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PROJECT COORDINATING COMMITTEE
AND
SOMALIA NATIONAL UNIVERSITY
OFFICIALS TRAINING PROGRAM

JUNE 15 - 26, 1987

SOMALIA MANAGEMENT TRAINING AND
DEVELOPMENT PROJECT
(SOMTAD)

September 1987

Prepared by:

Academy for Educational Development, Inc.
1255 23rd Street, N.W.
Washington, D.C. 20037

University at Albany
State University of New York
135 Western Avenue
Albany, NY 12222

SOMALIA MANAGEMENT TRAINING AND DEVELOPMENT PROJECT (SOMTAD)

PROJECT COORDINATING COMMITTEE AND SOMALIA NATIONAL UNIVERSITY OFFICIALS TRAINING PROGRAM

JUNE 15 - 26, 1987

Under the auspices of the Somalia Management Training and Development Project (SOMTAD), five Somali officials, accompanied by a USAID/Somalia project official, attended a training program in the United States during the period June 15 to June 26, 1987. The primary purpose of the visit was to provide the officials with a basis for approval of the MBA and MPA programs to be offered in Somalia by SUNY/Albany instructors. The program also permitted the officials to become familiar with the institutional capability and scope of activities in international development of the Academy for Educational Development, Inc. (AED), and the other SOMTAD consortium members: University at Albany, State University of New York (SUNYA); Creative Associates International, Inc.; and Arthur D. Little, Inc.

The goals of the training program were to provide :

- an overview of graduate programs in development management;
- settings for the visitors to obtain first-hand demonstrations of experiential management training programs at the state and local government levels; and
- opportunities for the visitors to meet with U.S. officials and discuss issues of mutual interest.

To achieve these goals, a two week program in Washington, D.C. and Albany, N.Y. was prepared. A program itinerary for both the Washington and Albany program segments is presented in Attachment A to this report. Daily program activities are discussed below.

The visiting group consisted of the following members, in alphabetical order:

Mr. Ibrahim Mohamud Abyan
President
Somali Institute for Development Administration and Management (SIDAM)

Mr. Yassin Salah Ali
Director of Planning
Somali National University

Dr. Mohamed Gani Mohamed
President
Somali National University

Mr. Tahir Yusuf Mohamud
Director General, Somali Civil Service and
Project Manager, SOMTAD Project

Mr. Omar Hirsi Omar
Permanent Secretary
Ministry of Industry

The group was accompanied by Dr. Edwin Tolle, USAID Project Officer in Somalia.

A second group of Somali officials is expected to undertake a similar training program in September.

THE PROGRAM

Monday, June 15, 1987

The visitors arrived in Washington late in the afternoon of June 15, 1987. They were met at Dulles Airport by the following AED officers: Dr. Fuad Suleiman, Senior Vice President for Higher Education and Technical Training; Dr. Saad Noor, SOMTAD Project Director; and Mr. James Lancaster, Senior Program Officer. The visitors were taken to their hotel and given a brief program orientation.

Tuesday, June 16, 1987

The program opened at the Academy for Educational Development (AED) on June 16th. The group was welcomed by Mr. Stephen Moseley, AED's President, and by other AED officers.

At mid-morning the visitors met with Ms. Lois Richards, who at the time was Designated Director of the USAID mission in Somalia. She has since that time assumed her post in Mogadishu.

The purpose of the meeting was to provide an informal setting in which issues of mutual interest could be discussed. Ms. Richards, who held the position of Deputy Assistant Administrator for West and Central Africa prior to her current position, was very frank in her informal discussion with the visitors. At the outset of the meeting she said she would prefer to take questions because, as she had not yet assumed her post, she could not presume to have all the details of USAID's role in Somalia, and therefore preferred not to make a presentation.

During the discussion she predicted the possibility of seeing further cuts in USAID assistance to Somalia, in line with projected cuts in assistance to many other developing countries, but was hopeful that on-going commitments would not be affected. She added that while there may not be a radical change in the objectives of USAID assistance to Somalia, there will, however, be a change in style as a result of her personal management style. Ms. Richards concluded her remarks by promising full cooperation with the Somali Government.

