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***CENTRAL CONNECTICUT STATE UNIVERSITY***
***Management Training and Economics Education***
***in***
***Eastern and Central Europe***
***Grant No. EUR-0029-00-G-1039-00***

***Second Quarterly Report***
***Covering the Period***
***October 1-December 31, 1993***

## *I. ADMINISTRATION:*

The administration of this grant continues to run smoothly. The Program Continuation activities are on track, and the TUWr Activity coordinators continue to work well with their CCSU counterparts. I will report on the status of each Activity and Activity Program in the following section. We are now able to purchase low-priced air fares and are investing these savings into "add-on" visits by CCSU professors.

As I mentioned to you in Wroclaw, the delay in the official awarding of the grant did impede expeditious implementation of the Center for Excellence grant. However, Professor Kremens and the Center's Coordinator, Dr. Czemplik, have worked hard to catch up, especially in the areas of construction/renovation of the Center facility and in preparation of the list of equipment that will be purchased for it.

For the period October 1-December 31, 1993, there are any number of administrative items worth mention. I hope it suffices for me to ask you to consult my monthly reports required by A.I.D. Warsaw for detailed accounts of all administrative and programmatic activities. In this report I provide my own opinions on a number of topics as you requested.

In this quarterly report, I would like to highlight, first of all, the press conference conducted by TUWr on November 4, 1993. Mr. Donald Pressley and Dr. Nina Majer of A.I.D. Warsaw attended. Rektor Wiszniewski and CCSU Vice President for Academic Affairs Karen Beyard spoke. The event was covered by some thirty representatives of the mass media including journalists from the two largest newspapers in Lower Silesia, Slowo Polskie and Gazeta Robotnicza. Professor Kremens and I were interviewed by Jaroslaw Golawski, a journalist-reporter for Telewizja Polska-Wroclaw. This interview appeared on regional television for several days and on national Polish television as well. In terms of getting the word out, A.I.D. should be quite pleased with the coverage our announcement of the Center for Excellence grant received.

Since publicity of our work is important to A.I.D. and to us, I should also note that Professor Kremens has been interviewed by the Warsaw Voice, the major English language newspaper in Poland, and that he and I have been interviewed for a feature story in Gazeta Robotnicza. In addition, a New York Times reporter has asked to interview me.

I also highlight the fact that our ties to Connecticut's Polish-American community remain very strong. On Sunday, October 10, for example, Activity II Coordinator Scott Olson was the featured speaker at the annual Pulaski Day ceremony in New Britain. In his remarks he emphasized the pioneering work we are doing in business communication with both the

Technical University of Wroclaw and the University of Wroclaw and the mutually beneficial nature of our partnership with TUWr.

Professors Kremens and John Parrish-Sprowl attended the November 9-11 Business-Higher Education Forum in Prague. Both, as you know, are excellent representatives of our partnership. Professor Kremens is an especially convincing spokesman for a point that we think is self-evident: that technical assistance projects like this should move beyond foreign capitals to equally include important cities like Wroclaw in our case.

During this reporting period both Rektor Wiszniewski and Professor Kremens visited CCSU to work on grant-related matters. They met with President Shumaker, all CCSU activity coordinators, our Grant Administrator, Lesley Cephas, Professor Muirhead, Lisa Marie Fellage, and me, among others. Professor Kremens and I met with Mr. French in Washington. Professor Wiszniewski and Professor Olson presented papers at a Workshop of the Speech Communication Association national convention in Miami. The general topic of the Workshop was Communication in Eastern Europe. Professor Wiszniewski spoke on "Corrupted Communication and Totalitarian Systems," Professor Olson on "The Case of Poland." This was excellent publicity and exposure for A.I.D. and for our Organizational and Managerial Communication Activity.

I visited Wroclaw twice during this reporting period, once in early November and once in mid-December. During these visits I worked on both Program Continuation and Center for Excellence matters. I met each time with Rektor Wiszniewski, Professor Kremens, Dr. Czemplik, and all Activity and Program coordinators. To spread the word on the Center for Excellence and to begin to lay foundations for the Center for Continuing Education's outreach activities, Dr. Czemplik and I met with representatives of the vojevodas of Jelenia Gora, Legnica, Walbrzych, and Zielona Gora. For the same purpose, we also met with the Rektors and others from the Engineering College of Zielona Gora and the technical universities of Cracow and Poznan, Wroclaw district education Kurator Grazyna Tomaszewska, and Solidarnosc of Lower Silesia President Tomasz Wojcik. Likewise, CCSU Professor Walter Parker and Dr. Czemplik met with representatives of the Vojevoda of Opole and with the Rektor and others from the Engineering College of Opole.

* One consistently hears grumblings in Lower Silesia about "Warsaw," about how the central government (even more true with the centralization tendencies of the new parliamentary majority) takes care of itself, favors itself, produces policies injurious to other cities and districts, etc. etc. In my view, it should be a matter of regional pride that A.I.D. awarded the only Center for Excellence grant in Poland for work in Wroclaw. Beyond that, the point we consistently made in these meetings was that the extent to which the Center for Continuing Education succeeds will be determined in part by the extent to which each of these people and the institutions they represent support the Center and its programs.

For implementation purposes, the Center for Excellence grant is divided into two parts: master's degree training at CCSU and the Center for Continuing Education.

The most critical administrative achievement in the Center for Excellence initiative took place on October 23 when the TUWr Faculty Senate formally approved its establishment. To Americans this statement may sound strange since TUWr is receiving an A.I.D. grant worth more than $1,000,000 for this purpose. To those who understand the more purely democratic workings and academic politics of European universities, it will not. The TUWr Faculty Senate cannot be "bought" with money. It must approve not just establishment of the Center but also the curriculum the Center offers. No one at TUWr, whatever the office held, could establish such a Center without Faculty Senate approval.

I commend Vice-Rektor Kremens for an excellent job in presenting the concept of the Center, in making certain that the senators understood the value and potential of it for TUWr, in allaying academic concerns of theorists and traditionalists, and in assuming official responsibility for development of a curriculum suitable and acceptable to his TUWr colleagues. The Center we envision (ref. pp. 15-16) is not known in Poland. We are, indeed, fortunate that Professor Kremens, in his capacity as Vice-Rektor for Student and Teaching Affairs, is a persuasive, convincing advocate for this and the other programs A.I.D. is funding in Wroclaw. His excellent work is critical to the sustainability of all of our programs.

Regarding master's degree training, everything is now on course. The two TUWr professors studying for master's degrees in Organizational and Managerial Communication, Malgorzata Stawska and Wojciech Maluszynski, and the UWr graduate student, Roman Rostek, have arrived in New Britain and are situated. They began their studies January 24.

The three TUWr professors who will pursue MBA degrees at CCSU -- Zofia Krokosz-Krynke, Leszek Jurdziak, and Gabriela Paszkowska -- have taken their GMAT examinations and await their results. We expect them to arrive in New Britain in late May to begin their graduate studies.

The Center for Continuing Education, so-named to avoid it being mistaken for the old, low-level Communist Party "Center for Excellence" training projects, is, administratively speaking, hurrying to catch up from the delay in the award of the grant. As a practical matter, it was impossible to begin the construction project before Winter arrived in Wroclaw. While the funds for construction have been wire transferred to TUWr, the actual pouring of the foundation will depend on the weather there.

