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**Business Incubators and Enterprise  
Development Workshop**

**June 9 - 12 1992  
Celakovice,  
Czech and Slovak Federal Republic**

**FINAL PROGRAM REPORT**

**By the American Council on Education  
(Business-Higher Education Forum)**

**in cooperation with the  
Northwestern University Technology Innovation  
Center**

**Submitted to the  
U.S. Agency for International Development  
September 1992**

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## **Executive Summary**

Under the direction of the Business-Higher Education Forum's Coalition for Democracy and Enterprise, a group of U.S. and Czechoslovak partners initiated a business incubator development program in the Czech and Slovak Federal Republic. The goal of the project was to assess interest in business incubators and provide training in the basics needed to establish, operate and support a business incubator. On June 9-12, 1992, a four-day training workshop — *Enterprise Development and Business Incubators* — was held at the Czechoslovak Management Center (CMC) in Celakovice, Czechoslovakia. Though the assessment phase and first workshop are completed, ongoing support will be necessary to ensure the successful establishment of incubators throughout the country.

Under the direction of the Forum's Coalition, U.S. partners who worked on the project were Northwestern University's Technology Innovation Center with cooperation from the Association of University Related Research Parks. The in-country partners were the Czechoslovak Management Center and the Czech Technical University in Prague and its Business Innovation Center.

### ***Coalition Background***

The Business-Higher Education Forum of the American Council on Education established the Coalition for Democracy and Enterprise in 1990 to give Forum members a mechanism for providing technical assistance to Central and Eastern Europe. The incubator development project is part of a much broader effort by the Coalition to help Central and Eastern Europe establish democratic, enterprise-based societies. The Coalition is working in three areas — enterprise development, management training and market economics education, and infrastructure development.

Among other projects, the Coalition has established a business incubator at Warsaw University of Technology and is providing training for potential incubator managers throughout Poland. The Coalition has used this experience to help guide its incubator development efforts in the Czech and Slovak Federal Republic.

The Coalition's efforts are driven by the belief that fundamental economic and societal changes will take years to accomplish and that every effort must be made to establish institutions and programs that can carry on once Western intervention ends. That is why Coalition programs, such as the one described in this report, aim to build in-country capacity by "training the trainers" and "building the infrastructure."

### ***Assessment***

The Coalition began its incubator development effort in the Czech and Slovak Federal Republic by assessing interest in the idea and identifying in-country partners. Interest in incubator and enterprise development training was found to be extremely high as evidenced by the enthusiastic response from ministry officials contacted about the project and the participation rates at the workshops. In addition, we discovered that knowledge of the concept was surprisingly high. In fact, we found that there are over 30 business innovation centers in the Czech lands and Slovakia, as well as research parks under development. However, knowledge of incubator development and management skills vary widely and much more training is needed in order to help these centers and research parks become firmly established and survive the chaotic economic environment in the country.

**Workshop**

Thirty Czechs and 20 Slovaks participated in the training program, which was geared for those interested in establishing incubators. Sessions covered everything from how to create an incubator environment to how to find sources of capital for small enterprise. Case studies, speakers and roundtables were used to teach the material.

Based on formal evaluations, it was clear that the material covered was both relevant and useful. Evaluations described the workshops as "well prepared," "logical and clear," and "very helpful and very interesting." Many of the participants said they would like to participate in a more advanced workshop or receive additional individual training in the near future. For this reason, a proposal for a follow-up training program has been submitted to the Agency for International Development.

**Conclusion**

The initial phase of this program has given participants a much better understanding of what is involved in developing and managing incubators. Perhaps one of the greatest lessons was that incubators are complex projects, requiring considerable time and effort.

Despite the challenges involved, many participants showed a great deal of interest in developing incubators throughout the country and working together to assist one another. Most of the participants were involved in projects that are in the very early stages of development and felt that closer, direct assistance would be extremely important. Many participants expressed a desire for further, individualized assistance.

Based on the success of the workshop and comments provided by participants, the Forum, in conjunction with Northwestern University, is working on a series of follow-up activities to continue to teach the Czechs and Slovaks the basics in incubator development and to help build 10 to 12 incubators in both the Czech and Slovak republics.

If the countries of Central and Eastern Europe are to survive the transformation to a democratic market economy, every effort needs to be made to develop small- and medium-sized companies and encourage an entrepreneurial spirit among the people. Business incubators, which offer training in basic management and business skills, have been identified as a means to assist in that transformation, especially when they tap into the resources of the scientific community.

Further incubator development in the Czech lands and Slovakia promises to assist the Czechs and Slovaks in their efforts to build institutions which will contribute to the development of market economies.

**The Partners**

The Business-Higher Education Forum (the Forum) of the American Council on Education, through the Coalition for Democracy and Enterprise, managed the business incubator development project from the assessment phase through the four-day workshop entitled *Enterprise Development and Business Incubators* (Czechoslovak Management Center, Celakovice, Czechoslovakia, 9-12 June 1992). Drawing on the Forum's experience in establishing a business incubator in Poland and providing a series of training programs for Polish incubator managers, the Forum was able to successfully manage and implement the program. The *main goal* of the assessment and planning phase was the identification of in-country partners who could provide an accurate assessment of the type of training which was needed, the contacts for the Czech and Slovak participant list, and the facilities and administrative capability to host the training.

Under the direction of the Forum, the U.S. partners for the development of the workshop program were Northwestern University's Technology Innovation Center with the cooperation of the Association of University Related Research Parks. The in-country partners were the Czechoslovak Management Center and Czech Technical University and its Business Innovation Center. The following is a description of the partners in the U.S. and in the Czech and Slovak Federal Republic:

#### ***Business-Higher Education Forum and American Council on Education***

The Business-Higher Education Forum is a membership organization of 100 selected chief executives of major American corporations, colleges, and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions. Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, global interdependence, health care, and the environment and the economy.

The American Council on Education (ACE), which founded the Forum in 1978, is an independent non-profit association. It represents 1,552 higher education institutions, 71 national associations, 98 organizations, 17 international members and 34 corporate members. As such, ACE serves as the coordinating umbrella association for American higher education and serves as the focus for discussion and decision making on higher education issues of national importance.

#### ***Coalition for Democracy and Enterprise***

The Forum's Coalition for Democracy and Enterprise is co-chaired by Rand Araskog (Chairman, President and Chief Executive, ITT Corporation) and Arnold Weber (President, Northwestern University). The Coalition was established to give the Forum's university and corporate members a mechanism for providing technical assistance to the countries of Central and Eastern Europe. The Coalition's first project, also with the assistance of the Northwestern University's Technology Innovation Center team, involved providing technical assistance to the Warsaw University of Technology in the successful establishment of one of the first business incubator centers in Poland. The Coalition is also involved in a wide range of other activities in the areas of enterprise development, management training, and infrastructure development in Central and Eastern Europe.

#### ***Northwestern University's Technology Innovation Center***

The Technology Innovation Center is a Northwestern University-sponsored incubator project located in the Northwestern University/Evanston Research Park. The Center, which is part of a larger research technology park, is considered one of the most successful technology-oriented incubators in the United States. In operation since 1986, the incubator houses 40 companies with more than 200 employees.

#### ***Association of University Related Research Parks***

The Association of University Related Research Parks (AURRP) was formed in 1986 in response to a growing interest in research and development activities based in unique planned properties. A non-profit, international organization, AURRP represents these planned technology developments (alternatively referred to as research, science, or technology parks) as well as technology incubators. The incubators are designed to promote university-industry relations, to foster innovation, and to facilitate the transfer of technology from academe to the private sector.

### ***Business Innovation Center of Czech Technical University in Prague***

The Business Innovation Center was established in 1991 with substantial support from the EC PHARE program. It offers secretarial, personnel, accounting, legal, marketing, and financial services as well as office space, conference and lecture rooms, and business equipment to small and medium-size businesses. The Center draws upon the technical and scientific potential of Czech Technical University and uses its vast information system along with the National Information System of the Czech Republic. The Business Innovation Center assists more than 20 developing companies.

### ***Czechoslovak Management Center***

The Czechoslovak Management Center (CMC) was established as a non-profit foundation in 1990 by the University of Pittsburgh and the Ministry of Industry of the Czech Republic, with significant support from the United States Agency for International Development. The Center's mission is to develop a leading independent institution of management education and research in close collaboration with western business schools. The Czechoslovak Management Center offers programs that develop the managerial skills for executives at all levels of industry and government. Two major programs underway are the Master of Business Administration (MBA) program and the Executive Development Seminar (EDS). The *Business Incubators and Enterprise Development* workshop helped launch the CMC's Entrepreneurship Program, which eventually will include a Small Business Center.

### **Program Development Activities**

The program activities for the incubator development project from January to June 1992 were to: 1) identify participating parties; 2) assess Czech and Slovak interest in incubator-related training and technical assistance; 3) provide a one-week training course on how to establish, operate, and support small business incubators for potential trainers and Czechs and Slovaks who anticipate starting their own small business incubators. The following is a description of how the program activities, as outlined in the initial incubator development proposal for Czecho-Slovakia, were met.

In January 1992 the Forum Director and Northwestern University Project Manager traveled to Prague to begin the assessment phase of the Incubator Development Project. The purpose of the trip was to assess the need for incubator training and to identify potential partners for the training program. The Czech Technical University's Business Innovation Center was identified as a potential partner along with the Czechoslovak Management Center in Celakovice. At the meetings with university officials and government officials, the level of interest in incubator-related training was very high and was identified as a priority by the Czech Business Innovation Center manager. The Business Innovation Center manager had received limited training on incubator management (part of the EC PHARE program).

In March 1992, President Arnold Weber of Northwestern University (Co-Chairman, Coalition for Democracy and Enterprise) led a team composed of the Forum Director, Coalition Project Manager, and Northwestern University Project Manager to the Czech and Slovak Federal Republic to make the final selection of the partner institutions and to identify the workshop participants. A series of meetings were held at the Prague AID Mission, the Federal Ministry of Labour and Social Affairs, the EC PHARE Programme for SME's, the Institute for EastWest Studies European Studies Center, Czech Technical University, and the Czechoslovak Management Center. It was decided during this trip that the Czechoslovak Management Center would act as the host for the workshop and that Czech Technical University and the contacts through the university's Business

Innovation Center would assist with the recruitment of the Czech and Slovak workshop participants. Sixty potential participants involved in incubator, technology innovation centers or research park development from throughout the Czech and Slovak Federal Republic were identified as a result of the trip.