The next session was devoted to "U.S. Policy Towards Somalia." The speaker was Ambassador David Fischer, Director of the Office of East African Affairs at the Department of State. Ambassador Fischer stated that U.S. policy towards Somalia has been based on both strategic and humanitarian concerns. Thus, the U.S. is interested in maintaining regional stability in the Horn of Africa and in assisting Somalia in attaining social and economic development.

He discussed the general decline in U.S. aid levels due to U.S. fiscal adjustments, and the anticipated impact on the level of American aid to Somalia. He ended his remarks by emphasizing the importance of adopting efficient management systems to a developing country such as Somalia in times of declining aid levels from international donors.

A period of open discussion, in which the visitors reviewed with the Ambassador matters of mutual interest, followed. During this period, issues of substantial importance for the over-all American-Somali relations were covered. The frankness with which the discussion was conducted was highly appreciated by the Somali officials.

In the afternoon the group attended the first session of the educational orientation program. This session was designed to provide an overview of American higher education that would enable the participants to understand the role colleges and universities play in American society. The speaker was Dr. Terry Hartle, who is the Chief Education Advisor to the Senate Committee on Labor and Human Resources. Major areas of discussion included:

- The nature of American Society: the impact of its political structure and the mobility of Americans.
- The distinctions between elementary, secondary, higher, and post-secondary education.
- The purpose of American higher education
- The defining characteristics of American higher education: diversity; mixed governance; autonomy/institutional freedom; size of the system; and individual and family responsibilities for meeting the cost of higher education.
- Historical overview of American higher education
- Philosophy of American higher education: American pragmatic attitude; American Colleges are heirs to many different traditions; basic philosophies -- learning for learning's sake and learning for practical purposes.
- Accreditation.

Wednesday, June 17, 1987

On Wednesday morning the group attended a session on education in the Arab world. The speaker, Dr. Fuad Suleiman, Senior Vice President of Higher Education and Technical Training at AED, underlined some of the problems that have been challenging education systems in the Arab world. Paramount among these problems are:

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- **The Demographic Challenge:** Rapidly increasing population is putting tremendous pressure on education systems which are frantically trying to accommodate an ever-increasing school age population.
- **Declining Quality:** In most Arab countries the teacher/student ratio at all levels of education is very high due to unrelenting demographic pressure. Thus, the quality of instruction tends to be low in the critical fields of science and technology.
- **Lack of Sufficient Planning and Management:** The absence of systematic planning and modern management is considered to be a major impediment in attaining both internal and external efficiency in Arab education systems. Somalia's education system was analyzed within that context but no conclusion was reached as to how it should be improved.

The afternoon session was devoted to educational policies in Sub-Saharan Africa. The speaker, Mr. Peter Moock, Senior Economist at the World Bank, who is the principal author of the World Bank paper on the same topic, explored the current status of education in Sub-Saharan Africa. He asserted that since independence Sub-Saharan African nations have invested heavily in education and won impressive achievements. In many African countries, however, enrolments have recently stagnated, and the quality of education has apparently declined. These reversals have occurred in an environment characterized by unprecedented population growth, maintaining fiscal austerity, and tenuous political and administrative institutions. Each of these factors, he said, has hurt education in the region. And the ensuing deterioration in educational services has made it more difficult to solve the region's economic and social problems, fueling a cycle of eroding prospects.

Mr. Moock recommended national policy packages for educational development. Every African country, he said, should embrace the task of formulating and implementing an internally coherent set of policies that address its problems in education and training. Each country-specific package will need to contain, in varying proportions, three distinctive dimensions of policy: adjustment, revitalization, and selective expansion.

On Wednesday evening AED hosted a reception in honor of the Somali officials. Invited guests included officials from the Somali Embassy, World Bank, USAID, Department of State, members of the Washington academic and professional community, and the SOMTAD Project Coordinators from Creative Associates International and Arthur D. Little. The reception provided a setting which afforded the visitors an opportunity to discuss issues of mutual interest with American officials and staff members of international organizations.

