessment performed	Information regarding the interest and needs of Ukrainian education professionals has been gathered and analyzed. CEUME Expert Teaching team and professors of partner institutions have been surveyed to verify and elaborate the data. Needs and desires of partner institutions have been evaluated through the surveys; appropriate materials have been identified and sources investigated. Various sources - International organizations, publishers, education associations have been solicited for book contributions and used. The initial needs assessment and subsequent series of analysis continually justifies the developed strategy.
Training materials satisfying those needs created and distributed	During the 1999-2000 training activities (Summer Institute, Weekend Workshops) 12,555 sets of materials and information including manuals, interactive tools, electronic courses, CD-s, video, utilized by the teaching teams in creating and delivering their courses were developed, published/produced and distributed. 572 participants of the Summer Institutes 1999 and 2000, 6 CEUME Regional libraries and 44 partner institutions libraries have received totally 3,249 copies of the most recent and advanced Western and Ukrainian/Russian texts on 13 management subjects.
Ukrainian specific case studies developed and distributed	CEUME in cooperation with IDC initiated cooperative Program of Promotion and Dissemination of Case Study Teaching Methodology. Within the Program three National Case Writing Competitions have been organized and conducted. More than 17,100 sets of cases and teaching notes, case catalogs, cases on CD and video-cases have been developed, published/produced and disseminated to the interested Faculty members utilizing the case method in their teaching process, including 14,160 sets of various Ukrainian cases, 1,000 teaching notes, 1,000 sets of case catalogs and collections, 1,000 sets of translated and published Polish cases textbook "Innovation Practice of Polish Enterprises". Developed collection of Ukrainian cases containing over 35 cases and teaching notes on 8 major management topics
Libraries enhanced or established to increase professors' access to information	Holdings of CEUME Regional Centers libraries and CEUME Sections of the partner institutions libraries has reached 6,631 with the most advanced English, Ukrainian and Russian Business Education textbooks on 13 major topics. 44 partner institutions received 2,295 copies of the texts on management education.
Publications review board established and policies created	CEUME Publications Review Board is established and policies created. For more information see Appendix C.

Evidence of Progress PBDP - CEUME overall

Progress / Performance Indicators	Comments
<p>List of books/materials translated, adapted and/or developed, completed, distributed</p>	<p>2,100 sets of promotional, discussion, blueprint materials have been prepared, published and distributed during the three CEUME National Management Education Conferences. The results of reasearches conducted by CEUME in the area of Business Education in Ukraine have been published and disseminated (1,500 sets). Information about CEUME and other training activities was made available through the CEUME seasonal newsletter "Our News" being published and disseminated, totally 5,050 sets. 2000 sets of the first issue of CEUME/IDC joint magazine focused on Business Education "Synergy" has been published. CEUME supports and participates in exhibitions and activities that promote management education ("World of Education", "Present-day Education in Ukraine", and others) and facilitate further cooperation of the education and business community - totally CEUME participated at 12 educational fairs. See Appedixes D and E for more information on the texts and materials developed, adopted, published, distributed.</p>

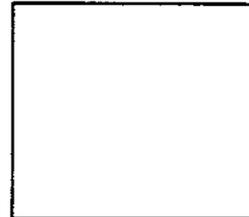
Appendix A

**Established Selection Criteria
For Participation in CEUME
Summer Institute**

APPLICATION FORM

Summer Institute

APPLICATION FORM



picture

NAME	
PRESENT POSITION	
TITLE	
ORGANIZATION	
WORK ADDRESS	
HOME ADDRESS	
WORK PHONE () _____	HOME PHONE () _____
FAX () _____	E-MAIL
ADDRESS FOR CORRESPONDENCE <input type="checkbox"/> WORK <input type="checkbox"/> HOME	
EDUCATION	
BUSINESS AND MANAGEMENT COURSES TAUGHT	
MAJOR ACADEMIC PUBLICATION AND RESEARCH FOR THE LAST THREE YEARS	

WHAT PEDAGOGICAL METHODS DO YOU USE IN YOU COURSES? ARE THESE METHODS SUCCESSFUL OR NOT AND WHY?

DO YOU DEVELOP BUSINESS CASES, ROLEPLAYS, GAMES AND TEACHING NOTES INDEPENDENTLY? HOW THE STUDENTS PERCEIVE THEM?

WHAT ARE YOUR EXPECTATIONS FROM THE SUMMER INSTITUTE? WHY DO YOU THINK YOUR PARTICIPATION IN THE SUMMER INSTITUTE WILL BE USEFUL FOR YOUR FUTURE CAREER?