Northwestern University was responsible for assembling a team of enterprise development experts from the Technology Innovation Center at the Northwestern University/Evanston Research Park in Evanston, Illinois to develop the workshop program and conduct the training. Team members from Northwestern University included Chuck Cox, Jim Currie, Peter Hage, Ian de Hueck, and Tom Parkinson (see Appendix VII Biographies). The Forum, with the help of the Association of University Related Research Parks, identified two experts on research parks, technology innovation, and economic development to augment the Northwestern University team's program. The Forum provided the funding for Eva Klein (Member of the Board of Directors of AURRP) and Len Goldman (President, Iowa State University Research Park Corporation) to travel to Prague and share their expertise as part of the training program (see Appendix VII Biographies).

The Northwestern team members developed the training session materials, including overheads, and had them translated into the Czech language in the United States prior to the workshop events. Two project team members traveled to Prague and Celakovice in May, one month prior to the workshop, to finalize administrative plans with the Czechoslovak Management Center. The team further arranged several meetings in Prague, including one with the manager of the Business Innovation Center at Czech Technical University to confirm that the Northwestern team was designing "appropriate" training for the Czechs and Slovaks, given the different economic and cultural environments.

The Northwestern team, Forum Director, and AURRP speakers arrived one day in advance of the workshop to coordinate with the Czechoslovak Management Center staff and to prepare for the week-long training session.

### **The Czech and Slovak Participants**

The turnout for this workshop exceeded expectations. Approximately 90 invitations were mailed, resulting in 55 registrations, a 61% response rate. Actual attendance at the sessions ranged from 45 to 50 individuals. Participants represented organizations such as technology parks, universities, scientific institutes, and municipalities (Appendix III). These individuals were primarily managers of incubator centers that were either in operation or in the process of being developed. Approximately one-third of those attending were Slovak, while the remainder were Czech, which is roughly proportionate to the populations of the two states.

### **The Program**

The workshop program, "Business Incubators and Enterprise Development," was developed and presented by the Northwestern team. A total of eight sessions delivered during the four-day workshop introduced participants to the concept of business incubation, the role an incubator plays in enterprise development, and necessary steps in the development and management of an incubator. A heavy emphasis was placed on the specific needs of small businesses and the incubator's role in addressing those needs. (For a copy of the entire program, see Appendix II.)

### **Program Sessions:**

1. Introduction to Incubators
2. An Introduction to General Management Principles and the Challenges of Building a Successful Company
3. Creating an Incubator Environment
4. Developing a Strategy for Enterprise Development (AURRP Roundtable)
5. Incubator Development
6. Sources of Capital for Small Enterprise
7. Creating a Seed Capital Fund
8. Case Study

An extensive set of workshop materials was distributed to each of the participants, including detailed outlines of each of the sessions and copies of all presentation materials in both English and Czech. Most of the sessions were delivered in a classroom setting using overhead projector slides. Several sessions departed from this format to promote additional participation from the participants. The case study, held on the last day of the workshop, provided an opportunity for participants to work in small groups and exchange ideas on incubator development. The case study highlighted the stages of development in an incubator's life cycle and the critical issues and decision points in the evolution of an incubator over time. The case consisted of three separate segments, each relating to specific lessons learned over the previous several days. Additional events held during the workshop included the following:

#### **Workshop Opening Session**

Don Blandin, Director of the Business-Higher Education Forum, gave the opening speech of the workshop sessions with an overview of the Forum and the Coalition for Democracy and Enterprise. In his remarks, Mr. Blandin stressed that incubators should not be viewed as some sort of a "magic" solution to the economic situation in Czecho-Slovakia. Incubators are one of many economic development tools which can be part of an integrated Czech and Slovak economic policy. Incubators are excellent vehicles for providing access for small and medium-size businesses to capital and expertise, as well as for creating an entrepreneurial support network.

#### **Reception Dinner**

A reception dinner was held on the first evening of the workshop. Dr. Martin Kratochvil, Chairman of Bonton, Ltd. and a celebrated Czech "entrepreneur of the year," gave a half-hour speech in Czech. He spoke in optimistic terms of what it is like to be an entrepreneur. He also spoke of opportunities in the coming years as Czecho-Slovakia begins to become integrated into the western economic world.

### Czech & Slovak American Enterprise Fund

The second guest speaker, featured on the third evening of the workshop, was Mr. Stephen Wald, president of the Czech and Slovak American Enterprise Fund. His speech, which complemented the afternoon's session on sources and uses of capital for new ventures, provided insights into the local capital markets. He also explained what types of investments his fund will make and what applicants must do to qualify. Working through a translator, Mr. Wald conducted a question and answer period during which he acknowledged that more will have to be done to address the special capital demands of small, emerging companies in Czecho-Slovakia.

### Czech Technical University Business Innovation Center

The program included a half-day tour of a newly established business incubator in Prague. Hosted by the incubator's manager, Pavel Komarek, the tour provided an opportunity for workshop participants to observe an existing business incubator and share experiences with someone who is involved in managing an incubator in Czecho-Slovakia. Mr. Komarek described his center's program and spoke of the need for additional incubators in Czecho-Slovakia.

## **Workshop Facilities**

The workshop was held at the Czech Management Center in Celakovice, approximately 20 miles east of Prague. The Center provided dormitory rooms, classroom facilities, and meals from the Center's cafeteria.

Simultaneous translation was provided throughout the workshop. Each participant was equipped with a headset connected to the audio system. In addition, all of the presentation slides used during the program were translated into Czech prior to the start of the workshop.

## **Evaluations and Participant Comments**

Participants were asked to fill out evaluation forms after each session and at the end of the workshop. (See Appendix IV for sample copies of the evaluation forms.) Evaluations included questions on the content and relevance of each session, whether the sessions/workshop met expectations, what subject areas (if any) were not covered, and which subjects should be omitted in the future. Open-ended questions elicited general comments and suggestions and were used to evaluate the lecturer's performance and delivery.

All of the sessions received excellent reviews for content and relevance. Tabulated scores from the completed evaluation forms are included in Appendix V. Many evaluators also commented on how well organized and structured the workshop was. Specific comments included the following:

"Very good speakers, well prepared and organized lectures."

"Logical, clear."

"Practical examples, sometimes too detailed."

"Well prepared examples."

"Very helpful and very interesting."

"Expert practical knowledge."

"Too fast - wanted more details on examples."

"Systematic."

"Excellent, very useful, professional, related to Czechoslovak environment/problems."

Discussions which drew from practical experience in the field received especially strong ratings. Sharing experiences and anecdotes seemed to be extremely important for these would-be incubator managers. They craved specific "how-to" information as opposed to general theory about incubators. Participants wanted more of this sort of information and felt that some of the examples should have been more detailed.

Session 5, which dealt with incubator feasibility studies, financial analysis of incubator performance, and the do's and don'ts of incubator management was also very well received. This was a session in which examples and practical experiences were used extensively. Although several evaluators commented that the techniques for analyzing the financial feasibility of an incubator were too basic, others disagreed, stating that they intended to use the analytical tools that were presented during the session to revisit their plans and possibly to restructure their incubator development strategies.

Session 2, dedicated to enterprise management and designed to give participants an appreciation for the challenges faced by small companies, received good reviews. Similarly, session 7 -- Sources and Uses of Capital -- focused on the special financing needs of small enterprise and introduced basic concepts of debt, equity, investment risk, and capital markets. A few participants mentioned that these sessions provided detailed information which they expected to be useful immediately. Others stated that while they realized the importance of this information, they did not expect to be able to use it in the near future.

The sessions that involved the most group discussion, specifically the Wednesday evening session on networking, the Thursday evening session on seed capital funds, and Friday's case study, received the highest ratings from the evaluators. The informal settings used in these sessions were a welcome break from the classroom format, and participants seemed glad to have an opportunity to talk about their projects. The case study session went especially well. The participants seemed to benefit from the opportunity that this session provided to break into small groups to "brainstorm" about decisions that must be made during the development of an incubator and to apply what they had learned.

The translators provided by the Czechoslovak Management Center received very high marks from the participants. Other comments centered on the fact that the Czechoslovak Management Center was ideal because it was away from the city and there were few distractions. As a result, participants stayed at the Center and got to know each other during meals and at the "kavarna."

### **Lessons Learned**

The following is a description of the lessons learned from the first phase of the incubator development program. These lessons will be applied to the second workshop and to the U.S.-based training program.

1. **The interest level in incubators was very high.** The team was very encouraged by the high level of interest in the topic that the participants displayed. Despite the fact that only about 90 invitations were sent out, there were rarely fewer than 45 to 50 participants

in the audience. We had been advised that people would stroll in late for sessions and leave early -- that it is the "Czech" thing to do. However, participants arrived on time for each session and were very attentive (and courteous) throughout, even though the workdays were quite long and some sessions ran until late in the evening.

2. **The material was very relevant to the participants' situations.** Based on the comments received, both in the evaluations and during the workshop, it was abundantly clear that the material covered was relevant and useful. Most of the participants were involved in the early stages of developing an incubator and desperately needed basic information on how to proceed with particular projects.
3. **The emphasis on enterprise development was appropriate.** The emphasis on enterprise development as a context for incubator development presented a new way of looking at incubators for many of the participants. This is the view that incubators are a tool for stimulating and assisting entrepreneurial economic activity and should not be viewed as an end in themselves.
4. **The participants had a range of abilities and knowledge levels.** The backgrounds of the participants were quite diverse. Certain members had moved further along in their development projects and were already familiar with some of the material presented. For some, parts of the workshop were "too basic" while for others, certain sessions were too advanced. We were well advised to go slowly at first when introducing new concepts. We were concerned that if we "lost" the audience by presenting new material too rapidly, the language barrier would make it difficult for us to get them back.
5. **Instructors need to leave time for questions.** The diversity of interests and skill levels of the participants also made it essential that we leave time for questions. By responding to their questions, the lecturer could increase the extent to which the session was "tailored" to the specific needs and interests of the audience.
6. **Networking among participants was extremely valuable.** One of the major benefits of the workshop was the opportunity for all of the participants to meet each other and discuss ways to shape policy in the federal government regarding incubators and new enterprises. In addition, members of the group were able to learn from each other through shared experiences and combined problem solving skills.
7. **Country-specific information is important.** Material must be presented in a way that relates to the specific cultural and economic situation. The more theoretical the issue, the less relevant it seemed to be to the participants. For instance, discussions of a stock market and market efficiency theory are probably beyond what they needed to know or could relate to.
8. **Practical examples/experiences are helpful.** Anecdotes, stories, and cases are excellent ways of presenting material and making a point. Lecturers should not hesitate to make examples detailed, even if it takes a bit longer to get through.
9. **There is a significant need for follow-up.** Many of the participants said that they would very much like to participate in a more advanced workshop or to receive additional individual training in the near future. They said that this would help them to take better advantage of some of the information presented in this workshop.