Thursday, June 18, 1987

The Thursday morning session was held at the offices of Creative Associates International (CAI) in Washington. CAI is a member of the SOMTAD consortium and has prime responsibility for developing and implementing the Worksite Management Training Unit (WMTU). The topic of discussion was "Strengthening Organizations through Management Training".

Before starting the program on Management Training, Diane Dodge, a Vice President of CAI, gave an overview of CAI's activities.

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May Rihani, CAI's SOMTAD Project Coordinator, then started the session on management training by discussing the components of a WMTU. The presentation focused on the functions and goals of a WMTU, and then turned to the question of how to set-up a WMTU.

She pointed out that trainers are critical to management training, and the question of how to institutionalize the training process is a critical one, as training must continue once the technical assistance advisors leave. This is possible with trainers who have been well trained themselves. She indicated that the following elements need to be addressed in training trainers: role definition, task description, needs assessment, designing curriculum, training methods, training materials, preparation of training plans, monitoring and evaluation of training, networking with other training institutions, logistics, and the management of training.

Management training courses, she said, are another critical area, and the following elements need to be addressed in their design: identification and clarification of goals and objectives; content outline and sequence; identification of key readings and training aids; and development of an action plan that ties the training to the jobs.

She added that delivery is another important area, and the following elements are recommended: use of co-trainers in the initial phase (training of trainers), organizing special executive seminars in order to obtain top level support; and coordinating with long term training to ensure that the programs complement each other.

Some of the issues that need to be taken into account are the following:

- Training infrastructure tends to be biased toward the elite, especially in the public sector; all levels must be addressed, not only the executive level.
- It must be determined if a training policy exists, and if so, if it is being implemented.
- Training needs to be institutionalized.
- Resources are usually limited and training priorities must be set. Infrastructure must not always be chosen instead of human resources.

Ms. Rihani concluded her presentation by stating that the pacing of the training must be determined by all of the above. An open discussion followed.

Dr. Jack Gant, former Dean of the College of Education at Florida State University, then discussed his experiences with international management training and the training models he has developed. He emphasized the need to make training part of the permanent system, and that the effectiveness of the work unit is dependent on the needs and expectations of the participants being addressed.

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He has divided the training process into four phases:

1. Entering the Unit
 - Objectives of the work unit, participant and program
 - Resources
 - Culture (for out of the country training)
2. Learning Experience/Operation
3. Closing Phase
 - Evaluation
 - Action Plans
 - Networking (keeping in touch with Training Unit)
 - Re-Entry
4. Follow-Up
 - Re-entry -- sharing new knowledge
 - Supervision -- coaching, practice
 - Evaluation

However, he believes that in order to institutionalize the training, the following elements must be addressed:

- A need must exist (if unperceived, awareness must be developed)
- Top level policy mandate must exist
- Training development plan fitting the country's structure
- Broad based awareness of program
- Training
- Development of capacity to maintain training system
- Monitoring and revision of system, as needed.

A free ranging discussion followed.

The afternoon session, held at AED's offices, focused on "Vocational Education in Developing Countries". The speaker, Mr. John Middleton, a World Bank evaluation specialist, addressed issues pertinent to critical problems facing vocational education and technical training programs and how to relate these programs effectively and efficiently to the changing needs of developing countries. He referred to World Bank surveys and studies that have examined vocational education in different developing countries. These include:

- Social justification for vocational training; the case for expansion of the system of vocational training in particular parts of the system;
- The internal efficiency or cost effectiveness of the system, for example between different types of courses or different length courses;

- Comparisons of the payoff to on-the-job training and off-the-job training;
- The substitutability between vocational training and formal schooling;
- Social and political costs of unemployment; and
- Some of the policy issues relevant to vocational training.

Somalia's present vocational training system was discussed and some possible solutions to its constraints were explored.