The grant is within budget, the initial wire transfers for Construction, Program Continuation, and the Center have arrived at TUWr, and we continue to seek means to do more programmatically with the savings we can generate administratively.

## *II. REVISIONS IN THE PROJECT IMPLEMENTATION PLAN:*

A. As a result of the one-semester, in-country visits of CCSU Professors Walter Parker and John Parrish-Sprowl, several revisions in the Project Implementation Plan are necessary in so far as reallocation of Center for Excellence budget lines are concerned. To follow-up on and sustain a variety of initiatives they have now begun, both professors should return to TUWr, Professor Parrish-Sprowl in February and perhaps June, Professor Parker in May. Additionally, CCSU Accounting Professor Jane Stoneback, who works closely with I.B.S. professors on case study development, will need to visit Wroclaw in March to work with her colleagues on this important topic. While at TUWr the professors will offer workshops through the Center for Continuing Education.

   Also, one result of Professor Parrish-Sprowl's visit is the decision to publish a new periodical in the field of business communication. For this purpose, it is necessary to add desk-top publishing equipment and software to the list of equipment and software TUWr's Center for Excellence shall acquire with A.I.D. funding.

   The budgetary reallocation to meet these costs is administrative savings produced from judicious purchase of air tickets and the Harvard Core Collection line item in the Center for Excellence budget.

B. TUWr is in the process of soliciting bids for both the renovation and the construction projects for the Center for Continuing Education building. The PIP must be revised to

provide additional funds for the renovation project. From talks with local contractors, we have determined that the cost of renovating the existing building will be much higher than the $15,000 we allocated in the Program Continuation budget and the $30,000 (adjusted downward for zl. inflation) that TUWr carried forward from prior grant funds.

Therefore, we are asking A.I.D. approval to reallocate funds from the Center budget from the line-item for master's degree training in the United States to renovation. Thus, we are proposing master's degree study at Central Connecticut State University for three business students and for three Communication students. This reduction of two MBA students and the offering of the MBA by CCSU, now formally licensed and approved by the Board of Governors for Higher Education effective December 16, 1993, provides us with monies which we wish to invest in renovation expenses.

Rektor Wiszniewski and Professor Kremens are convinced that this course of action is necessary and ultimately beneficial to the larger Center project. For one thing, they believe, as do I, that the TUWr professors will have a richer and more substantial MBA experience when they work with CCSU business professors whom they know and with whom they have worked and who are first-hand knowledgeable about the Polish setting than if they were to study at the Hartford Graduate Center.

Also, the Center for Continuing Education will offer non-credit courses initially, and these practical programs do not require advanced degree training. Of course, in future grant applications we will seek to train additional TUWr faculty at the graduate level in business and Communication.

C. The Technical University of Gliwice, identified as a collaborating institution in the Grant Proposal, has not demonstrated commitment to our Center for Continuing Education initiative. Therefore, we have invited instead The Technical University of Krakow.

## *III. PROGRAM CONTINUATION:*

### *A. ACTIVITY I: Management Training*

#### *Program I: Conclusion of Institute for Business Studies*

This nine-session comprehensive business survey has been completed. During this reporting period, CCSU professors and their TUWr counterparts conducted four-day sessions in October on Export Marketing, in November on Strategic Management and Entrepreneurship, and in December on Consumer Behavior and Sales. As is our practice, each formal session was preceded by several days of training during which our professors worked with their Polish counterparts on both content and teaching strategies. They also devoted several hours at the end of each Workshop to evaluation and planning.

All told, the three workshops generated 2,411 student contact hours.

From the inception of this program, one of our primary goals has been for our I.B.S.-trained professors to impart the knowledge they acquired to their own students in various regular courses at TUWr. Professor Krokosz-Krynke reports that in 1991-92 two TUWr professors taught 106 students for a total of 3,180 student contact hours; in 1992-93 three TUWr professors taught 365 students for a total of 9,000 student contact

hours. During the 1993 Winter semester five TUWr professors taught 249 students for a total of 6,205 student contact hours.

Twenty-four participants, of whom five are women, successfully completed this program and will receive certificates of graduation. Four others, whose attendance was insufficient, will receive certificates of participation. In this fee-paying participant group were sixteen persons employed in private or state enterprises, four students, six professors, and two who are unemployed.

With the conclusion of the December session, this three-year comprehensive business survey has been completed. Now is the time to look to its prospects for sustainability. Academic productivity can be measured by student contact hours. But productivity is not sustainability.

As for the immediate future, please see pp. 6 & 15 for the two complete I.B.S.-type programs that will be offered this Spring in Legnica and Wroclaw. Our intention all along has been for our Polish colleagues to teach this program on their own, and they are doing this.

* A second indication of its likely sustainability is the decision of Rektor Wiszniewski to send three TUWr professors who have completed this program to CCSU to study for MBA degrees. To Americans this may seem like an obvious decision since the study visits are funded by A.I.D. That is not the case. TUWr and we have a very real concern that those who earn MBAs in the United States will either stay in the United States or "go private" on their return to Poland. TUWr's experience in the 1970s with an American technological doctoral program underscores this concern. Something like 72 of the 78 visiting TUWr people remained here. We believe that Professors Krokosz-Krynke, Paszkowska, and Jurdziak understand that A.I.D. is making a significant investment in them and that they are required to return to TUWr to put their new knowledge to work. We will do everything we can to make sure this concern is not a problem.

A third indication of sustainability is the fact that the "Connecticut Club," the I.B.S. alumni association, was registered according to Polish law on December 27 and is operating. The idea of such an association is new to Poland, but it is taking hold in this activity as well in our other activities.

A fourth indication of sustainability is in the very strong professional relationships that have developed between our faculty and TUWr faculty. These bonds have been reinforced by our School of Business's U.S.I.A. faculty exchange grant and by the initiative taken by our Coordinator for International Business Programs, Professor Jane Stoneback, to involve TUWr faculty in workshops of the World Association for Case Research and Case Method Application (WACRA).

* Finally, not to belabor the point, I believe that sustainability's fate is determined by something less concrete and not quantifiable. I personally spent several hours with the third-year group of I.B.S. participants the evening of December 18. It is not possible for me to describe in words the special camaraderie, spirit, and commitment of this group. In terms of ultimate sustainability, the "feeling" and group cohesion I observed that evening lead me to believe that sustainability of this program is certain.

**Program II: Business Workshops/Short Courses- Lower Silesia**

This outreach program by I.B.S.-trained faculty, offered under the auspices of the

TUWr Center for Continuing Education, begins with a full comprehensive business survey in Legnica on February 25. For your information, I provide the full schedule for the Legnica program:

| TOPIC | LEAD PROFESSOR | DATES |
|---|---|---|
| Introduction to Market Economy | Lesczek Jurdziak | Feb. 25-27 |
| Managerial Accounting | Piotr Malec | March 25-27 |
| Financial Concepts for Managers - Investment Decision Making | Gabriela Paszkowska | April 22-24 |
| Complex Organization Management | Leszek Duda | June 10-12 |
| Human Resource Management | Andrzej Czemplik | July 1-3 |
| Marketing | Halina Podbielska | Oct. 14-16 |
| Consumer Behavior and Sales | Wojciech Sibilski | Nov. 4-6 |
| Communication in an Organization | Lilianna Marciniak | Dec. 2-4 |
| Strategic Management | Zofia Wilimowska | Dec. 16-18 |

In addition to Legnica, during this reporting period Professor Andrzej Czemplik, himself an I.B.S. graduate and now Coordinator of the Center for Continuing Education, and I also visited Jelenia Gora and Walbrzych to lay the foundation for this program. In the latter two districts there is a significant interest in the topic of tourism management. From administrative savings, we may try to fund a special Workshop on this topic later this Spring. For now, Professors Krokosz-Krynke and Czemplik are continuing their planning for the programs in Jelenia Gora and Walbrzych as they take into consideration their own trainer pool and the various other programs the Center will provide.