## **General Comments and Recommendations**

The participants now have a better understanding of what is involved in developing and managing incubators. A strong message was sent to those attending that incubators are complex projects involving considerable risks. At the same time, an effort was made to dispel any preconceived notions of incubators.

The team noted that individual members of the group seemed reluctant at times to offer their opinions, and the lecturers had to work hard in order to obtain responses to questions. Eva Klein (AURRP speaker) made a point of asking each of the women in the audience to comment during one of her presentations. For most of them, this was the only time that they volunteered any comments about their own projects or experiences.

About midway through the workshop, the seating in the classroom was rearranged so that the speaker could be in the middle of the group, rather than at one end of the room in more of a lecture-type setting. Both the team and the participants appreciated the change, as the more informal setting encouraged everyone to relax. One of the primary benefits to participants was the opportunity to get to know each other and to discuss issues relating to enterprise development and incubators.

There was a great deal of interest in the idea of having incubator managers and sponsors from throughout the country work together to assist one another and to try to shape new legislation affecting new businesses and entrepreneurs. During the four-day workshop, individuals had numerous opportunities to discuss their projects and share experiences. During various interactive sessions, such as the networking roundtable on Wednesday evening and the case study, participants began to realize that they can learn a great deal from each other.

Most of the participants were involved in projects that are in the very early stages of development and felt that closer, direct assistance would be extremely important. Many participants expressed a desire for further individualized assistance. The Northwestern team was invited to visit a number of incubator sites in the future. Both of the non-Czechoslovak participants, one from Hungary and the other from Poland, indicated that they would like to have a workshop like this one offered in their own countries. Several of the Slovak participants said that they would like to see an incubator training program in Slovakia, should the Czech and Slovak Republics decide to form separate countries.

In addition, there was a strong interest in creating a format to facilitate continued networking among participants. Many of those attending made valuable contacts and looked forward to the next workshop when they could again share their experiences.

Based on the success of the workshop and comments provided by the Czech and Slovak participants, the Forum, in conjunction with Northwestern University, recommends two follow-up programs to continue to teach the Czechs and Slovaks the basics in incubator development and to help build 10 to 12 incubators in both the Czech and Slovak republics.

**Appendix I**  
**American Council on Education and Northwestern University**  
**Fiscal Report**

# AMERICAN COUNCIL ON EDUCATION

Business Office

Business-Higher Education Forum, American Council on Education (ACE)

Small Business Incubator Development Project in Czechoslovakia

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

GRANT # EUR-0249-G-00-2011-00

PERIOD OF PERFORMANCE 12/23/91-6/30/92

AMERICAN COUNCIL ON EDUCATION:

	BUDGET	ACTUAL EXPENSES	BUDGET BALANCE
Professional Staff	\$10,381	\$10,291	\$90
Benefits	3,166	3,139	27
Rent	1,194	1,184	10
Telephone	260	257	3
<b>TOTAL DIRECT COST</b>	<b>\$15,001</b>	<b>\$14,871</b>	<b>\$130</b>
Indirect Fee	3,285	3,257	28
<b>TOTAL ACE</b>	<b>\$18,286</b>	<b>\$18,128</b>	<b>\$158</b>

NORTHWESTERN UNIVERSITY:

Professional Staff	\$33,000	\$33,000	0
Administrative Support Staff	11,000	11,000	0
Travel	7,700	7,700	0
Per Diem	6,764	6,998	(234)
Materials & Supplies	2,000	2,430	(430)
Computer Equipment	10,050	8,889	1,161
Rent & Office Expenses	3,600	3,600	0
Support for Participants	1,600	1,600	0
Simultaneous Translation Services	3,000	3,497	(497)
Translation Svcs U.S. Wrkshp Matls	2,000	2,000	0
<b>TOTAL DIRECT COST</b>	<b>\$80,714</b>	<b>\$80,714</b>	<b>\$0</b>

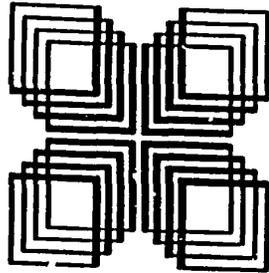
COST SHARING:

Indirect Fee	\$21,793	\$22,158	(365)
<b>TOTAL</b>	<b>\$120,793</b>	<b>\$121,000</b>	<b>(\$207)</b>

*Karla Lewis*

Karla Lewis, Assistant Controller

**Appendix II**  
**Workshop Schedule of Events**



***Business Incubators and Enterprise  
Development***

***A Workshop Sponsored by  
the Business-Higher Education Forum's Coalition for  
Democracy and Enterprise  
in cooperation with  
the Czechoslovak Management Center***

***9-12 June 1992***

***Celakovice, CSFR***

## Introduction to the Workshop Program

Newly formed private enterprises will play an important role as the Czech and Slovak Federal Republic and the other countries of Central and Eastern Europe move to a market economy. Providing support to small enterprises through business "incubators" is one way to help businesses grow and create jobs.

During this four-day conference, special seminars will provide information on how incubators meet the special needs of small, growing companies. Other sessions will include discussions on entrepreneurship, business development, incubator management and incubator development, as well as research parks.

The seminars will be conducted by a highly qualified team of professionals from Northwestern University's Technology Innovation Center. In addition, there will be a special presentation by representatives of the Association of University Related Research Parks.

## Workshop Sponsors

The workshop is sponsored by the **Business-Higher Education Forum** of the American Council on Education in cooperation with the Czechoslovak Management Center. The Forum is a membership organization of 100 selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

To carry-out its agenda, the Forum holds semiannual meetings, convenes occasional roundtables, publishes policy reports, conducts public-education campaigns and manages projects that mobilize the resources of its multinational members.

Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, global interdependence, health care, and the environment and the economy.

The **Coalition for Democracy and Enterprise** is co-chaired by Rand Araskog (Chairman, President and Chief Executive, ITT Corporation) and Arnold Weber (President, Northwestern University). The Coalition was established to give the Forum's university and corporate members a mechanism for providing technical assistance to the countries of Central and Eastern Europe. The Coalition's first project, formally begun in September 1991, is helping Warsaw University of Technology establish business incubator centers (which provide a wide range of assistance to start-up firms). The *Business Incubators and Enterprise Development* workshop is the Coalition's first project in the Czech and Slovak Federal Republic. In addition, the Forum's Coalition is currently establishing a graduate-level telecommunications education program in Hungary with the hope of expanding the program to Czecho-Slovakia and Poland. These are only a few of the major programs of the Forum's Coalition for Democracy and Enterprise.

The **American Council on Education (ACE)**, which founded the Forum in 1978, is an independent non-profit association. It represents over 1,600 accredited and degree-granting postsecondary institutions in the U.S., as well as over 250 national and regional higher education associations. As such, ACE serves as the coordinating umbrella association for American higher education and serves as the focus for discussion and decision-making on higher-education issues of national importance.

### Funding for the Workshop

The workshop is being funded by the Business-Higher Education Forum's Coalition for Democracy and Enterprise and a United States Agency for International Development grant to the American Council on Education.

***Business Incubators and Enterprise  
Development Workshop  
9-12 June 1992***

***Schedule of Events***

**Tuesday, 9 June 1992**

**10.00-12.00** Registration.

***SESSION I 13.00-14.30***

**13.00-13.15** ***Overview of the Business-Higher  
Education Forum and its Coalition  
for Democracy and Enterprise***

**Don M. Blandin, Director  
Business-Higher Education Forum,  
American Council on Education  
(Washington, D.C. -- U.S.A.)**

**13.15-14.30** ***Introduction to Incubators***

**James S. Currie, Manager  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)**

**This session will cover what an incubator is  
and how incubators contribute to enterprise  
development and job growth. This is also an  
introduction to the different types of  
incubators located in the United States and  
the different purposes they serve.**

**SESSION II**

**14.45-18.30** *An Introduction to General  
Management Principles and the  
Challenges of Building a Successful  
Company*

Ian de Hueck, Enterprise Development Specialist  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)

This session will cover the special needs of entrepreneurs as they struggle to develop their products and find new markets. The early stages of a company life cycle will be explored which highlights the difficult management challenges faced by entrepreneurs.

**19.00**

*Reception and Dinner*

Welcome by:

Don M. Blandin, Director  
Business-Higher Education Forum,  
American Council on Education  
(Washington, D.C. -- U.S.A.)  
William R. Pendergast, Dean  
Czechoslovak Management Center  
(Celakovice -- CSFR)

Wednesday, 10 June 1992

**SESSION III**

**08.30-12.00 *Creating an Incubator Environment***

Peter Hage, Enterprise Development Specialist  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)

This session covers the environment incubators create that assists with the growth of the small enterprises and enhances their chances of success. The three main aspects of creating value for small companies and how existing incubators have applied them will be addressed. Specific programs will be discussed relating to management assistance and training. The importance of the role of the incubator manager will be a key topic during this session.

**13.00-16.45 *Tour: Business and Innovation Centre of the Czech Technical University in Prague***

**18.30-20.30 *Association of University Related Research Parks Roundtable Discussion: Developing a Strategy for Enterprise Development***

Leonard Goldman, President  
Iowa State University Research Park  
Corporation  
(Ames, Iowa -- U.S.A.)

Eva Klein, Member, Board of Directors  
Association of University Related Research  
Parks  
(Washington, D.C. -- U.S.A.)