Friday, June 20, 1987

On Friday morning the delegation visited Northern Virginia Community College (NOVA) at Alexandria, Virginia. The visitors were met by Dr. Jean Netherton, the campus Provost. The topic of discussion in the morning session centered on the Community College as an institution of higher education. Areas discussed included:

- The philosophy of the community college
- The purpose of the community college
- Administration of the community college
- History of junior and community colleges
- Access (the open door policy)
- Admissions
- Academic programs
- Vocational and technical programs
- Students and student services
- Community services

The Nova visit was concluded with a tour of the college computing laboratory and the automotive engineering and public service technology department.

On Friday afternoon the group was addressed by Dr. David Sprague, Director of USAID's Office of Education. The speaker explored the Agency's efforts in improving the quality of education in developing countries. He noted the USAID-sponsored "Somalia Education and Human Resources Sector Assessment," and the "Somali Civil Service Study" of 1984 as some of the activities undertaken by the agency in that regard. He also mentioned some of the Improving the Efficiency of Education Systems (IEES) Project activities in Somalia. The project, which is designed to help developing countries improve their educational systems, issued the 1985 "Enhancement of School Quality in Somalia" report.

The speaker noted the decline in enrolment at the primary school level in Somalia in recent years and expressed the agency's interest in assisting the Ministry of Education in areas such as teacher education and management.

Saturday, June 20, 1987

Free day for visitors.

Sunday, June 21, 1987

The visiting Somali officials arrived in Albany, New York, early Sunday afternoon accompanied by Dr. Edwin Tolle, USAID/Somalia; Dr. Saad Noor, AED SOMTAD Project Director; and Ms. Pia Chesnais, AED Project Associate. They were met at the Albany County Airport by Mr. Robert Burke, SUNYA SOMTAD Project Coordinator; Mr. Henry Elonge, Graduate School of Public Affairs; and Mrs. Angela Kipp, Professional Development Program. The visiting delegation was taken directly to its hotel for registration.

Following registration, the group was formally welcomed by Mr. Robert Burke. Each visitor was provided with a folio of materials including information on the University at Albany, State University of New York; the City of Albany; and the Rockefeller Institute of Government, as well as an agenda for the four day Management Development and Training Forum. Mr. Burke briefed the group on the Forum agenda emphasizing that the program presentations were structured to approach management development and training from an academic as well as a profession in-service perspective.

In the evening, Dr. Warren Ilchman, Provost of Rockefeller College of Public Affairs and Policy and Director of the Rockefeller Institute of Government, hosted a welcoming reception in honor of the Somali officials. Guests included University officials and senior administrators, New York State and Albany city government representatives, GSPA and SB faculty, local business leaders, and other interested professionals. The reception afforded visitors and guests the opportunity to exchange information and experiences relating to management development issues.

Monday, June 22, 1987

The Monday morning session was held in the conference room at the Thruway House. Dr. Warren Ilchman opened the morning's program with a presentation entitled "Management Training for Nation Building." Setting the general theme of the Forum, Dr. Ilchman expressed the value of education and training in improving the quality of life in Third World nations. He outlined the impact such training has had on literacy, birth rates, agricultural productivity, and economic development.

Mr. Michael Thompson, Associate Director of the Public Service Training Program, then addressed the delegation on "What is Management Development Training - Why is it Important?" Mr. Thompson stressed the need to devote greater attention to the human factor in development efforts and national planning. In his presentation, Mr. Thompson characterized the four stages of a professional career--apprenticeship, independent contribution, working with a mentor, and becoming a leader. A combination of technical knowledge, human relations skills, and conceptual abilities are required in various levels of emphasis during these stages of development. Mr. Thompson outlined the terms of effective management, touching on personal, group and organizational methods of effectiveness as a way of enumerating the essential components of a professional development program.

In the afternoon, Dr. Vincent O'Leary, President of SUNYA, greeted the delegation in the President's Conference Room on the University's main campus. President O'Leary welcomed the Somali visitors on behalf of the entire University and expressed his sincere commitment to the educational goals of the SOMTAD Project.