In short, this program is on track.

**Program III: Production for Markets**

This program did not begin until January 10, 1994. It too is on track.

In summary, the Management Training Activity is proceeding well. Our School of Business faculty provided an excellent three-year I.B.S. program and should be commended. Our various workshops, held and to be held, are equipping TUWr with a significant faculty expertise in management training, and they are reaching a diverse participant pool of Polish professionals, students, businesspeople, and others whose

skills in management will be vital to Poland's transformation.

## B. ACTIVITY II: Organizational and Managerial Communication

The first two workshops of this six-workshop activity took place during this reporting period. TUWr is charging a participant fee of Zl 3,000,000. The November Workshop, Organizational and Managerial Communication, and the December Workshop, Conflict and Negotiation, have attracted an official headcount of forty participants. However, since a number of the participants are practicing professional journalists or private businesspeople, at any one time during any particular session as many as fifty participants have been present. They include 9 students, 7 businesspeople, 6 journalists, 9 managers, 5 administrators, and 14 professors.

The two workshops have generated a total of 2,299 student contact hours.

Frankly, this program has exceeded our ambitious expectations. The participant group is large. The participants themselves are tremendously eager for this training. The first "networking" in their careers is taking place, something new for a society that is accustomed to communicating vertically rather than horizontally. After -hours discussions by the participants are animated and intense. The program involves something that still is a wonder among Poles-- a working partnership between two Wroclaw universities, and both of them are taking serious steps to institutionalize and sustain the program (ref. pp. 8, 13). Two TUWr professors and one UWr graduate student are beginning their master's studies at CCSU. Joint Polish/CCSU faculty publications will begin to appear shortly (ref. pp. 8 & 16). An alumni association of Communication participants has already been organized (It met on November 18 and again on December 15). And the Polish professors themselves are providing about 70% of the actual Workshop training in just its second year. We could not have dreamed of a better result.

* How do we account for this? First, Rektor Wiszniewski was right about the genuine interest in "communication" in Poland. Those not knowledgeable about contemporary Poland might think that Communication's popularity derives from it being a novelty of momentary popularity. The fact is that a number of the Activity's participants were themselves jailed or otherwise suffered in the 1980s for communicating in ways we regard as our right and take for granted. Having sacrificed, they now want to learn everything they can about modern communication.

* Unlike the contemporary Czech Republic, people in southern and western Poland are genuinely concerned about German cultural encroachment. These Poles are fed a steady stream of German commercials, music and cultural programs, sports, and traditional TV fare. They want an English language, business communication antidote so they can produce high quality, Polish language advertisements, commercials, and the like and so they can take advantage of modern American business communication tools in their work with others outside their borders.

Also, one of our most successful teaching strategies is the case study method. That is not news. But in this project, consistent with the guidance of the Principal Evaluator, our trainers have utilized cases with a contemporary Polish focus and applicability. For example, during the November and December sessions they or their Polish colleagues presented cases on such topics as the re-structurization of debts of Polish enterprises, a Wroclaw medical equipment company, trash management in Wroclaw, and the re-privatization of church property. One simulation involved conflicts which evolved from privatization of a state-owned agricultural complex. Professor Waskiewicz

reported, after a case discussion during the November Workshop, "the involvement of the groups was incredible- and cases were discussed even in lunch time and after the nominal end of the session."

* As well, as you may have noted, a number of the practitioners we have sent to Wroclaw for Organizational and Managerial Communication sessions are women who hold top management positions both in the United States and in England. They are highly professional, very bright, and extremely helpful to the Polish participants with the problems the Poles face in their private businesses or careers. It is hard to find Polish women in top management positions. These practitioners serve as excellent role models and have contributed significantly to the success of this Activity.

This Activity involves uncommonly dedicated people. Professor Jan Waskiewicz, jailed in the 1980s for his outspoken dissidence, is zealous about Poland's need for modern communication tools almost to a fault. Professor Marcelina Zuber is one of the most competent people I have met in Wroclaw. She has been with us for three years, has travelled outside Poland, but is fascinated by the American professors and practitioners she has met in this Activity. Likewise, Professors Scott Olson and John Parrish-Sprowl are completely dedicated to this Activity. They are both quite creative and energetic and completely up-to-date on modern business communication techniques and strategies. Their enthusiasm is infectious. Their tendency to always want to be helpful can, at times, stretch them. But the combination of all of these factors has bred a special camaraderie and spirit similar to the one I found in the I.B.S. group last month.

Sustainability of such a highly successful Activity seems self-evident. Beyond the obvious, I should note that Professor Waskiewicz and his colleagues have spent considerable time preparing to offer an M.A. degree in Communication at TUWr. It may begin as early as next Fall, perhaps as a joint offering with UWr. The basic outline of the program has been accepted by the Council of the Institute of Social and Economic Sciences, and the Faculty of Computer Science and Management has created a working group to consider also offering this master's program.

Rektor Wrzeszinski and others at The University of Wroclaw have told me that they also intend to offer a master's in Communication, either jointly with TUWr or independently. UWr is, at this writing, in the process of publishing Professor Parrish-Sprowl's Fall semester lectures on Communication, the first text on Communication in the Polish language. Rough drafts for the first book of case studies on Communication in Polish are due to Professor Parrish-Sprowl by February 1. TUWr's first publication in this field is due out about the same time, and Rektor Wiszniewski's new book on Communication is at the printer.

Suffice it to say that this Activity is doing very well.

## C. Activity III: Economic Education

### Program I: Economics Education for High School Teachers

**CCSU Coordinator: Professor Ronald Daigle**
**TUWr Coordinator: Professor Lech Stefan**

During this reporting period, one Workshop took place, an October program in Macroeconomics. For this twenty-six hour instructional program, thirty-six teachers were "officially" registered in advance and forty-two teachers, thirty-five of them

female, attended. Thirty-nine of them teach high school economics. In addition to Wroclaw, they came from such towns as Brzeg, Kluczbork, Zgorzelec, Olesnica, Trzebnica, Strzelin, Dzierzoniow, Olawa, Jelenia Gora, Kamienna Gora, Swidnica, Bierutow, Zmigrod, Lwowek Srl., Szczytna, and Slupek. I mention these sixteen other towns simply to underscore the outreach of this program.

The Workshop generated 1,135 student contact hours.

In this program we have the proverbial "tiger by the tail" and are holding on. The reasons for the strength and popularity of the program are self-evident to those of us close to it. Those not close to it cannot imagine the extreme dedication and plain hard work invested in it by Professor Daigle, TUWr professors Wieslawa Bronowska, Malgorzata Pawlowska, and Marek Zajac, and our Polish translator, Renata Vickrey.