**Thursday, 11 June 1992**

**SESSION IV**

**08.30-12.00    *Developing an Incubator***

**James S. Currie, Manager  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)**

**Tom Parkinson  
Evanston Business Investment Corporation  
(Evanston, Illinois -- U.S.A.)**

**This session introduces the primary steps involved in developing an incubator from choosing a building and financing construction to attracting tenants and implementing management programs. Case studies of incubators in the United States will be presented in order to illustrate what is involved in determining the feasibility of incubator projects.**

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**SESSION V**

**13.00-16.45 Sources of Capital for Small Enterprise**

Tom Parkinson  
Evanston Business Investment Corporation  
(Evanston, Illinois -- U.S.A.)  
Charles Cox, Enterprise Financing Specialist  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)

Successful enterprise development programs require access to the proper forms of financing for small private enterprises. Many different financing programs have been developed in the United States including programs to encourage technology innovation and product development. In this session successful financing programs will be introduced which provide equity and loans to small businesses.

**SESSION VI**

**19.00-20.30 Creating a Seed Capital Fund**

Tom Parkinson  
Evanston Business Investment Corporation  
(Evanston, Illinois -- U.S.A.)

Friday, 12 June 1992

**SESSION VII**

**08.30-12.00 Case Study**

Northwestern University Project Team

This last session summarizes the preceding sessions and will include a question and answer session. A case which will test the knowledge gained about incubators will be presented. Finally, the session will include discussions on how to evaluate incubator operations and measure success as it relates to enterprise development.

**12.00-13.30 Closing Luncheon**

Concluding remarks by:

William R. Pendergast, Dean  
Czechoslovak Management Center  
(Celakovice -- CSFR)  
James S. Currie, Manager  
Northwestern Technology Innovation Center  
(Evanston, Illinois -- U.S.A.)

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**Appendix III**  
**List of Workshop Participants**

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**Appendix IV**  
**Sample Evaluation Forms**





CONFERENCE TRACK SESSION EVALUATIONS

Title of Session \_\_\_\_\_

Day of Session & Time \_\_\_\_\_

Name of Speakers 1) \_\_\_\_\_ 2) \_\_\_\_\_

Please circle the number that best describes the session.  
(5 = excellent; 1 = poor)

1. Overall - Did the session meet your expectations? 5 4 3 2 1

2. Did the presentations enhance your knowledge of the topic? 5 4 3 2 1

3. Were there any important issues on this topic omitted from the presentations? If yes, please describe them. Yes \_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Did you feel this topic, as presented, played an important part in the overall educational mission of the conference? (5 = very relevant; 1 = irrelevant) 5 4 3 2 1

5a. Please rate each of the speakers:

Speaker #1 5 4 3 2 1

Speaker #2 5 4 3 2 1

5b. Please describe their strengths and weaknesses?

Speaker #1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Speaker #2 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your Name (Optional) \_\_\_\_\_

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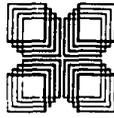
**Appendix V  
Evaluation Scores**

**Czechoslovak Incubator Training  
Tabulation of Scores from Participant Evaluations**

For each item, participants were asked to give either the session or the speaker a rating of from one (poor) to five (excellent). The scores below include the number of responses to each item, the average rating given by the participants, and the variance for each item.

	Number of responses	Average rating	Variance
<b>Sessions 1 &amp; 2: Introduction &amp; Management Principles</b>			
1) Did lecture fulfill your expectations?	34	4.09	0.67
2) Did it increase your knowledge?	34	4.15	0.77
4a) Quality of the translation?	29	4.90	0.09
5) Was the material relevant?	31	4.77	0.17
6a(1) Speaker No. 1 (Jim)	29	4.38	0.30
6a(2) Speaker No. 2 (Ian)	31	4.48	0.38
<b>Sessions 3 &amp; 4: Environment &amp; Enterprise Development</b>			
1) Did lecture fulfill your expectations?	21	4.76	0.18
2) Did it increase your knowledge?	21	4.71	0.20
4a) Quality of the translation?	17	4.94	0.06
5) Was the material relevant?	20	4.90	0.09
6a(1) Speaker No. 1 (Peter)	19	4.84	0.13
6a(2) Speaker No. 2 (Len & Eva)	12	4.92	0.08
<b>Session 5: Incubator Development</b>			
1) Did lecture fulfill your expectations?	34	4.35	0.64
2) Did it increase your knowledge?	34	4.09	1.14
4a) Quality of the translation?	30	4.80	0.16
5) Was the material relevant?	32	4.69	0.28
6a(1) Speaker No. 1 (Tom)	32	4.47	0.50
6a(2) Speaker No. 2 (Jim)	30	4.67	0.29
<b>Session 6: Sources of Capital</b>			
1) Did lecture fulfill your expectations?	32	4.00	0.50
2) Did it increase your knowledge?	32	4.47	0.31
4a) Quality of the translation?	27	4.74	0.19
5) Was the material relevant?	32	4.78	0.23
6a(1) Speaker No. 1 (Chuck)	32	4.02	0.48
6a(2) Speaker No. 2 (Tom)	27	4.63	0.31
<b>Session 7: Seed Capital Fund</b>			
1) Did lecture fulfill your expectations?	19	4.89	0.09
2) Did it increase your knowledge?	20	4.90	0.09
4a) Quality of the translation?	18	4.94	0.05
5) Was the material relevant?	20	5.00	0.00
6a(1) Speaker No. 1 (Tom)	19	4.95	0.05
<b>Session 8: Case Study</b>			
1) Did lecture fulfill your expectations?	23	5.00	0.00
2) Did it increase your knowledge?	23	4.96	0.04
4a) Quality of the translation?	20	4.90	0.09
5) Was the material relevant?	22	5.00	0.00
6a(1) Speaker No. 1 (Ian)	21	5.00	0.00
6a(2) Speaker No. 2 (Len & Eva)	12	5.00	0.00

**Appendix VI**  
**Business-Higher Education Forum and**  
**Coalition for Democracy and Enterprise**



Business-Higher  
Education Forum

## **ABOUT THE BUSINESS-HIGHER EDUCATION FORUM**

**July 1992**

The Business-Higher Education Forum, founded in 1978 by the American Council on Education, is a membership organization of 100 academic and corporate chief executives. Their goals are to address issues of mutual concern to the corporate and higher education communities and to build consensus on how the two sectors can collaborate more effectively for the benefit of all society. To carry out its agenda, the Forum holds semiannual meetings, convenes occasional roundtables, publishes policy reports and conducts public-education campaigns.

### **MEMBERSHIP**

Membership is by invitation of the Executive Committee, and the number is limited — equally divided between the two sectors. The relatively small size promotes collegiality and helps build consensus.

The chairmanship rotates between academic and corporate members every two years. William H. Danforth (Chancellor, Washington University) is the 1992-94 Chairman. Previous chairmen have included: Colby H. Chandler (Eastman Kodak Company); David P. Gardner (University of California); Edward Donley (Air Products and Chemicals, Inc.); Rev. Theodore M. Hesburgh, C.S.C. (University of Notre Dame); Robert Anderson (Rockwell International Corporation); Wesley W. Posvar (University of Pittsburgh); and the late James E. Olson (AT&T).

### **THE PROCESS**

The Forum has always been a principals-only organization. Outside experts and observers are regularly invited to attend the semiannual meetings, but most of the discussions center on face-to-face, frank exchanges among Forum members themselves. Furthermore, task forces of Forum members take the lead in overseeing the organization's projects.

Much of the Forum's effectiveness stems from this strong sense of ownership in the organization and its work. Indeed, one of the most important developments that has occurred in the Forum's first decade is the strong and enduring friendships that have grown as a result of participation in the group. These bonds extend well beyond the Forum meetings into the daily lives of many members.

### **MAJOR PROJECTS**

The Forum is very selective in identifying issues for debate and action. Issues must be important to both sectors and to the nation as a whole. They must lend themselves to consensus. And they must be actionable — through a series of pragmatic public and private initiatives. Within those parameters, the Forum has focused on several key areas: competitiveness, human resources development, school reform, international relations, health care, and the environment and the economy.

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## **Competitiveness**

In 1983, for instance, the Forum was the first private-sector group to alert the nation to the economic competitiveness challenge, with publication of *America's Competitive Challenge: The Need for a National Response*. Subsequent reports on the role of the business schools (1984), the commercial development of space (1986) and R&D cooperation (1988) addressed specific competitiveness issues, and a unique collaboration with Members of Congress (1985-1986) produced a blueprint for change that has been implemented by federal and state policymakers.

## **Human Resources Development**

### **American Potential: The Human Dimension**

In recent years, the Forum has been focusing particular attention on the human resources aspects of competitiveness. In 1988, the Forum published *American Potential: The Human Dimension*, which tried to build consensus among all parties on the steps needed to more fully develop the talents of the American people. Specific recommendations called for a comprehensive re-examination of the basic education and skills needed by U.S. students; renewed attention to training and retraining the workforce; and a special effort to expand scientific and technical expertise.

### **Three Realities: Minority Life in the United States**

In June 1990, the Forum released a report that takes a fresh look at the economic opportunities and obstacles facing American minorities, especially blacks and hispanics. The report includes recommendations for business and higher education leaders to implement in their own institutions.

## **Education and Training Reform**

### **Help Wanted: Crisis in the Work Force**

The two major goals of the joint project with the Public Agenda Foundation were to alert the American public about the consequences of an underskilled, undereducated and undermotivated workforce, and to help citizens think through realistic reform alternatives for their local communities.

During 1991 and 1992, Forum members Joe Wyatt (Vanderbilt University), James Baker (Arvin Industries) and Tom Ehrlich (Indiana University), Paul Elsner (Maricopa Community Colleges) and Bill Gerberding (University of Washington) hosted Help Wanted communications campaigns in Nashville, Indianapolis, Phoenix and Seattle over the past year. In addition, the Connecticut Business Education Coalition led a fifth pilot campaign in Hartford.

The pilot campaigns broke much new ground in the way that people are talking about the issues and in the way that communities all over the country are moving ahead on school reform. Through the project, we learned which education and training proposals the public will support — and which ones still encounter the most resistance.

Although the Forum's formal role in the project ended with the five pilot campaigns, the Forum will continue to consider the campaign as part of its future discussions and will encourage individual Forum members wishing to sponsor such campaigns to do so. Meanwhile, Public Agenda is managing a nationwide communications campaign, with participation by ABC TV affiliates, the Network for Public Debate (major newspapers and TV/radio stations in communities across the country), the National Issues Forum (a consortium of over 3,000 universities, libraries and other local groups), Forum members, the Business Roundtable and others.