HOW CAN YOU USE SUMMER INSTITUTE KNOWLEDGE FOR IMPROVING YOUR COURSES?

WHAT IS YOUR FIVE-YEAR PROFESSIONAL PROJECTION?

DID YOU PARTICIPATE IN THE SUMMER INSTITUTE IN 1999?

No Lviv Kharkiv

DID YOU PARTICIPATE IN ANY CEUME WEEKEND WORKSHOPS?

Yes No

HOW YOU HAVE BEEN USING KNOWLEDGE AND MATERIALS RECEIVED DURING THE SUMMER INSTITUTE/WEEKEND WORKSHOP, 1999-2000? WHAT HAVE YOU CHANGED/UPDATED OR SUPPLEMENTED?

FOR WHICH OF THE WORKSHOPS WOULD YOU LIKE TO BE CONSIDERED?

	<i>Yes</i>	<i>No</i>	<i>Rank</i>
Organization Development and Change	<input type="checkbox"/>	<input type="checkbox"/>	_____
International Business	<input type="checkbox"/>	<input type="checkbox"/>	_____
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	_____
Managing a Small Business	<input type="checkbox"/>	<input type="checkbox"/>	_____
Project Appraisal and Investment Management	<input type="checkbox"/>	<input type="checkbox"/>	_____

(Instructions: Put an "☒" in the "Yes" box for each workshop you would be interested in attending. In the "Rank" column, show "1" for most wanted workshop, "2" for next most wanted, etc.)

INDICATE WITH AN "☒" ON THE SCALE BELOW YOUR PREFERENCES FOR THE EARLY OR LATER WORKSHOP SESSIONS

Can only attend early session <input type="checkbox"/>	Prefer early session <input type="checkbox"/>	Either session OK <input type="checkbox"/>	Prefer later session <input type="checkbox"/>	Can only attend later session <input type="checkbox"/>
---	--	---	--	---

DO YOU USE IN YOUR CLASS PROFESSIONAL TEXTS IN ENGLISH?

Yes No

DO YOU WANT TO RECEIVE ENGLISH TEXTBOOKS FOR THE SUMMER INSTITUTE COURSE YOU WILL BE TAKING?

Yes No

PLEASE ATTACH YOUR RESUME AND A SAMPLE OF CASE YOU HAVE DRAFTED (IF YOU HAVE ONE) TO THIS APPLICATION

TRAVEL EXPENSES TO
 DNIPROPETROVSK UZHGOROD
WILL BE COVERED BY MYSELF OR MY ORGANIZATION

Signature

Date

Please send application:
 21/12 Luteranskaya St., suite 35
 CEUME
 No later than June 1, 2000

Appendix B

**Established Selection Criteria
For Participation in CEUME
STUDY TOUR**

**Established Selection Criteria
for Participation in CEUME Study Tour to the US**

I. Commitments to CEUME activity by Individual or Educational Institution

- Participation in Conferences;
 - signing CEUME Memorandum of Understanding - Participating Partner;
 - total number of participant applications for Summer Institute and participation in Summer Institute;
 - contribution through co-teachers of Summer Institute;
 - contribution and participation in weekend workshops;
 - demonstration of openness and willingness to change; and
 - demonstration of awareness of gender equality in program development and practice.
- how analyzed*

II. National/Regional Role of Educational Institution

- Significance (number of professors, faculty, students);
 - introduction of degree and non-degree programs and new courses;
 - understanding the necessity of changes in educational process; and
 - collaboration with foreign universities and participation in international programs.
- how determined*

III. Desired Qualification

- Rector, pro-rector, director, deputy director, dean or other influential position;
- sufficient academic/professional experience;
- capacity for planning, organizing and managing educational process and training;
- ability to direct, administer and exercise control over institution activity;
- ability to establish and maintain professional contacts; demonstration of good communicating skills; and
- ability to innovate, taking advantage of advances in the field of education, training and research.