Like in the Communication Activity, the TUWr professors actively teach in the program, lecturing and leading "break out" sessions. A good portion of the content of the program is oriented toward the contemporary Polish setting. For example, during the October Workshop, among others, the group studied the effects of repressed inflation in Poland, expenditure patterns of "typical" Polish and American households, measuring unemployment in Poland, and market reforms in Poland.

Another reason for the tremendous success of this program is the fact that Professor Daigle and his Polish colleagues spend large amounts of time outside the formal training sessions compiling or themselves creating student exercises, teachers' guides, test banks, and other instructional materials as well as transparency masters. They gather data on the Polish economy from the International Monetary Fund and the Polish Central Statistical Office. In the October program alone, 160 pages of student exercises, readings, and transparency masters as well as a revised sixty-two page outline, all in the Polish language, were distributed. With some additional work, including translation, we expect to publish this material on Macroeconomics in a market economy in book form, probably in October, 1994. A second volume, on Microeconomics in a market economy, may follow if funding permits.

In my judgement, this is our most successful program because it best satisfies A.I.D.'s objectives in practical ways that have in-bred, virtually guaranteed sustainability. This program teaches teachers and teacher trainers. That means that its immediate and ongoing impacts will be huge. Recall, for example, that thirty-three of the teacher participants in last year's program generated 104,736 student contact hours in the period January 1-June 30, 1993. Stating the obvious, teachers teach students over careers. The teachers we have trained are now equipped with the first edition of The Glossary of Economic Terms and with hundreds of pages of course materials which they themselves duplicate and pass on to their colleagues. TUWr has distributed hundreds of copies of The Glossary to Lower Silesian high school libraries. The Office of the Kurator in Wroclaw has multiple copies of the video series "Economics USA" in the Polish language. The Kurators in Jelenia Gora, Legnica, and Walbrzych also have copies of this valuable series. An alumni association of participants will continue the professional networking already under way.

* One senses in Poland today fear, fear of unemployment, of bankrupt enterprises, of the consequences of privatization, of an uncertain future, of coping with inflation; real fears that real people face in their daily lives. The "post-communist" victory in the recent Parliamentary elections came as no surprise. It was entirely predictable, and a large part of the result derived from fear. Fearful people have selective, short memories. They forget the shortages and long cues in the 1980s. Instead, they recall the

semblance of material security the former regime provided. They know first-hand the current pain imposed by the effects of the "shock therapy."

* One lesson in all this, to those of us working during this transformation from command to demand, is simply that people matter. They matter, and technical assistance projects that ignore them are short-sighted. Economic education as provided by Professor Daigle and his Polish professorial colleagues is a strong antidote to fear because it helps people understand what is going on and why. Politicians can promise quick fixes--as they have done in Poland and elsewhere--but we should not only know better; we should also be prepared to deal with the frustrations and fears of real people who did not know better.

* This economic education program also fills the over-arching A.I.D. economic objectives in another important way. The future of Poland is really her young people. If you ask Tomasz Wojcik or other Polish leaders of today, as I have, they will tell you the same thing. In Poland, by American standards only a small proportion of young people pursue studies beyond high school. Because of the current economic difficulties, a great many of the enterprises that remain from the old system practice attrition. New full-time jobs are scarce. Of course, many enter the "gray economy." But those jobs have no long-term futures, and a stable market economy is not built on the foundation of a shadow economy. With a basic understanding of the market economy, these young people have significantly better prospects for successful ultimate participation in Poland's economy. They also have much better prospects of succeeding if they open or work for small, private businesses. When they do get jobs, they are much less likely to be underemployed and much more likely to be productive workers.

We also have a serious problem with this program. It must be planned months in advance. Participants give up about one month of their summer vacations. They also give up vacation and school time in the Fall, Winter, or Spring, whenever an instructional program is offered. Principals and education officials must plan well in advance. Sacrifices are involved.

As mentioned earlier in this section, we have a tiger by the tail. Wroclaw Kurator of Education Grazyna Tomaszewska has had numerous inquiries from Kurators of other districts outside Lower Silesia who want their teacher trainers to take this program during the summer of 1994. Among others, requests have come from Cracow, Kalisz, Leszno, and Poznan districts. The delay in issuance of the RFP for the next grant cycle has reached the point wherein the decision on which grants will be funded will likely take place too late for us to relay the yes-or-no verdict on our Proposal to the Kurators in time for us to do a program during the summer of 1994. We have a problem bred of the program's success and the Polish demand, in the economic sense, for it to continue.

**Program II: Market Economics Education for Solidarnosc Workers' Council Heads**

**CCSU Coordinator: Professor Ronald Daigle**
**TUWr Coordinator: Professor Lech Stefan**

During this reporting period, 216 Solidarnosc workers' council heads completed this sixteen-hour training program. This training generated 3,356 student contact hours.

This ambitious program began in July of 1991 when Professor Daigle began working intensively with six TUWr faculty whom we call Facilitators. They were selected to train a goal of 1,400 workers' council heads. During the first year Professor Daigle

trained this group, three of whom are women and one of whom is African, in basic market economic education. Because "Economics USA" was not yet available in the Polish language, CCSU faculty born in Poland worked with Professor Daigle to dub into Polish key segments of this series. These videos, for which we purchased a one-year copyright waiver, were used extensively by the Polish professors throughout the two and one-half year life of the project.

Our primary motive in this project was to respond to A.I.D.'s first year grant emphasis on immediate impact. The fact that we have now trained 1,395 of the promised 1,400 key Solidarnosc middle level managers makes this program a solid success. More than that, though, we leave behind a recognition by Solidarnosc of Lower Silesia that educational training is a worthy activity. This is evidenced not just by regional Solidarnosc having established an educational training center within its organization but also by its decisions to send Facilitator-trainers to Lithuania and Ukraine to introduce this program to trade union counterparts there.

It is interesting to note that this program was a minor factor in Professor Tomasz Wojcik's successful re-election campaign about two years ago. Its successful record also was a major factor in Solidarnosc's decision to actively endorse and encourage its teacher-members to participate in our program for Lower Silesian high school teachers.

Certainly, TUWr and Solidarnosc have the tools and the will to sustain this program. One threat to its sustainability, however, with A.I.D. funding completed, is the fact that those trained are poorer members of Polish society, people whose incomes have been drained by inflation and whose jobs are threatened by the transformation.

On a different level, however, the prospects are better. There are any number of ways to measure the likelihood of sustainability. Concrete measurements are convenient and quantifiable. One can also get an informed sense of the likelihood of sustainability, I contend, from a yardstick that is not concrete-- the spirit and camaraderie, which I mentioned with regard to the third year I.B.S. group and the Communication participants, is also present here in abundance. The Facilitators, and more especially the Teaching Assistants (who also serve as Facilitators), evince an esprit de corps, a dedication, and a purposefulness that convince me that this program will be sustained.