Dr. John W. Shumaker, Vice-President for Academic Affairs, followed President O'Leary's greeting with a presentation on SUNYA's schools, departments, faculty, students, and academic programs. Dr. Shumaker outlined the history of SUNYA from its days as the State's first normal school in 1844 to its present status as the senior of four University centers in the 64-member SUNY system. SUNYA today has 16,000 undergraduate and graduate students enrolled in nine degree-granting schools and colleges offering more than 135 academic programs from the bachelor's degree through the doctorate. The faculty includes more than 700 full-time nationally and internationally renowned scholars.

Dr. Shumaker reemphasized President O'Leary's commitment to international programs and the SOMTAD project in particular. He briefly described SUNYA's educational initiatives in Brazil, China, Yugoslavia, and Indonesia, as well as a project undertaken by the SUNYA School of Education in Somalia called "Improving the Efficiency of Education Systems" (IEES). He welcomed the establishment of a collaborative educational community between the Somali National University and SUNYA and promised the full support of his offices toward that goal.

The visitors next toured SUNYA's main campus and were given a guided tour of the University's main library and Computing Center.

In the evening, Dr. Warren Ilchman, Provost of Rockefeller College, hosted an official dinner in honor of the SOMTAD delegation. Guests included President O'Leary; Dr. Alden Haffner, Acting Vice-Chancellor for Academic Programs and Planning, SUNY; Mr. Stephen McArdle, President of the Common Council, City of Albany; and Dr. Henrick Dullea, Director of State Operations, Governor's Office.

President Vincent O'Leary addressed the dinner guests reiterating the comments he had made earlier in the afternoon regarding SUNYA's commitment to the SOMTAD Project. A "Certificate of Understanding" which certified the commitment to a fruitful and collaborative educational community of the Somali and SUNY delegates was read and signed by University officials and each member of the Somali delegation.

Mr. Stephen McArdle, representing the City of Albany, read a proclamation issued by Mr. Thomas M. Whalen III, Mayor of the City of Albany, officially recognizing the honor paid to the capital city by the visit of the Somali delegation and officially proclaiming Monday, June 22, 1987 as: "Somali Delegation Day." Each delegate was provided with a copy of the Proclamation.

Representing the Governor's office of the State of New York, Dr. Henrick Dullea welcomed the Somalis and read a letter from Governor Cuomo addressed to the Somali delegation which detailed Governor Cuomo's thoughts on why public universities should undertake major programs in support of other nations such as the Somali Democratic Republic.

Dr. Mohamed Gani Mohamed, President of Somali National University, and Mr. Ibrahim Mohamud Abyan, President of SIDAM, speaking on behalf of the Somali Delegation, expressed sincere gratitude for the welcome they received and the overwhelming enthusiasm and commitment they witnessed toward the Somali people and the goals and objectives of the SOMTAD Project.

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The success of the SUNYA School of Business is linked closely to its practical, hands-on approach as explained by Dr. Diamond. The first phase of the MBA program is a series of courses which deal with the underlying business disciplines needed for both management and accounting. The second phase is a group of semester-long courses in the functional areas of business: finance, marketing, and operations management. Accounting students complement these courses with greater depth in accounting, while the MBA students gain breadth in the management of two critical business resources; people and information. This intensive beginning permits the third phase, about half of the program, to be devoted to a professional specialization which includes a major field project or consulting assignment with a local business. The field project allows the student an opportunity to apply the knowledge and skills acquired in the classroom, while providing training in a business specialty that has been tested by application with close faculty support. Dr. Diamond strongly urged the group to consider a similar approach in the design of the SOMTAD MBA program. Mr. Wright addressed the group on the School's Executive Development Program and international initiatives. The Executive Development Program provides educational programs tailor-made to the needs of a particular company and usually focuses on senior level management training.

As with the morning's activities, a lively discussion followed the School of Business presentation. Questions were raised in four general areas:

- The level of quantitative skills required for MBS study
- The attrition rate to be expected in an MBA program
- The availability of remedial study - recommendations for SIDAM
- The need for applied business education - MBA students must be prepared to perform in Somalia.