IV. General considerations

- Regional representation;
- gender balance; and
- representation state and private educational institutions

Appendix C

CEUME
Publication Review Board

Appendix C: CEUME PBDP Review Board

Last name	First Name	Position	Telephone	Fax	E-mail
Rudelius	William	University of Saint Thomas, Minneapolis	(651) 962-4268	(651) 962-4210	wrudelius@stthomas.edu
Sulejewicz	Alexander	Warsaw School of Economics			asulej@sgh.waw.pl
Bebik	Valeriy	Interregional Academy of Personnel Management, Rector	(044)-2645254	(044) 2649511	iam@carrier.kiev.ua

Appendix D

CEUME

Materials Developed and Distributed

Appendix A-PBDP: Textbooks and CEUME Teaching Materials for the SI-2000

N n/n	SI course/subject	Language	Title	Quantity
1	Organization Development and Change: Teaching Team: Andrey Masiuk, Piotr Ploszajski, Genady Kanishchenko, Arthur Walzer	Rus.	J.Newstrom, K.Devis Organizational Behavoir, 2000, 448p.	120
2		Ukr.	A.Kredisov Management for Leaders, 2000, 556p.	120
3		Engl.	1. Organization Development and Transformation, Publisher: Irwin, McGraw-Hill (120 copies)	120
4		Engl.	2. The Organization of the Future, Publisher: Jossey-Bass (120 copies)	120
5		Ukr.	CEUME - Управління організаційним розвитком та змінами	150
6	Human Resources- Teaching Team: John Fossum, Yuri Navruzov, John Logie	Rus.	A.Yegorshin Human Resources Management, 1999г. 607p.	120
7		Ukr.	Yuri Shvalb Practical Psychology in Economics and Business, 1998, 270p.	120
8		Ukr.	A.Kolot Motivation, stimulation and evaluation of personnel, 1998, 224p.	120
9		Engl.	3. Human Resource Advantage: Gaining an Competitive Advantage, Publisher: Irwin, McGraw-Hill (120 copies)	120
10		Ukr.	CEUME - Human Resource Management - Управління людськими ресурсами	120
11	International Business - Teaching Team: David Opp, Kirk St. Amant, Pavlo Sheremata	Rus.	John D.Daniels, Lee H.Radebaugh International Business, 1998, 784p.	120
12		Ukr.	S.Sokolenko Globalization and Economics of Ukraine, 1999, 568p.	120
13		Ukr.	CEUME - Міжнародний бізнес	150
14	Starting and Developing a Small Business - Teaching Team: Robert Tolar, Wojciech Kozlowski, Ivanna Bakushevych, Sandra Becker	Rus.	A.Muravyov Small Business: economics, organization, finance, 1999, 608p.	120
15		Ukr.	James A.F.Stoner, Edwin G.Dolan Introduction to Business, 2000, 752p.	120
16		Engl.	4. New Venture Creation: Entrepreneurship for the 21st Century, Publisher: Irwin, McGraw-Hill (120 copies)	120
17		Engl.	5. Starting Your New Business: A Guide for Entrepreneurs, Publisher: Crisp Publication (120 copies)	120
18		Ukr.	CEUME - Започаткування та розвиток малого підприємства + Tests + Case + CourseDiscr.	120

Appendix A-PBDP: Textbooks and CEUME Teaching Materials for the SI-2000

N n/n	SI course/subject	Language	Title	Quantity
19	Project Appraisal and Analysis - Teaching Team: Alexander Sulejewicz, Miroslaw Kowalewski, Mykhajlo Kolisnyk, Victoria Mikelonis	Rus.	Richard A.Brealey, Stewart C.Mayers Principles of Corporate Finance, 1997, 1120p.90	90
20		Ukr.	E.Brigham Foundation of Finance Management, 1997, 1000p.	120
21		Engl.	The Principles of Corporate Finance, Publisher: Irwin, McGraw-Hill (120 copies)	120
		Engl.	Production: Business Games	100
22		Ukr.	CEUME - Finance Management - Фінансовий Менеджмент Управління грошовими потоками	120
23	General	Rus.	Management - FTMasteringSeries, IMD International, London Business School, The Wharton School of the University of Pennsylvania, 1999, 704p.	60
24		Ukr.	Michael E. Porter Competitive Strategy, 1998, 390p.	360
25	Pedagogy	Engl.	Technical Communication, Publisher: Addison, Wesley Longman, Inc (120 copies)	120
26		Engl.	Oral Presentations for Technical Communication, Publisher: Allyn and Bacon (120 copies)	120
27		Ukr.	CEUME - Pedagogy - Розвиток викладацької майстерності	345
28	Post Diploma Studies		CEUME - Zbigniew Bochniarz "Designing and Implementing Post Diploma Studies Program in Central and Eastern Europe 1993-2000"	250
Ttotal				4025

Appendix E

CEUME

Materials Developed and Distributed

Appendix B - PBDP: CEUME teaching materials prepared, published and distributed within the Publication and Book Distribution Program