In February 1991, the project published a report, *Crosstalk: The Public, the Experts and Competitiveness*, which summarizes the major gaps in public and expert understanding of competitiveness and education issues.

#### Anderson Medal

During the Winter 1992 Meeting, the Forum awarded the second Anderson Medal to *The Think Tank*, based in Phoenix and Maricopa County, Arizona. The Medal recognizes outstanding business-higher education-public school alliances that have helped improve the performance of American students. The Medal is named after 1982-84 Forum Chairman Robert Anderson (Chairman Emeritus, Rockwell International Corporation). Last year's medalist was *Partnerships for Progress*, based in St. Louis, Missouri. Winston Hindle, Jr. (Digital Equipment) is Chairman of the 1992 Selection Committee. The 1991 Selection Committee was chaired by Paul H. Henson (Kansas City Southern Industries).

#### National Education Goals

The Forum is participating, both on its own and through the Business Coalition for Education Reform, in the effort by the National Governors' Association and President Bush to implement national education goals.

#### International Relations

##### Coalition for Democracy and Enterprise

The Coalition for Democracy and Enterprise, co-chaired by Rand Araskog (ITT Corporation) and Arnold Weber (Northwestern University), was established to give the Forum's university and corporate members a mechanism for providing technical assistance to Central and Eastern Europe. The Coalition's first project, formally begun in September 1991, is helping the Warsaw University of Technology establish *business incubator centers* (which provide a wide range of assistance to start-up firms). The Coalition is also helping to develop incubator centers in the Czech and Slovak Federal Republic. A June 1992 workshop on *Business Incubators and Enterprise Development* trained 30 Czechs and 20 Slovaks in the basics needed to establish, operate and support a small business incubator. Later this year the Forum will: conduct a series of technology commercialization workshops in Poland (in cooperation with the U.S. Department of Commerce and U.S.-Poland Science and Technology Joint Commission); and establish a graduate-level interdisciplinary program in telecommunications management in Hungary. Other programs under consideration include management training and technology transfer.

##### Joint U.S.-European Meeting

The Summer 1992 Meeting was a special joint session with our counterpart organizations from Europe, Canada and Australia. More than 60 leading industry and university executives discussed education and training; environmental protection and economic development; Western aid to the former Soviet bloc; and the future of the Atlantic Alliance in the "new world order."

##### Global Outreach Efforts

To identify areas of mutual concern with foreign business and higher education leaders, the Forum continues to cooperate with three organizations which it helped to found — the Corporate-Higher Education Forum in Canada (1983), the European University-Industry Forum (1988) and the Australian Business/Higher Education Round Table (1990). Forum members also are vigorously pursuing outreach efforts with their peers in several Asian nations and Mexico.

## SEMIANNUAL MEETING ROUNDTABLES

During its semiannual meetings, the Forum focuses on a wide range of topics including the areas mentioned above. The following begins to suggest the diversity of issues examined during meetings.

**Environment and Economic Development.** The Winter and Summer 1991 and Summer 1992 Meetings focused extensively on environmental issues, with a look at several models of cooperation involving businesses, universities and government agencies, and extended discussions about how to balance environmental protection and economic development.

**Science and Technology.** During the Summer 1991 Meeting, the Forum addressed the challenge of educating managers for innovation — both in terms of managing new technologies and of restructuring their organizations to become more creative and effective. Previous sessions have addressed the issues of science and math education, and the U. S. technology policy agenda. Follow-up sessions at the Winter 1992 Meeting included presentations by experts such as Lester Thurow (Massachusetts Institute of Technology) and John Seely Brown (Xerox Corporation).

**Global Interdependence.** The Forum has been using its semiannual meetings to discuss the emergence of new regional alliances. The Summer 1988 Meeting was devoted exclusively to the Pacific Rim. The Winter 1989 Meeting explored the possibility of a North American Alliance, including the United States, Canada and Mexico. The Summer 1989 Meeting addressed the implications for American business and higher education of "EC 92", the planned economic integration of the European Community. The Winter 1990 Meeting featured a major address by former U.N. Ambassador Jeane Kirkpatrick on "Communism in Turmoil." Hedrick Smith (*The New Russians*) discussed the future of Soviet reform at the Winter 1991 Meeting.

**Health Care.** During the Winter and Summer 1990 Meetings, experts such as Rep. Willis Gradison (R-Ohio), Samuel Thier (Institute of Medicine, National Academy of Sciences), Dallas Salisbury (Employee Benefit Research Institute) and Frank Young (U.S. Department of Health and Human Services) briefed Forum members about the various dimensions of America's health-care challenge. Following up on those sessions, the Forum circulated a primer on issues such as cost, access and quality, focusing on the implications for businesses and universities. In cooperation with The Employee Benefit Research Institute, the Forum is regularly publishing *Health Developments*, a two-page newsletter to keep members up to date on policy trends.

**Ethics Roundtable.** The March 1989 roundtable focused on ways in which corporate, higher education and foundation leaders can promote more ethical behavior within their own institutions. The roundtable was part of a planned series of joint ventures between Forum members and chief executives of major U.S. philanthropic foundations.

## GOVERNANCE AND FINANCING

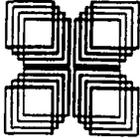
The Forum is governed by an 11-member Executive Committee, with membership divided between corporate and academic members. The organization is supported by membership dues and project grants from philanthropic foundations. The Forum is affiliated with the American Council on Education, which represents more than 1,500 post-secondary, degree-granting institutions and more than 250 education associations.

**For further information, please contact:**

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Donald R. Beall, Chairman of the Board and Chief Executive Officer, Rockwell International Corporation

Kent M. Black, Executive Vice President and Chief Operating Officer, Rockwell International Corporation

Samuel W. Bodman, Chairman, Cabot Corporation

Robert A. Burnett, Chairman of the Board, Meredith Corporation

M. Anthony Burns, Chairman, President and Chief Executive Officer, Ryder System, Inc.

Frank V. Cahouet, Chairman, President and Chief Executive Officer, Mellon Bank Corporation

\*\* Colby H. Chandler, Retired Chairman and Chief Executive Officer, Eastman Kodak Company

A.W. Clausen, Chairman, Executive Committee, BankAmerica Corporation

John L. Clendenin, Chairman, President and Chief Executive Officer, BellSouth Corporation

Edward Donley, Former Chairman, Air Products and Chemicals, Inc.

Robert J. Eaton, Vice Chairman and Chief Operating Officer, Chrysler Corporation

William T. Esrey, Chairman and Chief Executive Officer, Sprint Corporation

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Joseph T. Gorman, Chairman and Chief Executive Officer, TRW Inc.

John T. Hartley, Chairman, President and Chief Executive Officer, Harris Corporation

Philip M. Hawley, Chairman of the Board and Chief Executive Officer, Carter Hawley Hale  
Stores, Inc.

Paul H. Henson, Chairman, Kansas City Southern Industries, Inc.

Winston R. Hindle, Jr., Senior Vice President, Digital Equipment Corporation

- \* Irvine O. Hockaday, Jr., President and Chief Executive Officer, Hallmark Cards Incorporated
- Lawrence A. Hough, President and Chief Executive Officer, Sallie Mae
- Donald R. Keough, President, Chief Operating Officer and Director, The Coca-Cola Company
- C. Robert Kidder, Chairman, President and Chief Executive Officer, Duracell International Inc.
- Thomas G. Labrecque, Chairman and Chief Executive Officer, The Chase Manhattan Corporation and The Chase Manhattan Bank, N.A.
- H. William Lurton, Chairman and Chief Executive Officer, Jostens, Inc.
- Kenneth A. Macke, Chairman and Chief Executive Officer, Dayton Hudson Corporation
- Richard B. Madden, Chairman and Chief Executive Officer, Potlatch Corporation
- Jon C. Madonna, Chairman and Chief Executive, KPMG Peat Marwick
- Richard J. Mahoney, Chairman and Chief Executive Officer, Monsanto Company
- John P. Mascotte, Chairman of the Board and Chief Executive Officer, The Continental Corporation
- \* Steven C. Mason, Chairman of the Board and Chief Executive Officer, The Mead Corporation
- Hugh L. McColl, Jr., President and Chief Executive Officer, NationsBank Corporation
- Richard D. McCormick, President and Chief Executive Officer, U S WEST, Inc.
- Leslie G. McCraw, Chairman and Chief Executive Officer, Fluor Corporation
- Richard L. Measelle, Managing Partner, Arthur Andersen
- Kenneth H. Olsen, President, Digital Equipment Corporation
- Shaun F. O'Malley, Chairman & Senior Partner, Price Waterhouse
- A.J.F. O'Reilly, Chairman, President and Chief Executive Officer, H.J. Heinz Company
- John E. Pepper, President, The Procter & Gamble Company
- Harold A. Poling, Chairman of the Board and Chief Executive Officer, Ford Motor Company
- James J. Renier, Chairman of the Board and Chief Executive Officer, Honeywell Inc.
- Frank H. Richardson, President and Chief Executive Officer, Shell Oil Company
- Charles S. Sanford, Jr., Chairman of the Board and Chief Executive Officer, Bankers Trust Company
- Vincent A. Sarni, Chairman and Chief Executive Officer, PPG Industries, Inc.
- C.J. Silas, Chairman and Chief Executive Officer, Phillips Petroleum Co.

John W. Teets, Chairman, President and Chief Executive Officer, The Dial Corp

Lawrence A. Weinbach, Managing Partner-Chief Executive, Arthur Andersen & Co., S.C.