To close the School of Business discussions, the group was afforded a demonstration of a computer assisted market analysis model prepared by an MBA student. Dr. Holstein explained how this and similar projects play an important role in the practical approach to MBA education as offered by SUNYA.

Wednesday, June 24, 1987

The morning's activities began with a visit to the New York State legislature hearing room and a meeting with Mr. Thomas Hartnett, Commissioner of Labor, and members of the Governor's Office of Employee Relations, Mr. James Gutowski, Deputy Director, and Mr. William Lafleur, Division of Program Planning and Educational Development. The Governor's Office of Employee Relations represents New York State Government in all labor contracts and is directly responsible for the professional development of the State workforce. Mr. Hartnett outlined how the public sector has come to realize the importance of continuing education for the State's civil servants.

After the discussion, the group walked down State Street to SUNY Plaza, the central administrative headquarters of the State University of New York (SUNY) system. Dr. Reynold J. Bloom, Director of International Programs, greeted the visitors and provided a brief description of the SUNY system's 64 campuses. Dr. Bloom praised the collaborative effort between SUNYA and the Somali Democratic Republic.

In the afternoon the group toured the New York State Capitol Building including the Senate, Executive and Assembly Chambers, and the million dollar staircase. Following the tour, the Somali visitors posed with Senate leaders for a photo session.

Wednesday evening, the School of Business hosted a dinner in honor of the Somali delegation. The dinner speaker, Dr. William Diamond, addressed the guests on "Developing Markets for Somali Products." During his presentation, Dr. Diamond suggested that the SOMTAD MBA thesis study would be an excellent way to research market opportunities for Somali products, and investment opportunities for U.S. businesses in Somalia, while serving as the demonstration of a student's analytical skills.

Thursday, June 25, 1987

Thursday morning the visitors were invited to inspect two small family businesses located in the countryside surrounding Albany. The businesses, the Fritz Hembold Meat Packing Company and the Wagner Poestenkill Dairy, were selected based upon the nature of the business, the scale of operation, the mode of management and the level of capital investment relative to Somalia's own managerial, technical and financial resources.

Thursday evening Dr. Warren Ilchman hosted a dinner officially closing the four day Management Development and Training Forum. Dr. Ilchman and Mr. Abyan each addressed the dinner guests reconfirming their mutual commitment to the educational programs and activities of the Somalia Management Training and Development Project and to building a collaborative educational community of students, faculty, and administrators dedicated to strengthening understanding among nations.

Friday, June 26, 1987

Friday morning the Somali delegates departed Albany for the return trip to the Somali Democratic Republic.

**COORDINATING COMMITTEE
and
SOMALI NATIONAL UNIVERSITY OFFICIALS
VISIT**

June 15 - 26, 1987

Washington, D.C.
and
Albany, New York

ITINERARY

**SOMTAD Project Coordinating Committee
and
Somali National University Officials**

June 15 - 26, 1987

LIST OF VISITORS

Mr. Ibrahim Mohamud Abyan
President,
Somali Institute for Development Administration and Management

Dr. Mohamed Gani Mohamed
President, Somali National University

Mr. Omar Hirsi Omar
Permanent Secretary, Ministry of Industry

Mr. Tahir Yusuf Mohamud
Director General, Somali Civil Service and
Project Manager, SOMTAD Project

Mr. Yassin Salah Ali
Director of Planning, Somali National University

**SOMTAD Project Coordinating Committee
and
Somali National University Officials**

June 15 - 26, 1987

WASHINGTON, D.C.

Monday, June 15, 1987

ARRIVAL WASHINGTON, D.C.:

4:30 pm

Arrive:

Dulles International Airport
Pan Am Flight #61

Met by Dr. Fuad Suleiman, Senior Vice President for Higher Education and Technical Training, and Dr. Saad Noor, SOMTAD Project Director, Academy for Educational Development (AED)

6:30 pm

Hotel Registration:

The Mayflower Hotel
1127 Connecticut Avenue, N.W.
Washington, D.C. 20036
Telephone: (202) 347-3000
Telex: 39-2324

Tuesday, June 16, 1987

8:30 am

Met at hotel and escorted to AED by Dr. Saad Noor and Mr. James Lancaster, Senior Program Officer, AED

9:00 am

Banking

First American Bank
2301 M Street, N.W.
Telephone: (202) 637-2894

Arrangements have been made to assist you in cashing your per diem checks and obtaining travelers checks. Please return to the Academy upon completion of your banking transactions.