	CEUME activity / event	1999		1st Quarter 2000 (Jan-Mar)		2nd Quarter 2000 (Apr-June)		3rd Quarter 2000 (July-September)		4rd Quarter 2000 (July-September)		on 1 st 6 months of 2000	on 3- and 4- th Quarter, 2000	2000	Project to Date
		Title	Quantity	Title	Quantity	Title	Quantity	Title	Quantity	Title	Quantity	Quantity		Quantity	Quantity
CEUME Materials published / distributed	Summer Institute	Introduction to Management and Logistics	130					Organization Development and Change	150						
		Strategic Management	130					Human Resources	120						
		Operations Management	130					International Business	150						
		General Management	130					Starting and Developing a Small Business	120						
		Management	130					Project Appraisal and Analysis - Cash Flow Management	120						
		Finance and Accounting	130					Pedagogy - Developing Pedagogical Skills	345						
		Marketing Strategy	130					Zbigniew Bochniarz "Designing and Implementing Post Diploma Studies Program in Central and Eastern Europe 1993-2000"	250						
		Improving Teaching Skill	320												
	Case study (from Ukrainian Business School Experience) - IDC textbook	1000													
	Total		2230						1255				1255	1255	3485
CEUME Materials published / distributed	Weekend Workshop	Financial Management	130	Financial Management - Second Edition	150	Financial Management - "Cash Flow Management"	300	Introduction to Logistics Management	150	IBTCI training: Managerial Accounting	260				
		Strategic Management	130	Strategic Management, 2nd Edition	150	Strategic Management, 3rd Edition	300	Identifying Funding Sources and writing proposals (ukr.)	150	Starting and Developing New Business	130				
		Accounting: Legislative and Accountance Standards	200	International Accounting Standards	150	Accounting: Legislative and Accountance Standards - 2nd Edition	300	Identifying Funding Sources and writing proposals (egl.)	55	Organization Development and Change	250				
		Accounting: Handouts	130	Basics of International Accounting	80	Organization of the Future	300			New Management Strategy for New Economy	120				
		Basics of International Accounting	85	Current Problems in Marketing	150	Accounting: Legislative and Accountance Standards, 1-st Edition	500			IT Management	120				
		Basics of International Accounting - Examination materials	85	How to teach Cases	1000	Advanced Marketing	100			Financial Management	80				
		Case Study Writing	200	Operational Management - Transparencies	100	Enterprises Transformation and Engineering	100			Transformation and Restructuring of Ukrainian Enterprises	360				
		Current Problems in Marketing	130			Case Study	150			Identifying Funding Sources and Writing Proposals	200				
		Organizational Development	30			Post Diploma Study Materials	200			Human Resources Management	150				
		Case Studies, Issue #1	500							Marketing Strategy: actual problems of teaching	75				
								International Business	150						
								Investment Management and Project Appraisal	150						
	Total		1620		1780		2250		355		2045	4030	2400	6430	8650
Materials published / distributed	Case Study materials / Cases / CDs / Video-cases	1. Marketing Case - C-6-001	200					Catalog of Case Studies	500	Catalogs of cases and case collections	500				
		Marketing Case - Teaching Notes - T-6-001	50					59 cases developed by the participants of the Case Study Competition (published and distributed)	11800	5 best cases developed by the participants of the 3rd Case Writing Competition (published and distributed)	1000				
		Marketing Case - CD - D-6-001	20							5 best teaching notes developed by the participants of the 3rd Case Writing Competition (published and distributed)	500				
		2. Operation Management Case - C-7-002	200								"Power Cases" Workbook: Introduction Practices of Polish Enterprises" translated into Ukrainian and published	1000			
		Operation Management - Teaching notes - T-6-001	50								video-case on "Successful experience of Ukrainian Enterprises" produced	70			
		3. Finance Case - C-1-003	200								video-copies of videocases from Barents CD "Roads to Success" produced	70			
		Finance Case - Teaching notes T-1-003	100								First video-case "Juice BMAK" produced	300			
		Finance Case - CD - Excell - D-1-003-1	20												
		Finance Case - CD - Power Point Presentation - D-1-003-2	20												
		4. Management Information Systems - Case - C-5-004	200												
		Management Information Systems - Teaching Notes - T-5-004	50												
		5. Human Resources Management - Case - C-4-005	200												
		Human Resources Management - Teaching notes - T-4-005	50												
	Total		1360							12300		3440		15740	16740

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Appendix B - PBDP: CEUME teaching materials prepared, published and distributed within the Publication and Book Distribution Program