**Program III: Privatization Counselling**

**CCSU Coordinator: Professor Henry S. Enck**
**TUWr Coordinators: Professors Lech Stefan and Danuta Domagala**

The origin of this concept came during a period when Western Mining of Australia and others sought to purchase key core copper units of KGHM, followed by labor strife at the holding company. It built upon conversations with Rektor Wiszniewski, Professor Kremens, and Solidarnosc of Lower Silesia President Tomasz Wojcik on several points: the indescribably bad privatization deal for Porcelena Walbrzych (an issue that still smolders), the fear that similar deals could occur, too many Poles' lack of a basic understanding of the privatization process, the absence of fundamental understanding of basic determinants of cost, and the employees' fears of their enterprises being privatized.

During the period of third-year proposal preparation, A.I.D. review and approval, and the ultimate award, privatization became even more of a "hot button" national issue in Polish politics. The "post- communists" pledged to slow down the process of privatization. But if the A.I.D. objective of putting in place a firm foundation for a

market economy is to succeed, privatization--informed privatization, not the Porcelena Walbrzych variety--must continue. For this to happen, Polish managers must understand the process, the cost determinants, the risks and rewards of privatization.

We know A.I.D. has a large privatization initiative in Poland. We do not compete with that, of course. We realize that a low-budget program like this one can only make a small contribution. And we recognize that this is the most risky program we are doing this year. Honestly, it would have been much easier to ignore the subject of privatization and go with programs which were virtually guaranteed of success -- programs like business communication or economic education for teachers.

We chose not to take the easy way out because we appreciate the funding A.I.D. has provided and the confidence it has placed in us. Privatization is critical to the fulfillment of A.I.D. objectives, so we are undertaking this initiative.

During this reporting period, our TUWr colleagues asked us to delay the counselling sessions on account of the Parliamentary campaign, its results, and its immediate aftermath. We agreed. During this reporting period, though, the program, as distinct from the counseling itself, was launched.

We began with the basics of accounting which apply to an understanding of cost and price in particular and privatization bids in general, most specifically cost accounting and managerial accounting. On November 26 and 27 CCSU Professor of Accounting Walter Parker provided two four-hour per day training sessions to two groups of twenty participants. The first group was composed of TUWr employees, eighteen of whom are women, whose departments face privatization. The second group, eight of whom are women, come from the Wroclaw region. Half of the latter group are Solidarnosc factory committee leaders; others work as accountants, printers, inspectors, millers, and department managers at local enterprises. Only eight of the latter group have completed university studies.

These training sessions generated 320 student contact hours.

On December 18 Professor Domagala, who does not speak English, provided me with some fifty-three pages of information we requested before the counselling sessions begin. These materials have been translated and sent to some of the consultants we plan to utilize. They include three people we have sent previously to Wroclaw:

Donald Gonsalves, former Chief Financial Officer for Remington Products, a no-nonsense guy who has recently negotiated the privatization of two St. Petersberg, Russia high-tech firms.

Ted Patlovitch, retired Vice President for Loctite Corporation, a man with extensive international business experience all over the world.

Paul Pirrotta, Vice President for International Trade for Shawmut Bank Corporation, likewise a person with extensive international business experience.

The budget calls for six person-trips of eight days each. Since we have recruited highly talented but very busy people, the first counselling session--by Gonsalves and Patlovitch--will likely take place in April. Pirrotta will likely go then or in May. Then we will take stock and decide on the three remaining person-trips.

We expect TUWr to select three-to-five faculty to work with the consultants. The

sessions themselves will require more than passive note-taking by the participants. The people we are sending are businessmen, not teachers. They go as counsellors, not instructors. More than any other program we offer, the success of this program will be determined largely by the extent to which the Polish participants actively participate.

During their visits, the counsellors will also consult privately with Tomasz Wojcik. One result of their work with the TUWr group will be the preparation of cases which present various options for privatization to be considered by TUWr.

## IV. CENTER FOR EXCELLENCE:

**CCSU Coordinator: Professor Henry S. Enck**
**TUWr Coordinator: Professor Zdzislaw Kremens**

### A. Master's degree study at Central Connecticut State University

After some initial bumps in the road, this program is now on course.

The three Polish participants selected to study for master's degrees in Organizational and Managerial Communication are situated in New Britain; they began their coursework on January 24, 1994.

The "bump" with regard to this group was the American Embassy-Warsaw's decision to refuse a visa for UWr graduate student Magdalena Markowska. Of course, we respect this decision. Roman Rostek has replaced her.

This degree study visit is important to the sustainability of our business Communication initiative. While both TUWr and UWr are expected to offer degrees in Communication, a credentialed faculty is, we think, essential to its credibility and sustainability. Over the course of this calendar year, the Polish graduate students will also work with their CCSU colleagues on curriculum and program development for the Polish degree programs. In such fundamental areas as conflict and negotiation, public relations, advertising, organizational and managerial communication, and media relations, they will have much to offer content-wise when they return to their home institutions in Poland.

During this reporting period, CCSU Professor John Parrish-Sprowl worked extensively with these colleagues and others in Wroclaw on establishment of degree programs in Communication at both universities.

The three TUWr professors selected to study for MBA degrees at CCSU have now taken their GMAT tests and await their results, which should be available in a month to six weeks. During the next several months they will complete the remainder of their pre-departure obligations. We have asked TUWr to select an alternate for each and to have the alternates take the GMAT exam when it is next given in Poland.

The "bump" in the road for this group was its failure to take the GMAT last Fall. That problem is now behind us, but we do indeed regret that it happened. Dr. Nina Majer of A.I.D. Warsaw was extremely helpful in the arrangements made for the group to take this test in October in Warsaw. I accept responsibility for this mistake and have apologized to Dr. Majer.

During this reporting period, CCSU Professor Walter Parker worked extensively with these colleagues and others at TUWr on curricular matters for the business degree program we expect TUWr to offer once its colleagues are credentialed.

CCSU Grant Administrator Lesley Cephas is responsible for all matters involving these graduate students, both pre-departure and while they are in the United States. Dr. Czemplik has provided energetic assistance on the TUWr side.

**B. Center for Continuing Education:**

* First, a few words on the meaning of the term "Center for Excellence" in the Polish language. In Poland prior to 1989 Communist trade unions operated centers for excellence which were essentially low-level, low-quality training programs in such topics as drivers education (I resist the urge to comment on Polish driving). Obviously, we do not want our Center to be identified in the public mind with Communist "centers for excellence." TUWr, therefore, has decided upon the term Center for Continuing Education, in Polish Centrum Ksztalcenia Ustawicznego. Mr. French has agreed with this change.

On October 1, Dr. Andrzej Czemplik, a graduate of the first I.B.S. session and an assistant to J. Thomas Hexner during the two-year life of the KGHM subproject, began his work as Coordinator. Since that time, he has hired an Assistant Coordinator, Professor Zofia Wilimowska, also a graduate of the first I.B.S. session, and an administrative assistant, Barbara Paplinska.

The List of Equipment for the Center has now been finalized. We are in the process of investigating, consistent with A.I.D. regulations, the best way to purchase the equipment in light of effective maintenance agreements, Polish customs duties, and the VAT. Professor Muirhead, Lesley Cephas, and Dr. Czemplik have assumed this responsibility.

As mentioned previously, we could not begin the construction project before Winter. The construction funds have been received at TUWr, but the weather will determine when we can begin construction of the addition to the Center building. Also, the renovations required in the existing building are considerable and will cost more than we expected. We have received verbal approval and await written approval of our budget revision request from A.I.D. Washington, a process slowed by the current, extreme weather conditions in Washington which has forced federal agencies to close.