Clifton R. Wharton, Jr., Chairman and Chief Executive Officer, TIAA-CREF

Kay R. Whitmore, Chairman, President and Chief Executive Officer, Eastman Kodak Company

John W. Woods, Chairman of the Board and Chief Executive Officer, AmSouth Bancorporation

### **Academic Members**

Judith E. N. Albino, President, University of Colorado

\* Robert H. Atwell, President, American Council on Education

Thomas A. Bartlett, Chancellor, Oregon State System of Higher Education

Gerhard Casper, President-Elect, Stanford University

Johnnetta B. Cole, President, Spelman College

William H. Cunningham, Chancellor, The University of Texas System

\*\*\* William H. Danforth, Chancellor, Washington University

James J. Duderstadt, President, The University of Michigan

Joseph D. Duffey, President, The American University

Thomas Ehrlich, President, Indiana University

Paul A. Elsner, Chancellor, Maricopa Community Colleges

David P. Gardner, President, University of California

E. Gordon Gee, President, The Ohio State University

\* William P. Gerberding, President, University of Washington

Hanna Holborn Gray, President, The University of Chicago

\* Paul E. Gray, Chairman of the Corporation, Massachusetts Institute of Technology

Vartan Gregorian, President, Brown University

Stanley O. Ikenberry, President, University of Illinois

George W. Johnson, President, George Mason University

Thomas H. Kean, President, Drew University

Eamon M. Kelly, President, Tulane University

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Charles B. Knapp, President, The University of Georgia

Peter Likins, President, Lehigh University

Modesto A. Maidique, President, Florida International University

Rev. Edward A. Malloy, C.S.C., President, University of Notre Dame

G. Dennis O'Brien, President, University of Rochester

J. Dennis O'Connor, Chancellor, University of Pittsburgh

Rev. Leo J. O'Donovan, S.J., President, Georgetown University

L. Jay Oliva, President, New York University

Benjamin F. Payton, President, Tuskegee University

J.W. Peltason, Chancellor, University of California, Irvine  
and President-Elect, University of California (Statewide Administration)

Charles B. Reed, Chancellor, The State University System of Florida

Frank H.T. Rhodes, President, Cornell University

Robert M. Rosenzweig, President, Association of American Universities

Steven B. Sample, President, University of Southern California

Harold T. Shapiro, President, Princeton University

Betty L. Siegel, President, Kennesaw State College

John Brooks Slaughter, President, Occidental College

Michael I. Sovern, President, Columbia University

C. D. Spangler, Jr., President, The University of North Carolina

\* Barbara S. Uehling, Chancellor, University of California, Santa Barbara

Arnold R. Weber, President, Northwestern University

\* Joe B. Wyatt, Chancellor, Vanderbilt University

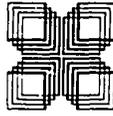
Charles E. Young, Chancellor, University of California, Los Angeles

\*\*\* *1992-94 Forum Chairman*

\*\* *Immediate Past Forum Chairman (1990-92 Forum Chairman)*

\* *Forum Executive Committee Member*

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Business-Higher  
Education Forum

## COALITION FOR DEMOCRACY AND ENTERPRISE

SEPTEMBER 1992

The Coalition for Democracy and Enterprise of the Business-Higher Education Forum was established in 1990 to give the Forum's members — about 100 university and corporate chief executives — a mechanism for providing technical assistance to Central and Eastern Europe. The Coalition's primary goal is to conduct a series of modest but long-term capacity-building projects to strengthen the institutions that will be vital to the transition of these nations to democratic, enterprise-based societies.

The Coalition is co-chaired by Rand V. Araskog (Chairman, President and Chief Executive, ITT Corporation) and Arnold R. Weber (President, Northwestern University). Funding and in-kind contributions have been provided by the Forum's corporate and academic members, as well as by philanthropic foundations, U.S. government agencies and Central and Eastern European governments.

Through a series of well-targeted programs, the Coalition has focused its efforts in three, sometimes overlapping areas:

**Enterprise development**

**Management training and market economics education**

**Infrastructure development.**

The Coalition has been active in Poland, the Czech Republic, Slovakia and Hungary, and is considering projects in Bulgaria and the new independent states of the former Soviet Union. Major accomplishments to date include:

### ENTERPRISE DEVELOPMENT

**Business incubator center: Poland.** The Coalition helped to establish and manage the Enterprise Development Center at the Warsaw University of Technology, which is currently providing technical assistance to 10 small, developing companies; offering training in basic management and business skills; and making plans to serve as a model training center for managers of additional small business incubator centers throughout Poland. The Center is helping to meet the Coalition's broader goal of helping Central and Eastern Europe nurture the development of small- and medium-sized businesses.

**Incubator development and training: Czecho-Slovakia.** A June 1992 workshop in Prague trained 30 Czechs and 20 Slovaks in the basics needed to operate and support a small business incubator. The workshop also covered the basics of entrepreneurship and enterprise development as part of a broader project designed to assess market feasibility and identify a potential enterprise development network in the Czech and Slovak Republics.

One Dupont Circle Suite 800 Washington, D.C. 20036 (202) 939-9345 FAX: (202) 833-4723

In affiliation with the American Council on Education

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**Technology commercialization.** A weeklong series of technology commercialization workshops will be conducted in Poland in November 1992 in cooperation with the U.S.-Polish Commission for Cooperation in Science and Technology and the U.S. departments of Commerce and State. The goal of the project is to exchange experiences and practices on technology commercialization with industry, government and academic leaders interested in fostering technology growth and development in Poland.

**MANAGEMENT TRAINING AND MARKET ECONOMICS EDUCATION**

**Internship project.** The Coalition is currently working with the Soros Foundation's East-West Management Institute and the United States Information Agency on a region-wide Central and Eastern Europe management internship project. Starting in September 1992, Forum member institutions will be hosting management interns for up to six months of hands-on management training in the United States.

**Business Climate Report: Poland.** The Coalition is working with the University of Pittsburgh to develop a report that will identify the key factors that lead U.S. corporations and businesses to invest in Poland. The report will serve as a resource for Polish national, regional and municipal government leaders (who help create the investment climate), and for industry, labor and business leaders throughout the country.

**Conference on lessons learned.** The Coalition, in cooperation with John E. Robson (Deputy Secretary, U.S. Department of the Treasury), is organizing a second conference on *Lessons Learned in Management Training and Market Economics Education in Central and Eastern Europe* which will be held in December 1992. The conference will bring together leaders of U.S. corporate, academic and philanthropic sectors along with recipients of technical assistance from the region. They will discuss successes, failures and lessons learned along with suggestions for moving ahead. The published documents from the conference could act as a guide for the U.S.-led technical assistance efforts in the new independent states of the former Soviet Union.

**Management training centers.** The Coalition is exploring the possibility of providing extensive management training to professors and managers of large, medium and small enterprises throughout Central and Eastern Europe. Before embarking upon this project, however, the Coalition will need to identify additional funding sources and institutions with which to affiliate. It is not the Coalition's intent to develop any new institutions but to help existing institutions establish their own management training centers for undergraduate, graduate, executive and adult education.

**INFRASTRUCTURE DEVELOPMENT**

**Telecommunications.** In cooperation with Northwestern University's Annenberg Washington Program on Telecommunications Policy Studies, the Coalition has developed a graduate-level, interdisciplinary program in telecommunications management. By providing a combination of business, policymaking and technical training to telecommunications managers, policymakers and users throughout Central and Eastern Europe, the project will lead to the development of a modern communications infrastructure. Plans have been made to offer the initial courses of the graduate program in Fall 1992 in conjunction with the Technical University of Budapest. The Coalition is currently exploring expanding the program to Poland, the Czech Republic, Slovakia and Bulgaria.

**Technology transfer.** The Forum is working with the Institute for East-West Studies, the Warsaw University of Technology and others to establish one or more Business-Higher Education Forums in Central and Eastern Europe. The goals are to support the development of more cooperative industry-academic partnerships in such areas as economic development and technology transfer.

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## OTHER PROJECTS

**Environmental training.** The Coalition has had discussions with government and private-sector leaders in Poland and elsewhere in Central and Eastern Europe regarding the possibility of providing environmental training. Such training could include scientific research and technical skills development, pollution prevention and approaches to environmental management in a free-market system.

**Textbook donations.** Initial shipments of a textbook entitled *The Challenge of Democracy* have been sent to over 45 Foreign Language Teacher Training Colleges throughout Poland. The Coalition is sending these books with assistance from the United States Information Agency's Book Donation Program.

## GUIDING PRINCIPLES

**Long-term commitment.** The Coalition's work has been driven by the assumption that fundamental economic and societal change will take years to accomplish. Thus, the Coalition has focused on long-term activities: identifying key resources in each country, building a network of leaders (current and prospective), assembling coalitions and building projects from the ground up. As a result, the Coalition has earned a reputation for its pragmatic approach and for being able to deliver on its promises.

**In-country capacity building.** The Coalition's goal is to help put in place the systems and structures that will both foster change -- and ensure these changes are sustained over time. Thus, programs are designed to "train the trainers" and "build the infrastructure" that will be needed to carry on the effort once the Coalition's intervention ends.

**Customer-driven.** The Coalition began by listening to the industry, academic and government leaders of Central and Eastern Europe describe their priorities for assistance. We wanted to make sure that whatever assistance we provided responded directly to their needs. As a result, we started slow: our first project did not get under way until more than a year after the Coalition was formed. And we started small: the first project was a business incubator center to help foster the development of new business enterprises in Poland. But progress has been steady and the results are measurable.

## THE COALITION'S QUALIFICATIONS

As a subsidiary of the Business-Higher Education Forum of the American Council on Education (ACE), the Coalition brings to its Central and Eastern Europe program all the strengths of its sponsoring organizations, including:

- A unique collaboration that unites the theoretical knowledge of the nation's leading colleges and universities with the practical, marketplace experience of America's leading corporations.
- Hands-on leadership and participation by chief executive officers (CEOs) of America's leading corporations, universities and colleges. CEO involvement will facilitate the necessary human and financial resources of each institution to fulfill the objectives of the Coalition.
- A longstanding familiarity with the people and countries of Central and Eastern Europe, through its member institutions. Many of the 100 Forum members are already active in Central and Eastern Europe.
- A distinguished record of accomplishment in helping companies and workers compete more effectively. The Forum and ACE are particularly expert in the area of human resource development and will apply this know-how to help the people and institutions of Central and Eastern Europe compete more effectively.

- A distinguished record of accomplishment in helping foreign businesses and higher education institutions in Western Europe, Canada and Australia cooperate more effectively. The Forum and ACE will apply this know-how to help the nations of Central and Eastern Europe.

- Strong support by U.S. and foreign governments. For instance, during a White House-sponsored conference on President Bush's Central and Eastern European Initiatives in late February 1991, the Forum's Coalition was singled out for praise by senior U.S. Government officials and Jacek Saryusz-Wolski, Poland's Minister for Foreign Assistance and European Integration. In a July 1991 letter to the U.S. government, the Polish Council of Ministers declared its "firm interest in increasing cooperation with the Business-Higher Education Forum and Center for Leadership Development [of the American Council on Education] in the field of management training. These institutions seem perfectly capable of performing their duties and the propositions of the projects presented suit our needs impeccably."