	CEUME activity / event	1999		1st Quarter 2000 (Jan-Mar)		2nd Quarter 2000 (Apr-June)		3rd Quarter 2000 (July-September)		4rd Quarter 2000 (July-September)		on 1 st 6 months of 2000	on 3- and 4- th Quarter, 2000	2000	Project to Date		
		Title	Quantity	Title	Quantity	Title	Quantity	Title	Quantity	Title	Quantity	Quantity	Quantity	Quantity	Quantity		
Materials published / distributed	CEUME National Conference	Introductory materials for the 1st Annual National Conference "Building Management Education in Ukraine"	250							NC-2000: CEUME Research - "Business Education - Faculty's view"	300						
		Proceedings/Final Papers of the 1st Annual National Conference "Building Management Education in Ukraine"	350	1st Annual National Conference. Summaries, Recommendations- Ukrainian Edition	350	1st Annual National Conference. Summaries, Recommendations- English Edition	100			NC-2000: CEUME Research - "Business Education - Business view"	350						
										NC-2000: CEUME Research - "Business Education - Student's view"	350						
										NC-2000: CEUME - "Building Management Education in Ukraine"	300						
	Total		600		350		100				2050	450	2050	2500	3100		
CD / Electronic version courses / Video-courses	CD-Rom "Management Information Technology"	CD-Rom "Management Information Technology"	70	CD-Rom "Management Information Technology" - 2nd edition	70	CD-Rom "Management Information Technology"	70	VIDEO - Successful experience of Ukrainian Enterprises development - changes caused by the Market	70	CD-course WW: Management Information Systems produced	60						
		"Financial Management" - 3-discs Power Point Presentation	30	"Financial Management" - 3-discs Power Point Presentation	60											CD - SI-2000 Courses materials	200
	Total		100		130		70		270		450	200	720	920	1020		
Management Education Texts distributed	Western and Ukrainian/Russian texts for SI	Smith & Ragan "Instructional Design"	70					English, Ukrainian and Russian textbooks on SI 2000 Courses Topics - Organization Development and Change, Human Resources, International Business, Starting and Developing a Small Business, Project Appraisal and Analysis, Pedagogy - have been distributed to: SI-2000 participants and teachers, Universities Ceume Partners' Libraries, CEUME Representatives' Libraries and METC (see Appendix A-PBDF)									
		Block & Hart "Foundation of Financial Management"	80														
		O'Brien "Management Information Systems"	84														
		Berkowitz "Marketing"	80														
		Schroeder "Operations Management"	85														
		Hill & Jones "Strategic Management"	80														
Total		479					2770						2770	2770	3249		
Ukrainian texts published / distributed	Ukrainian Authors / Experts	Pavlo Sheremeta & Gennady Kanishchensko "The Case Method: From The Experience of Teaching in Ukrainian Business School"	1000					IDC - Guide to Foreign Funding Sources	120	IDC - Guide to Foreign Funding Sources	100						
		Total	1000					120		100		220	220	1220			
CEUME Research materials published	CEUME Researches			IMUCEUME "Ukrainian Enterprises Needs in Business Education" - Ukrainian Edition	250	IMUCEUME "Ukrainian Enterprises Needs in Business Education" - English Edition	250			CEUME Research materials for NC-2000 - 1350 sets							
		Total	0		250		250					500		600	600		
CEUME press	CEUME Quarterly Newsletter		250			CEUME Newsletter - 2nd Edition, English	1000			CEUME Quarterly Newsletter "Our News" (Engl. And Ukr.)	2000						
						CEUME Newsletter - 2nd Edition, Ukrainian	1800			1-st issue of CEUME/IDC established magazine on Business Education "Emergy"	2000						
		Total	250				2800				4000	2800	4000	6800	7880		
Textbooks distributed for CEUME Regional / Partner Institutions' Libraries				Kharkiv Region - Business Plan, Public Relations, Macroeconomics, Economical Dictionary, Theory and Practice of Business, Market Economy, etc.	150	Various Business Education Textbooks for METC and CEUME Regional Libraries	1300	Various Business Education Textbooks for METC and CEUME Regional Libraries	1600	METC Library has been supplemented with texts on major 13 Management Education subjects	600						
										Five CEUME Regional Centers Libraries received the most recent and advanced Ukrainian and Russian texts on Business Education topics	2500						
										Additionally a set of English textbooks on the SI subjects were distributed to the CEUME Regional Libraries and Universities-Partners' libraries	267						
		Total			150		1300		1600		3367	1464	5167	6431	6431		
TOTAL		7639								9444		34322		43766		51405	