With regard to renovations and construction, during this reporting period Dr. Czemplik began a limited bidding process for contractors; he and I interviewed prospective bidders and visited sites where they have done recent work. He has also received final local regulatory and code approval. Fortunately, the building itself has not been designated an historical landmark. Rektor Wiszniewski has agreed to expedite the renovation and construction project by advancing the funds for it once we have received official written approval for the budget revision from A.I.D.

* We recognize that the Center for Continuing Education must offer short courses and workshops in advance of its formal opening. And I am glad to say that during this reporting period, on short notice, Connecticut marketing consultant Karen Johnson, for expenses only, offered two two-day workshops on business plans in Legnica and Wroclaw. This generated 630 student contact hours.

Professors Czemplik, Wilimowska, and Krokosz-Krynke have also begun participant recruitment for full I.B.S.-type programs in Legnica (ref. p. 6) and Wroclaw. For the 270 hour program, the Center is charging a participant fee of zl.11,000,000 (c. $525 U.S.). The Wroclaw program:

| TOPIC | LEAD PROFESSOR | DATES |
|---|---|---|
| Introduction to Market Economy | Lesczek Jurdziak | Feb. 18-20 |
| Managerial Accounting | Piotr Malec | March 18-20 |
| Financial Concepts for Managers - Investment Decision Making | Gabriela Paszkowska | April 15-17 |
| Complex Organization Management | Leszek Duda | May 27-29 |
| Human Resource Management | Andrzej Czemplik | June 17-19 |
| Marketing | Halina Podbielska | Sept. 30-Oct. 2 |
| Consumer Behavior and Sales | Wojciech Sibilski | Oct. 21-23 |
| Communication in an Organization | Lilianna Marciniak | Nov. 18-20 |
| Strategic Management | Zofia Wilimowska | Dec. 9-11 |

* One of the challenges these I.B.S. programs and other of the Center's short courses and workshops face is the number of new competitors that have appeared in Poland. Some new, private firms offer training programs for fees. A number of Polish and foreign universities also are offering executive-type degree programs. During my frequent visits to Wroclaw, I have had occasion to meet some of the trainers for these programs, both Poles and foreign nationals. While the programs may look impressive on paper, what I have learned should not be surprising to you: much more often than not, these programs are "degree" in name only; they are sometimes not even storefront operations; the universities purportedly involved are only represented by individuals-there is no institutional commitment; some of them are not even professors from the universities they "represent." This is troubling; it can paint serious people with a bad, broad brush. There is nothing we can do about it. Academic institutions in the United States can face similar problems. But it is worth mention, I believe.

* The ultimate success of the Center will not be determined by the freshly renovated, enlarged building that houses it, important though that is in the public mind. Its success will be only partly determined by the substantial A.I.D. one-year investment in it and our commitment to it. It is not that simple. One cannot declare or decree a self-sustaining Center for training in management and market economics.

The Center we seek is a relatively novel idea in Poland today. We expect it to be a modern, state-of-the-art equipped, cost center of TUWr known for energetic outreach and practical, quality programs attuned to contemporary Polish needs. We expect it also to be the hub of a network of cooperating engineering colleges in Opole and Zielona Gora and technical universities in Cracow and Poznan (all of which Dr. Czemplik and I visited during this reporting period). That is the concept that we proposed and A.I.D.

funded.

* The challenge here involves Polish culture and the Polish academic environment. What we proposed is essentially an American model for an aggressive outreach program involving business and industry and an extensive academic network of active collaborators. It is unrealistic, and it is ill-advised, for an American institution to expect to establish abroad exact replicas of American institutions. That can be disrespectful of the foreign culture and insensitive to its environment.

* TUWr is, and has been, an excellent partner. Rektor Wiszniewski, Professor Kremens, and our other colleagues have been forward-looking, decisive, and industrious. Perhaps they are uncommon, and we at CCSU have been fortunate. The point is simply this: the extent of the networking and outreach programs offered by the Center must be measured in part by a recognition of the Polish milieu in which it operates. I have no concern about this right now. But you suggested that the insights of the project directors would be appreciated, so I share this with you. To my mind, Americans cannot expect exact replicas. Polish universities cannot do business as usual in what is still a developing, fast-changing milieu. Somewhere between the American ideal and the Polish reality the twain will meet.

The Fall semester in-residence visits of Professor Parker and Professor Parrish-Sprowl were important components of the Center initiative.

Professor Parker taught a two-credit course, Accounting for Managers, at TUWr, generating 945 student contact hours. He also taught the Privatization Counselling workshops mentioned previously and, with Professor Czemplik, visited the Vojevoda and the Engineering College of Opole. As an outgrowth of this visit, he taught under the auspices of the Center Accounting workshops in Opole for ninety-five participants and in Wroclaw for seventy-five participants; these generated 340 student contact hours.

In addition, Professor Parker spent a great deal of time working with a number of colleagues from both TUWr and UWr on western Accounting principles and practices, Accounting as applied to privatization processes, and other related topics as well as Center for Continuing Education administrative matters and curricular matters. It is not possible to calculate accurately the student contact hours generated by these individualized give-and-take discussions. He took to life in Wroclaw with no difficulties; in fact, he is anxious to return.

Professor Parrish-Sprowl was equally active and made quite effective use of his three-month visit to Wroclaw. He contributed chapters to books on Poland's transformation being published by institutes at both TUWr and UWr and began work on a volume of case studies on Organizational and Managerial Communication. He also spent a large amount of time working on curriculum development for the Communication master's degree programs being planned at both TUWr and UWr. One outgrowth of this work is the presentations that the three Polish students studying now at CCSU will make at the Eastern Communication Association Convention in Washington, D.C., April 28-May 1.

Professor Parrish-Sprowl provided a series of ten lectures to students of the UWr Institute of Sociology. These lectures are being published by the Institute; we believe the publication will be the first Communication text in central Europe. He also conducted ten seminars for TUWr faculty and provided a number of lectures to various Institutes and to a large group of Wroclaw high school Civics teachers. All told, his

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work generated 1,520 student contact hours.

Finally, I should mention that Professor Andre Blaszczynski is making steady progress on the second edition of The Glossary of Economic Terms. I expect it to be "camera ready" by May 1.

End of Report

# Select group advising president on Europe includes CCSU prof

NEW BRITAIN — Central Connecticut State University professor Stanislaus Blejwas is part of a select committee of 20 experts who are advising the Clinton administration on foreign policy prior to President Clinton's first trip to Eastern Europe.

Dr. Blejwas flew to Wisconsin yesterday to join the group, all East Central European specialists who were invited by the White House to advise Clinton before he makes his first presidential visit to Eastern Europe.

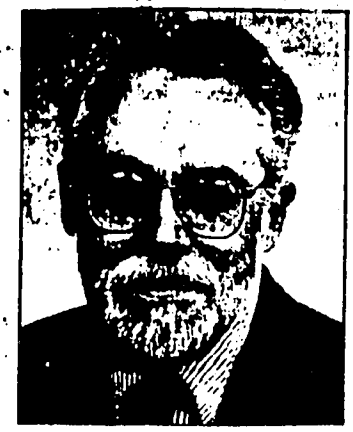
Clinton has canceled his involvement in the meeting because of the death earlier today of his mother and Vice President Al Gore has been dispatched to represent Clinton and deliver a major foreign policy speech the president was to make.