9:45 am

Welcome

Mr. Stephen F. Moseley,
President, AED

- 10:00 am **Meeting**
 Ms. Lois Richards,
 Designated Director
 of USAID Mission in Somalia
- 11:30 am **"U.S. Policy Towards Somalia"**
 Ambassador David Fischer, Director
 Office of East African Affairs
 Department of State
- 12:30 pm **Lunch hosted by AED**
- 2:00 pm **"Overview on American Higher Education"**
 Dr. Terry Hartle
 Chief Education Advisor
 Senate Committee on Labor and
 Human Resources
- 4:15 pm **Return to Hotel**

Wednesday, June 17, 1987

- 8:30 am **Depart Hotel for AED**
- 9:15 am **"AED's Role in International Education:
Educational Development Programs in the Arab
World"**
 Dr. Fuad Suleiman, Senior Vice
 President Higher Education and
 Technical Training, AED
- 11:00 am **Interview of**
 John Healy, Candidate for
 Long Term Advisor,
 Ministry of Finance
- 12:30 pm **Lunch hosted by AED**
- 3:00 pm **"Educational Policies in Sub-Saharan Africa"**
 Mr. Peter Moock, Senior Economist
 Education and Training Department
 International Bank for Reconstruction
 and Development (World Bank)
- 4:15 pm **Return to Hotel**

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Page 3**

5:30 pm **Reception at AED**
Invited guests include officials from the
Somali Embassy, World Bank, USAID,
Department of State, and members of
the Academic Community

7:30 pm **Return to Hotel**

Thursday, June 18, 1987

9:00 am **Depart Hotel**

9:30 am **Visit of**
Creative Associates International
3201 New Mexico Avenue, NW
Suite 270
Washington, DC 20016
Telephone: 202/966-5804

Welcome
Diane Dodge
Vice President
Creative Associates International

10:00 am **"Strengthening Organizations through
Management Training"**
May Rihani, Senior Associate,
Jack Gant, Consultant
Creative Associates International

12:30 pm **Lunch hosted by Creative Associates
International**

2:00 pm **Return to AED**

2:30 pm **"Vocational Education in Developing Countries"**
Mr. John Middleton
Evaluation Specialist
The World Bank

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- 4:00 pm **Interview of:**
 Mr. Garald Lovorn, Candidate for Long
 Term Advisor,
 Ministry of Treasury
- 5:00 pm **Interview of:**
 Mr. Jean Crouzet, Candidate for Long
 Term Advisor,
 Ministry of Commerce
- 6:15 pm **Return to Hotel**

Friday, June 19, 1986

- 8:30 am **Depart Hotel**
- 9:30 am **Arrive:**
 Northern Virginia Community College
 (NOVA), Alexandria Campus
- 10:30 am **"Overview of the Community College"**
 Dr. Jean C. Netherton, Provost
- 10:30 am **Tour of:**
 Academic Computing Lab and
 Data Processing Center
 Dr. Gloria Terwilliger,
 Director, Learning Resource Center,
 and Mr. Fay Avery,
 Chair, Business Division
- 11:30 am **Meeting with:**
 Dr. Craig Washington,
 Division Chairman, Automotive
 Engineering and Public Services
 Technology
- 12:30 pm **Lunch hosted by NOVA**
- 1:30 pm **Tour of:**
 Visual and Performing Arts Building
 Dr. Rudolph Fiorillo,
 Head of Department
- 3:15 pm **Return to AED**

4:00 pm

"Policy Dialogue in Education"
Dr. David Sprague, Director
Office of Education
U.S. Agency for International
Development (USAID)

7:30 pm

Dinner hosted by AED

Saturday, June 20, 1987

FREE TIME: We would like to propose various schedule options for Saturday. You may choose either to plan the day as you see fit or permit us to arrange for group touring and shopping. We would be happy to make suggestions on shopping locations, tours and entertainment should you chose to design your own schedule.