In addition, as evidence of the growing U.S.-Polish partnership, both the Polish Ministry of National Education and State Committee for Scientific Research have provided significant funding for the Enterprise Development Center -- a cooperative venture of Warsaw University of Technology and the Business-Higher Education Forum.

**THE PARTNERS**

**Business-Higher Education Forum**

The Forum is a membership organization of 100 selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

To carry out its agenda, the Forum holds semiannual meetings, convenes occasional roundtables, publishes policy reports, conducts public-education campaigns and manages projects that mobilize the resources of its multinational members.

Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, global interdependence, health care, and the environment and the economy.

The 1992-94 Forum Chairman is William H. Danforth, Chancellor, Washington University. Don M. Blandin is the Forum's director.

**American Council on Education**

ACE, which founded the Forum in 1978, is an independent, non-profit association founded in 1918. It represents over 1,600 accredited and degree-granting postsecondary institutions in the U.S., as well as over 250 national and regional higher education associations. As such, ACE serves as the coordinating umbrella association for American higher education and serves as the focus for discussion and decision-making on higher education issues of national importance.

**For additional information, please contact:** Don M. Blandin  
 Director  
 Business-Higher Education Forum  
 American Council on Education  
 One Dupont Circle, Suite 800  
 Washington D.C. 20036-1193  
 Tel: (202) 939-9345  
 Fax: (202) 833-4723

**Appendix VII  
Biographies**

## RAND V. ARASKOG

Rand V. Araskog has been Chief Executive of ITT Corporation since July, 1979 and Chairman since January, 1980. He has been a Director of the Corporation since 1977.

Mr. Araskog joined the ITT System in 1966 as Director of Marketing for its U.S. Defense-Space Group (DSG). In 1967, he was named President of ITT Defense Communications Division. In 1971, he was elected an ITT Corporate Vice President and Group Executive of DSG, subsequently renamed the Aerospace, Electronics, Components and Energy Group. Mr. Araskog was named ITT Executive Vice President and a member of the Office of the President with responsibility for the company's telecommunications business in 1976, and to the position of Senior Executive Vice President and Chief Operating Officer in 1978. He was elected President and Chief Executive in July, 1979.

Before joining ITT, Mr. Araskog had been Director of Marketing and Planning for the Aeronautical Division of Honeywell, Inc., Minneapolis, MN.

Mr. Araskog was with the office of the Secretary of Defense from 1954 to 1959, and served as Special Assistant to the Director of the Defense Department's Advanced Research Projects Agency in 1958-59. Mr. Araskog is a member of the National Security Telecommunications Advisory Committee (NSTAC), having served at the appointment of President Reagan as its first Chairman from December, 1982 to April 1984.

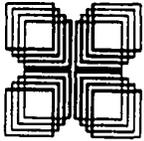
Born in Fergus Falls, MN, he graduated from the U.S. Military Academy, West Point, NY, in 1953 with a B.S. degree. He also studied at the Harvard Graduate School of Arts and Sciences in 1953 and 1954. He was awarded an honorary doctor of humane letters degree from Hofstra University in 1990.

Mr. Araskog is a director of the Hartford Fire Insurance Company, ITT Sheraton Corporation, Dow Jones & Company, Inc., Dayton Hudson Corporation, Shell Oil Company, and the New York Stock Exchange. He is a member of the Executive Committee of the Business-Higher Education Forum of the American Council on Education and co-chairs the Forum's Coalition for Democracy and Enterprise. He is Chairman of the Economic Club of New York, and a member of the Business Council, the Business Roundtable, the Council on Foreign Relations, the Rockefeller University Council, the West Point Society of New York, the Board of Trustees of the Institute for Advanced Study, the Board of Trustees and Advisors of the New York Zoological Society and the NASA Commercial Space Committee. He is a director of the New York City Partnership, and a member of the Links Club, the River Club, the Meadow Club, and the Knickerbocker Club in New York, and the Council for United States and Italy, a bi-national organization based in Rome and New York. In 1988, Mr. Araskog was named Officer of the National Order of the Legion of Honor by President of the French Republic François Mitterand.

Mr. Araskog is the author of "The ITT Wars", published by Henry Holt in 1989. His writings have also appeared in such noted publications as *Reader's Digest* and *The New York Times*.

March 1992

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Business-Higher  
Education Forum

**DON M. BLANDIN**

**Director**

**Business-Higher Education Forum**

**American Council on Education**

Don M. Blandin is the director of the Business-Higher Education Forum, a membership organization of 100 selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

To carry out its agenda, the Forum holds semiannual meetings, convenes occasional round tables, publishes policy reports, conducts public-education campaigns and manages projects that mobilize the resources of its multinational members.

Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, global interdependence, health care, and the environment and the economy.

The Forum is affiliated with the American Council on Education, which represents more than 1,500 post-secondary, degree-granting institutions and more than 250 educational associations.

Mr. Blandin has a long track record of policy experience that goes back to his days with the California Council on Intergovernmental Relations in the early 1970s. Prior to joining the Forum in 1981, he served as executive director of the National Association of Schools of Public Affairs and Administration, an organization representing the educational and research interests of graduate schools with programs in those fields.

He also has served as special assistant to the assistant secretary for administration at the U.S. Department of Housing and Urban Development.

In addition to his current work at the Forum, Mr. Blandin is a member of the board of directors of the Congressional Economic Leadership Institute, the International Space University and the World Management Council/ North America. He serves as a member of the International Advisory Board of the Czecho-Slovak Management Center. He is also a member of the editorial board for *Industry & Higher Education*, an international journal on cooperative relationships between business and higher education.

Mr. Blandin received his undergraduate degree from California State University and his graduate degree from The American University in Washington, D.C.

May 1992

**ALLISON KONE CAMPBELL**

412 3rd Street N.E. Apt 22

Washington, D.C. 20002

(202) 546-7245 home (202) 939-9350 work

**Work Experience:**

Consultant to the Business Higher-Education Forum of the American Council on Education, a principals only organization of 100 chief executives of major American corporations, colleges and universities. Project Manager for the *Coalition for Democracy and Enterprise*, co-chaired by Rand Araskog (Chairman, President and Chief Executive, ITT Corporation) and Arnold Weber (President, Northwestern University). The Coalition is the Forum's mechanism for providing technical assistance to the countries of Central and Eastern Europe. December 1991 - present.

Fascell Fellow, United States Department of State, American Embassy, Warsaw, Poland. Duties consisted of implementing and supporting American foreign policy in the administrative section of the mission; caring for the interests of Americans abroad; administering personnel policies and procedures for Polish national employees; acting as logistics coordinator for numerous high-level delegations from congressional to vice-presidential levels. *Received Meritorious Honor Award from the Department of State for work performed during the fellowship.* February 1990 - December 1991.

Special Projects Consultant, and Staff Writer - Interactive Video Industry Association. Responsibilities consisted of writing and conducting research for publication on interactive video and organizing a major conference. October 1989 - January 1990.

**Languages:**

*Proficient in Polish and Russian.*

**Education:**

MA - Russian and East European Studies, Elliott School of International Affairs, George Washington University, Washington, D.C. 1987-1990.

BA - International Studies, Emory University, Atlanta, Georgia, May 1983.

*Honors and Activities:*

Who's Who Among American University and College Students 1983.

College student body president, student government association representative, university senator, women's tennis team, DVS Senior Honor Society. Ten-Year Planning Committee, Emory University.

**Publications**

*The Power of Multimedia. A Guide to Interactive Technology in Education and Business.* contributing writer and researcher.

**Military Experience:**

Diploma, Russian Language Studies, Defense Language Institute, Monterey, California, May 1987. Diploma, Polish Language Studies, Defense Language Institute, Monterey, California, September 1984.

Second Lieutenant, U.S. Army Reserve, Adjutant General Corps, Washington, D.C. Commissioned from Georgetown University ROTC, May 1989.

Russian Linguist/Analyst, Military Intelligence Corps, U.S. Army, 1986-87.

Polish Linguist/Analyst, Military Intelligence Corps, U.S. Army, 1983-1986.

**Military Awards:**

Army Achievement medal, Good Conduct medal, Distinguished Military Student Georgetown University ROTC, Commandant's List Defense Language Institute, Physical Fitness Award.

**References Furnished Upon Request**

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## **Jim Currie**

**Mr. Currie is the Director of Business Development for Northwestern University's Technology Innovation Center (TIC), an incubator for the development of technology-oriented small businesses. Mr. Currie was instrumental in establishing the Innovation Center in 1986 and developing it into the most successful technology-focused incubator in Illinois. The Innovation Center was the first operating component of the Northwestern University/Evanston Research Park in which Mr. Currie continues to be actively involved. Mr. Currie is project manager for ongoing projects in Poland and Czechoslovakia relating to small business incubator development, direct business development, and university involvement in economic development. Mr. Currie also provides consulting for an international incubator development in Merida, Mexico.**

**Mr. Currie received a Masters in Management from the J.L. Kellogg Graduate School of Management in 1984 and a Bachelors of Science from Southern Illinois University.**

## **Ian de Hueck**

**Ian de Hueck has a broad range of experience in business consulting, venture capital and investment banking. As the founder of an innovative management consulting firms specializing in new venture creation, Mr. de Hueck works closely with small technology enterprises at Northwestern University's Technology Innovation Center. Mr. de Hueck assists entrepreneurs in addressing a wide range of management issues including strategic planning, marketing, sales, operations and financing.**

**Mr. de Hueck previously worked for a Chicago-based venture capital firm where he structured equity financing for small manufacturers and service-based companies. Mr. de Hueck also served three years in the corporate finance division of a major U.S. investment banking firm, managing corporate transactions in the United States, Europe, Asia and Latin America. Mr. de Hueck is currently working with the Technology Innovation Center at Northwestern University to provide assistance in the development of a University-based incubator in Poland.**

**Mr. de Hueck received his Bachelor of Arts degree in Philosophy from the University of Notre Dame and a Masters in Management degree from Northwestern University's Kellogg Graduate School of Management, with concentrations in Marketing, Management Policy, and Finance.**

## LEONARD C. GOLDMAN

Leonard C. Goldman is president of the Iowa State University Research Park Corporation, an affiliate organization of Iowa State University of Science and Technology. The Research Park Corporation is the managing entity for the university's research park and its technology-based business growth program, the Iowa State Innovation System (ISIS). Mr. Goldman directs all Research Park and ISIS planning, construction, financing, and marketing activities. Iowa State University's extensive technology transfer system planning began in 1986. In July 1986, Mr. Goldman came to Iowa State University from Rensseler Polytechnic Institute to plan and begin the development of the Research Park and ISIS, two important parts of the university's technology transfer system. By mid-1988, both programs under Mr. Goldman's supervision were well established and construction of infrastructure as well as two of the first three buildings were nearing completion. Mr. Goldman organized the complex financing required to secure land; provide working capital; construct infrastructure; and complete the master planning process.