Blejwas, a professor of history and coordinator of the Polish Studies Program at CCSU, was recommended to serve on the committee by the Polish-American Congress.

The group began its discussions last night with a dinner meeting hosted by the National Security Council.

Following the vice president's speech, during which he is expected to address major policy issues, Gore will meet with the group, whose advice will help Clinton in his meetings with the presidents of East Central Europe and ultimately, with President Boris Yeltsin of Russia.

"We will be sharing...our deep concerns and misgivings about U.S. policy concerning the security and economic issues of importance to the states of East Central Europe," Blejwas said yesterday before his departure. "A primary item of discussion will be American opposition to the entry of Poland, the Czech Republic, the Slovak Republic and Hungary to NATO.



DR. BLEJWAS

"Depsite the fact that these countries have made substantial advances in restoring democratic government and political life, and a return to a market economy, U.S. foreign policy opts to treat them as second-class Europeans and to deny them the security and stability necessary to further these processes. Rather than extend-

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## ★CCSU

Continued from Page 1

ing the NATO security net eastwards, the administration has opted for a security gap in the region."

Blejwas continued, "The Clinton administration has adopted this policy because of Russian opposition to NATO membership for these countries. In accepting Russian arguments, the administration, ultimately, runs the risk of supporting the restoration of an imperial entity and of sacrificing Eastern Europe to an exclusively Russian sphere of interest.

"The Clinton administration's contention that Russian concerns must be appeased, lest such nationalists as Vladimir Zhirinovsky come to power, is illogical. Ultimately, appeasement fails and the U.S. may find that by failing to accept Eastern Europe countries into NATO, it will introduce an acceleration instability into a region where the two world wars of this century were ignited."

A widely-known scholar in Polish affairs and a former assistant director of Columbia University's Institute on East Central Europe, Blejwas joined CCSU in 1974, launching its program in Polish Studies. Since then he has organized and brought to the New Britain campus more than 140 lectures, films and Polish cultural activities.

Developing the Polish Heritage Collection in the Elihu Burritt Library, Blejwas has brought it from 50 to more than 6,000 catalogued books and periodicals. As a liaison with the Connecticut Polish American community, he has been frequently sought by researchers and the media for his expert commentary on Solidarity and the East European political scene, on Polish perspectives of the Holocaust, and on Polish ethnic/religious issues.

Blejwas has been a visiting professor and lecturer at several universities, appeared before local, professional, ethnic, religious and social groups, and served as a guest panelist at the Kosciuszko Foundation in New York City.

He has published scores of scholarly articles and reviews on Polish American affairs that have appeared in academic journals.

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TITLE OF PUBLICATION: GAZETA WYBORCZA
DATE OF PUBLICATION: JANUARY 15, 1994
TITLE OF ARTICLE: DICTIONARY OF POLISH BUSINESSMAN - LESZEK DUDA
PAGE ON WHICH THE ARTICLE APPEARS: 16

LESZEK DUDA

Co-owner of the Center for Computer Science Education in Jelenia Gora. The Center organizes courses for teachers on using computers in teaching. Leszek Duda is also a co-owner of OFEK Publishers Company, which prints books for computer science, and co-owner of ZPH OFEK Company that organize professional courses and courses for unemployed people.

He is a graduate from the Technical University of Wroclaw in basic problems in technology (expert in applied mathematics). After graduation he worked for several years at the TUWr.

In 1988, while working at the TUWr, he become a chief of the Jelenia Gora Division of All-Polish Foundation in Computer Science Education (OFEK). After a year he resigned from his job at the TUWr, and completely dedicated his work for the Foundation. OFEK offered consulting activity (among others they prepared enterprises from the Jelenia Gora and Wroclaw provinces for privatization), and also courses and workshops. They published and subsidized a magazine "Computer at school" (present edition about two and a half thousands).

In 1992 several companies have separated from the Foundation (part of their profits had to go to the Foundation). The some way the Center for Computer Science was established.

The Center offers many courses, among others courses for teachers on using computers in schools. During past year the Center trained about five thousand people. The Center employ a dozen or so people. Turnover - a dozen or so billions zloty.

At the some time from publishers division of the Foundation the OFEK Publishers Company was established, and prints lectures and other materials on teaching computers in schools. OFEK employ eight people.

Leszek Duda is a co-owner of ZPH OFEK Company, which is engaged in consulting activity, organize conferences and seminars, and courses for unemployed.

Leszek Duda is 42 years old. He has 15 years old daughter Caroline. His passion is science fiction literature (he likes to read books by Issac Asimov and Philip K. Dick). Presently he is a Director General of National Chamber of Economy and Rehabilitation. He also teach in The International School of Business in Wroclaw.

Address of the company: The Center for Computer Education, civil company, 58-500 Jelenia Gora, ul. 1 Maja 43, tel.255-41.

wy lub zagraniczny.

W przesłanym wczoraj wojewodzie kaliskiemu piśmie minister Wiesław Kaczmarek stwierdza, że Winiary „jako duży zakład (największy w kraju w branży koncentratów spożywczych, zatrudniający 1600 osób), w dobrej sytuacji finansowej (przychód w 1992 roku wyniósł 1 bln 112 mld zł), wymaga w przyszłości poważnych nakładów inwestycyjnych".

Minister podkreślił, że chęć kupna udziałów w Winiarach zgłosiło wielu krajowych i zagranicznych inwestorów.

## [illegible]

(P) Trwa rozruch technologiczny linii montażowej fiatów uno – dowiedzieliśmy się w bielskim przedstawicielstwie Fiata.

Nie wiadomo jednak, czy składane są już próbne egzemplarze aut. Montaż uno ma ruszyć na przełomie stycznia i lutego. Fiat planuje na początek składanie ok. 30 tys. uno rocznie, ale ma to zależeć od popytu. Nieznana jest też cena „polskiego" Uno – będzie jednak na pewno tańsze od takiego samego modelu importowanego z Włoch, bo nabywca nie zapłaci 30-proc. cła. (tan)

[illegible] zyfikacji swojego terenu.

Do tej pory gaz płynął do nas z Rosji dwoma rurociągami, które kończyły się na terenie Polski. – Projektowany system gazociągów tranzytowych budowany jest przede wszystkim dla odbiorców zachodnich – mówi Matkowski – a więc nie ma obawy, że Rosja tylko nam zakręci kurek. Co więcej, my także możemy zakręcić kurek rurociągu.

Budowa rurociągu na terenie Polski zakończy się w pierwszej pięciolatce po 2000 roku.

**Paweł KRYSIAK,**
**Gorzów Wielkopolski**

W ciągu kilku lat do niezależnej sieci zostanie podłączonych ponad 900 tys. telefonów. Sieć będzie światłowodowa i, oprócz korzystania z telefonu, umożliwi abonentom dostęp do programów telewizji kablowej.

Sprint będzie miał ok. 25 proc. udziałów w spółce. Natomiast R.P. Telekom wniesie większościowe udziały w lokalnych firmach telekomunikacyjnych Telekom Piła i Telekom Silesia, które mają licencje na świadczenie regionalnych usług telekomunikacyjnych w Pilskiem i na Śląsku.

szym kraju inwestycji japońskiej.