ALBANY, NEW YORK

Sunday, June 21, 1987

TRAVEL TO SUNY/ALBANY

12:00 n

Hotel Check-Out

Departure for Washington National Airport

1:30 pm

Depart:

Washington, D.C. for Albany, New York
US Air Flight #76

2:33 pm

Arrive Albany, New York

Met by Mr. Robert Burke, SOMTAD
Project Coordinator; Mr. Henry Elonge,
Graduate School of Public Affairs; and
Mrs. Angela Kipp, Professional
Development Program, University at
Albany, State University of New York

Hotel Registration:

Quality Inn of Albany
1-3 Watervliet Avenue
Albany, New York 12206
Telephone: 518/438-8431

4:00 pm

Welcome and Briefing

Mr. Robert Burke
SOMTAD Project Coordinator

6:00 pm

**Welcome Reception, Rockefeller Institute of
Government**

Invited guests include University
officials and senior administrators, New
York State and Albany city government
representatives, GSPA and SB faculty,
local business leaders, and other

interested professionals.

Monday, June 22, 1987

8:30 am

Depart Hotel

9:00 am

"Management Training for Nation Building"
Dr. Warren Ilchman
Provost of Rockefeller College of
Public Affairs and Policy and Director
of the Rockefeller Institute of
Government

10:00 am

**"What is Management Development/Training -
Why Is It Important?"**
Mr. Michael Thompson
Associate Director of the Public
Service Training Program

11:00 am

Small Group Discussions And Panel Feedback to
assembled group.

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12:30 pm	Lunch hosted by SUNYA
1:45 pm	Depart for SUNYA Main Campus
2:00 pm	Welcome Dr. Vincent O'Leary President, SUNYA
	"University at Albany - Overview of Schools, Departments, Students, and Programs" Dr. John W. Shumaker Vice President for Academic Affairs
2:45 pm	Tour of University at Albany Uptown Campus
4:30 pm	Return to Hotel
6:30 pm	Official Dinner hosted by SUNYA

Tuesday, June 23, 1987

8:30 am	Depart for SUNYA
9:00 am	"What is the Graduate School of Public Affairs, and What Programs Does it Offer?" GSPA Faculty
12:00 n	Lunch hosted by SUNYA
1:00 pm	Depart for SUNYA Main Campus
1:30 pm	"What is the Graduate School of Business , and What Programs Does it Offer?" GSB Faculty
4:00 pm	Return to Hotel
6:00 pm	Social evening at the home of Dr. Helen Desfosses

Wednesday, June 24, 1987

9:30 am	Depart hotel to Empire State Plaza
10:00 am	"Executive Development and Management Training" Mr. Thomas Hartnett, Commissioner of Labor Mr. James Gutowski, Deputy Director Mr. William LaFleur, Division of Program Planning and Educational Development Governor's Office of Employee Relations
12:00 n	"The SUNY System, Size, Scope, and Role in International Programs" Dr. Reynold J. Bloom Director of International Programs SUNY Central Administration Lunch hosted by SUNY Central
2:00 pm	Visits to New York State Executive and Legislative Branches of Government
4:00 pm	Return to Hotel
6:30 pm	Dinner Presentation: "Developing Markets for Somalia Products Small Business Development" Dr. William Diamond Graduate School of Business

Thursday, June 25, 1987

8:30 am	Depart for field visits
9:00 am	Field Visit to Hembold Fritz, Inc. Meat Packing, Troy, New York
11:00 am	Field Visit to Wagner's Poestenkill Dairy, Poestenkill, New York
12:30 pm	Return to hotel Afternoon free
6:00 pm	Closing Dinner

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Friday, June 26, 1987

am

Departure for airport and return trip to Somalia

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