As of September, 1991, the Research Park is a 200 acre parcel of land with full infrastructure and 28 companies in four major buildings.

Mr. Goldman was educated at Castleton College, State University of Vermont, and at State University of New York at Albany. His other professional experiences include having been the owner of two businesses one of which he started, the other being a business rescue operation. Additionally, he has been an university fund-raiser and the chief executive officer of a large, private sector social services corporation.

Mr. Goldman is a member of the Board of Directors of the Association of University Related Research Parks.

United States Information Agency selected the Iowa State University Research Park and the Northwest University/Evanston Research Park to exemplify models for business development and technology transfer and invited the ISU Research Park Director to lead a symposium for the Czechoslovakian entrepreneurs and government offices to develop a new enterprise system.

The National Research Council, the United States agency for international development and the government of Thailand selected Iowa State University Research Park as an exemplary park for its management and rapid development. The ISU Research Park Director was selected to lead a contingent of design and engineering experts to help the government of Thailand develop and improve a university related science park.

## **Peter Hage**

**Mr. Hage has many years of experience in commercial banking, business marketing and small enterprise development. As manager of a \$3.0 Million national loan fund based in Washington D. C., he provided financial assistance to entrepreneurs throughout the United States and cooperated with state government agencies in designing new development financing strategies. Mr. Hage has two years of experience with a management consulting firm in Chicago assisting manufacturers develop marketing strategies. Mr. Hage has worked closely with entrepreneurs located at Northwestern University's Technology Innovation Center, writing business plans and setting marketing strategy. Currently, Mr. Hage is working to provide international marketing assistance to small manufacturers in Illinois.**

**Mr. Hage obtained his Masters in Management from Northwestern University's J.L. Kellogg Graduate School of Management in 1990 and his Bachelor of Arts degree from the University of Wisconsin, Madison, in 1981.**

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*Resume for EVA KLEIN*

**EVA KLEIN** is President of Eva Klein & Associates, a consulting organization that provides management consulting, financial analysis, and project development services to colleges, universities, and entities that work with higher education institutions in technology/economic development. Ms. Klein has 18 years of experience in working in and with universities on a variety of management and financing issues and manages a network of experienced consulting professionals and practitioners.

Ms. Klein's engagement experience includes research park and incubator studies for Iowa State University, The University of California at Berkeley, The State University of New York at Stony Brook, New York University Medical Center, Virginia Polytechnic Institute and State University, and the Centro de Enseñanza Técnica y Superior (Mexicali). She has performed studies in organization analysis, governance, strategic planning, capital finance, and related management areas for numerous public and private colleges and universities. Her clients among higher education associations include the Independent Colleges and Universities of Florida, Louisiana Association of Independent Colleges and Universities, and the Council of Independent Colleges and Universities (New York).

Ms. Klein serves on the Boards of Directors of the Association of University Related Research Parks (AURRP) and the National Council for Urban Economic Development (CUED). For AURRP, she chairs the Board's Strategic Planning process, the Committee on Membership Services, and the International Committee. For CUED, she organizes activities aimed at promoting higher education's role in economic development, including serving as Co-Chairman of a recent conference entitled "The Entrepreneurial University: Economic Development Linkages." Ms. Klein also is a member of the Trustees' Council of Penn Women and an Associate Trustee of The University of Pennsylvania and a member of the National Business Incubation Association.

Ms. Klein's entire career has been in higher education: consulting, investment banking, and university administration. Prior to forming Eva Klein & Associates in February 1990, she was Vice President, Corporate Development of Connie Lee Insurance Company, a subsidiary of Sallie Mae, responsible for marketing and liaison activities with colleges and universities. From 1987 to 1989, as Vice President/Group Manager of Higher Education Finance at Chemical Securities, Inc. (Chemical Bank), Ms. Klein was responsible for investment banking services and financing analysis for university clients. From 1982 through 1987, she was with the Education and Other Institutions Consulting Group of KPMG Peat Marwick (New York), the Firm's specialist group serving higher education and not-for-profit entities.

From 1973 through 1980, she served in the administration at The American University (Washington, DC), as founding Director of the Cooperative Education Program; Executive Assistant to the Provost; and Executive Assistant to the President. Her responsibilities in the Office of the Provost and the Office of the President included long-range planning, annual budgeting, supervision of the Office of Staff Personnel, faculty research policies, and policy development in numerous areas such as copyrights, evaluation of administrators, student services, and facilities utilization. In addition, she coordinated day-to-day operational matters with the University's five vice presidents and with academic deans.

As a frequent participant in the conference activities of the higher education professional associations, including ACE, NACUBO and its regional associations, CASE, SCUP, and others, Ms. Klein also is a frequent invited speaker at conferences and training seminars, on topics including strategic planning, trusteeship, marketing, research park development, real estate utilization, and the role of higher education institutions in economic development. She also has published articles on these topics.

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**Thomas E. Parkinson**

For the past seven years, Mr. Parkinson has been the executive director of the Evanston Business Investment Corporation, a private seed/venture capital fund based in Evanston, Illinois. In that capacity, he has personally negotiated and managed equity investments in more than twenty emerging and start-up companies in the computer software, electronics, advanced materials, optics, engineering, publishing, medical, biotechnology, mental health, and retail industries. While under his direction, the fund received an award in 1989 from the National Council for Urban Economic Development as one of the country's most innovative economic development programs.

Mr. Parkinson is currently a visiting lecturer at Northwestern University's J. L. Kellogg Graduate School of Management, where he teaches a course on entrepreneurship for second-year MBA students. Previously, he has taught both graduate and undergraduate courses in small business finance and new venture financing at the University of Illinois at Chicago. He has also been a featured speaker at several national and international programs on entrepreneurship and business development, including a recent program on business incubators and enterprise development in the Czech and Slovak Federal Republic.

In addition to his duties with the Evanston Business Investment Corporation, Mr. Parkinson manages a small business development center which, with a staff of four professional consultants, provides management counseling and loan packaging services for small businesses throughout the northern suburbs of Chicago. He is also the chief financial officer for a business incubator facility in the Northwestern University/Evanston Research Park which houses more than 35 start-up, high-technology companies.

Mr. Parkinson holds a masters degree in management from Northwestern's Kellogg Graduate School of Management, where he majored in finance and urban economic development. He received the Outstanding Student award from Kellogg's Public and Non-Profit Management department in 1985. He holds a bachelors degree in economics, also from Northwestern.

Mr. Parkinson serves as treasurer and a member of the board of directors for the Youth Job Center of Evanston, a non-profit job placement agency which successfully places more than 500 young people, primarily minorities from 16 to 24 years of age, in new jobs. He is a member of the Chicago High-Tech Association, the National Council for Urban Economic Development, the MIT Enterprise Forum of Chicago and the Association of University Related Research Parks.

Mr. Parkinson resides in Evanston, Illinois. He is married, with two small children.

Arnold R. Weber was elected the 14th president of Northwestern University on September 17, 1984. He officially took office on February 1, 1985.

Mr Weber was president of the University of Colorado for the five years prior to his appointment at Northwestern. He was provost and professor of economics and public policy at Carnegie-Mellon University from 1977 to 1980, and he was Dean of the Graduate School of Industrial Administration at Carnegie-Mellon from 1973-1977.

A member of the faculty of the Graduate School of Business at the University of Chicago from 1958 to 1973, Mr. Weber was the Isidore Brown and Gladys Brown Professor of Urban and Labor Economics at Chicago from 1971 to 1973. He has been a member of the faculty at Stanford University and the Massachusetts Institute of Technology.

Mr. Weber has served in the federal government as a Presidential appointee and an economic advisor. He was Executive Director of the Cost of Living Council in 1971, Associate Director of the Office of Management and Budget in 1970-71, and Assistant Secretary of Manpower in the U.S. Department of Labor 1969-70.

He was appointed Chairman of the Presidential Railroad Emergency Board No. 182-183 in August 1982 to intervene in a threatened strike by the nation's locomotive engineers. He was a member of the Economic Advisory Committee to the Secretary of Commerce from 1980 to 1982, an economic consultant to the Secretary of the Treasury from 1976 to 1979, and an academic advisor to the Board of Governors of the Federal Reserve System from 1973 to 1984. He has served as a consultant to major corporations.

Mr. Weber is a member of the Industrial Relations Research Association, and he has been an arbitrator on the labor panel for the American Arbitration Association. He has been a member of the National Academy of Arbitrators and the National Academy of Public Administration.

Mr. Weber is a Fellow of the American Academy of Arts and Sciences.

He is the author of eight books and monographs and numerous articles on economic policy and industrial and labor relations, and he has been a regular contributor to various business publications.

Mr. Weber is a member of the board of directors of Burlington Northern Inc., Inland Steel Company, PepsiCo Inc., Super Valu Stores Inc., and the Tribune Co., and has been a member of the Executive Committee of both the Council on Competitiveness and the Business-Higher Education Forum. He currently co-chairs the Coalition for Democracy and Enterprise of the Business-Higher Education Forum.

He is a trustee of the Museum of Science and Industry and the Committee for Economic development. He is a member of the Board of Directors of the Consortium of Social Science Associations and the Chicago Council on Foreign Relations, and he is a member of the Commercial Club of Chicago and the Economic Club of Chicago.

Mr. Weber received a bachelor's degree in economics from the University of Illinois in 1950, a master's degree in industrial relations from Illinois in 1952, and a Ph.D in economics from the Massachusetts Institute of Technology in 1958. He received an honorary L.H.D. from Ripon College in 1984, an honorary L.H.D. from Rush University in 1987, and an honorary L.H.D. from the University of Colorado in 1988.

On May 13, 1990, Mr. Weber received the Alumni Achievement Award, the highest honor given by the University of Illinois Alumni Association.

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