Plan zakłada uruchomienie produkcji baterii w 1995 r. Inwestorzy zapewniają, że będzie ona w pełni ekologiczna i że chcą nawiązać przy tym stałą współpracę z polskimi kooperantami.

Wicepremier Borowski zaproponował, by wytwórnia suchych baterii powstała w rejonie szczególnie dotkniętym bezrobociem. Jego zdaniem krajowe zakłady Centra będą musiały przemyśleć swoją koncepcję produkcji baterii i wraz z ministrem przemysłu zastanowić się nad problemem. (PAP, sad)

# SŁOWNIK BIZNESMENÓW POLSKICH (99)

## WITOLD DUCHIEWICZ

**Właściciel firmy Eurofarm w miejscowości Stołec koło Ząbkowic Śląskich zajmującej się m.in. produkcją pasz, stupera zbóż, rzepaku i kukurydzy, handlem ekologicznymi suszarniami do zbóż, maszynami rolniczymi, m.in. do granulowania pasz.**

Ukończył studia przyrodnicze na Uniwersytecie Wrocławskim. Potem – razem z żoną Jolantą – zajął się gospodarstwem rolnym rodziców w Kamieńcu Ząbkowickim (obecnie ok. tysiąca hektarów powierzchni), specjalizując się przede wszystkim w uprawie kukurydzy wyłącznie na nasionach amerykańskiej firmy Pioneer.

Z dochodów z tych upraw w 1989 r. założył własne Biuro Handlowo-Usługowe (od ub. roku – Biuro Handlowo-Usługowe Eurofarm). Produkuje pasze nowej generacji na podstawie najnowszej technologii Wspólnoty Europejskiej (rocznie ok. 45 tys. ton). Skupuje też na dużą skalę zboża, rzepak i kukurydzę. Posiada supernowoczesne magazyny o pojemności ok. 12 tys. ton i trzy zautomatyzowane suszarnie ekologiczne, zdolne przerobić 500 ton zbóż na dobę. Ponadto handluje nowoczesnymi suszarniami produkcji włoskiej firmy Pedrotti, maszynami uprawnymi (agregatami z siewnikami), urządzeniami do granulowania pasz. Projektuje i buduje magazyny zbożowe. Duchiewicz jest założycielem, wydawcą i redaktorem naczelnym periodyku „Pasze Polskie – Vademecum Wiedzy o Paszach". Eurofarm zatrudnia ok. 50 osób. Obroty firmy w ub. roku przekroczyły 100 mld zł.

**– Wszystko to zbudowałem od zera. W szczerym polu, bez żadnej pomocy władz terenowych woj. wałbrzyskiego. Oni zresztą tylko umieją przeszkadzać, czemu się dziwię. Szczególnie w województwie o bardzo wysokim wskaźniku bezrobocia. Tutaj biznesmenom rolnym żyje się niełatwo – mówi Duchiewicz.**

Witold Duchiewicz ma 40 lat. Żona Jolanta. Mają trzy córki: dwuletnią Alicję, czteroletnią Sandrę i 11-letnią Joannę. Jego pasją jest turystyka i książki.

**Adres firmy: Biuro Handlowo-Usługowe Eurofarm Witold Duchiewicz, 57-200 Ząbkowice Śląskie, Stołec 1a, tel. i faks (0-72) 173-068; biuro w Warszawie – tel. 25-63-29.**

(przem)

## LESZEK DUDA

**Współwłaściciel Ośrodka Szkolenia Informatycznego w Jeleniej Górze organizującego dla nauczycieli kursy z zastosowania komputerów w nauczaniu oraz współwłaściciel spółki Wydawnictwo OFEK, drukującej m.in. podręczniki do nauki informatyki. Współwłaściciel firmy ZPH OFEK prowadzącej kursy zawodowe, m.in. dla bezrobotnych.**

Absolwent wydziału podstawowych problemów techniki na Politechnice Wrocławskiej (specjalizacja – matematyka stosowana). Po studiach przez kilkanaście lat pracował w macierzystej uczelni.

W 1988 r. – pracując jeszcze na politechnice – został szefem jeleniogórskiego oddziału Ogólnopolskiej Fundacji Edukacji Komputerowej (w skrócie – OFEK). Po roku zrezygnował z pracy na politechnice i całkowicie poświęcił się fundacji. OFEK prowadziła działalność doradczą (m.in. przygotowywała do prywatyzacji przedsiębiorstwa jeleniogórskie i wrocławskie), kursy i szkolenia. Wydawała i dotowała miesięcznik „Komputer w szkole" (wychodzi do dziś w nakładzie ok. 2,5 tys. egzemplarzy).

W 1992 r. z fundacji zaczęły wyodrębniać się spółki prowadzące działalność gospodarczą (część zysków miała być przeznaczona na rzecz fundacji). W ten sposób powstał Ośrodek Szkolenia Informatycznego.

Firma oferuje kilkanaście rodzajów kursów, m.in. kursy dla nauczycieli z zastosowania komputerów w szkole. W ub. roku ośrodek wyszkolił ok. 5 tys. osób. Zatrudnia kilkunastu pracowników. Obroty – kilkanaście mld zł.

W tym samym czasie z zakładu wydawniczego fundacji powstała spółka Wydawnictwo OFEK, która drukuje pomoce naukowe, m.in. skrypty do nauki stosowania komputerów w szkole. Firma zatrudnia osiem osób.

Leszek Duda jest też współwłaścicielem spółki ZPH OFEK, która zajmuje się działalnością doradczą, organizuje konferencje i seminaria oraz kursy dla bezrobotnych. ZPH OFEK zatrudnia kilkanaście osób.

Leszek Duda ma 42 lata. Ma 15-letnią córkę Karolinę. Pasjonuje się literaturą science fiction (lubi czytać m.in. książki Issaca Asimova i Philipa K. Dicka). Obecnie pełni funkcję dyrektora generalnego Krajowej Izby Gospodarczo-Rehabilitacyjnej. **Prowadzi też zajęcia w Międzynarodowej Szkole Biznesu we Wrocławiu.**

**Adres firmy: Ośrodek Szkolenia Informatycznego spółka cywilna, 58-500 Jelenia Góra, ul. 1 Maja 42, tel. 255-41.**

(przem)

● Słownik Biznesmenów Polskich, który drukujemy w odcinkach, ma być równocześnie książką teleadresową firm. Hasła ułożone są alfabetycznie, ale przewidujemy – w razie potrzeby – druk aneksów do każdej litery.

Dane zawarte w Słowniku opieramy przede wszystkim na informacjach udzielonych nam przez osoby opisywane. Słownik ma służyć biznesmenom pomocą w nawiązywaniu kontaktów, informacje zamieszczamy bezpłatnie, zastrzegając sobie jednak prawo redagowania notek.

Wszystkich biznesmenów, którzy chcieliby się w Słowniku znaleźć, prosimy o przysłanie informacji o sobie pod adresem: Dział gospodarczy „Gazety Wyborczej", ul. Czerska 8/10, 00-732 Warszawa, z dopiskiem na kopercie – Słownik.

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**Przemysław PUCH**



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