



AMERICAN UNIVERSITY OF ARMENIA

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*The American University of
Armenia is one of the notable
educational and scientific
institutions in our Republic.*

*Today, AUA has its
distinguished place among
the other institutions of
higher education.*

LEVON TER PETROSSIAN

President,
Republic of Armenia

*The American University
of Armenia is an outstanding
institution full of potential
to tap the intellectual talents
of Armenia's youth. It is a
bridge between Armenia
and the world.*

VARTAN GREGORIAN
President, Brown University
Member, Board of Trustees,
American University of Armenia



UNIVERSITY OF ARMENIA

nation for a
rising

THE AMERICAN UNIVERSITY OF ARMENIA. AUA was founded during the most turbulent decade in Armenia's history since the early years of this century. The deadly force of the Great Earthquake of 1988 was soon eclipsed by the cataclysmic collapse of the Soviet Union itself. The destruction of totalitarian systems and institutions, shaken figuratively to the ground, ended abruptly the dominance of 75 years of communism and collectivism. Armenia, a newly independent Republic, could now begin the task of building a secure framework of democratic values and free market reforms.

AUA'S STORY IS ARMENIA'S STORY. AUA's mission is clear: to serve the needs of a new nation rising from the rubble of the past to make its way as a politically and economically vibrant member of the world community. We seek to contribute to the long-term welfare of Armenia through the education of students of distinction at the highest standards of academic excellence.



Our goal is ambitious: to help develop the next generation of movers and shakers -- those entrepreneurs, public servants, technical wizards, and educators who will lead Armenia in the 21st Century. To this end, our graduate level courses provide the essential building blocks for a nation looking to the future.

We stress English competency and computer literacy (the basic tools of international communication) as prerequisites to our advanced programs in fields such as finance, marketing, business management, international relations, public health, engineering, economics, conservation and environmental management, political science and law. Our distinguished faculty is drawn from major universities across the United States (in time our graduates will be

ready to help fill this critical role) and our affiliations with world renowned institutions, including the University of California and Johns Hopkins University, ensure the excellence of our programs and the meritocracy of our standards.

OUR FIRST PRIORITY IS AT THE GRADUATE LEVEL. Since we opened our doors, on September 23, 1991 -- Armenia's Independence day, our first priority has been at the master's degree (2 year) and post-graduate certificate (1 year) levels. Our courses, taught in English to students selected competitively, are in critical areas not otherwise available in the Armenian educational system. We believe this focused approach represents the greatest current need and the least encroachment on existing Armenian institutions.

As a way to enlarge our educational reach, we have also instituted a University Extension program. We provide continuing education and practical training, through seminars, short courses and workshops, to targeted groups such as scientists, lawyers, policy makers and business managers. Such outreach by AUA helps meet the needs of working professionals and links us more closely to the larger community.



Our centers of research and development, which we have established in affiliation with each major program area, are important adjuncts to our academic courses. These research centers provide opportunities for our graduate students to work with faculty and other experts from the community on projects aimed at solving specific economic, social or scientific problems in Armenia.

AN AMERICAN MODEL OF EDUCATION. We formed a new university based on an American model because we knew the value of the American system with its technical excellence, objective standards of performance and emphasis on independent thinking. And, we appreciated the catalytic role that a Western style university could play in Armenia's transition from the past to the future.

The failure of Soviet technology contributed immeasurably to the human tragedy of the 1988 earthquake. We recognized at once, in those long hours spent climbing over mass graves of concrete slabs and twisted beams, that Armenia's long-term needs could not be met with humanitarian aid alone. We had to start anew -- to help rebuild Armenia through fresh ideas and knowledge at a time when political fault lines were widening rapidly across the USSR. So, in the aftermath of the quake, we began the task of making this vision a reality.

WORKING TOGETHER. The creation of AUA was a "collaborative" effort in the finest sense of the word. During the years 1989 and 1990, a core group of Armenian Americans took preliminary steps in the United States to set policy and to establish guidelines for an American university in Armenia that was to be independent of the political directives of the Armenian Government. In turn, the Government of Armenia understood AUA's positive role for the nation as a model for state universities and as a bridge during the long transition from a Soviet system to one based on democratic values. The Government provided AUA the "best building" in Yerevan for its campus -- a six story structure that once housed the Communist Party. The University of California accepted the challenge of





guiding, academically and administratively, this pioneer effort in East-West education. The Armenian General Benevolent Union was the founding sponsor whose financial support led the way for grants and donations from the United States Government, private foundations and individual benefactors.

This remarkable unity of purpose is reflected in the very structure of the University. AUA is a joint undertaking of the Ministry of Education and Science of the Republic of Armenia and of the American University of Armenia Corporation (AUAC), a California Public Benefit Corporation formally affiliated with the University of California and co-located in the Oakland office of the President of the nine campus UC system. AUAC is responsible for the overall management of the University.

BUILDING BRIDGES TO NATIONAL UNIVERSITIES. Armenia's national universities and institutions continue to have an important role in the educational and intellectual life of the community. AUA works with many of them through cooperative projects with AUA's various research centers and through special AUA led training courses such as our six-month course in Economics for Yerevan State University participants and our visiting lecturer series at the State University of Nagorno Karabagh.

Recently, we have also initiated combined degree programs. Students from the State Engineering University of Armenia (SEUA) can now enter a three year program that will earn them a Masters Degree in Engineering from SEUA and a Masters Degree in Business Administration from AUA.

Armenia's resident scientific strength is being depleted due to emigration and lack of employment opportunities in this time

of transition. AUA recognizes the importance of this human resource for the country and provides financial support and oversight to more than 200 scientists and engineers through grants and cooperatives programs with the Armenian National Academy of Sciences and other scientific institutions.

AUA will continue to build bridges with existing Armenian universities and institutions as we encourage their transformation toward a free market philosophy.

LLIGHTING UP ARMENIA. When AUA began, in 1991, with a class of 101 students and a small staff of faculty and administrators, we knew the journey would not be an easy one. We endured together the obstacles and privations of blockade and social and economic turmoil because we all understood that one day our students would help light up Armenia. Today our graduate student enrollment is approaching 500, with another 500 persons a year being served through our Extension Program.

Our alumni are already assuming important roles in Armenia's public and private sectors -- four graduates have started an independent radio station in Yerevan to provide non-governmental broadcasts, another manages a new Western manufacturing enterprise with hundreds of employees, yet another is a member of the City Council of Yerevan. Many graduates serve in organizations in Armenia such as Midland Armenia Bank and Hill International Overseas, and in public service positions within the Ministries of Economy, Foreign Affairs, and Energy and Fuel, and in the national Assembly. Still others continue their academic pursuits in doctoral programs in the United States. Their success is our greatest reward.



MUCH REMAINS TO BE DONE. During the next five year period, AUA aims: to expand its core academic disciplines, particularly in the fields of the humanities, public health, law, computer science and economics; to tie the University more fully into the community through our Research Centers and Extension courses so that AUA becomes an integral part of private sector development; to increase our linkages with other learning institutions; and to develop a regional presence beyond Armenia.

EACH STEP FORWARD IS MEASURED BY RESOURCES. From the beginning AUA has sustained its growth by keeping careful check on what it could manage financially. As Armenia takes its place as an independent and proud member of the family of nations, AUA serves an increasingly vital function during this stage of rapid economic and social development. We recognize that as our agenda grows AUA must take charge of its future financial well-being by increasing its endowment and broadening its base of private support.

As Armenia's horizon expands, so too its needs. Our challenge at AUA is to keep pace with Armenia's future.



Mihran S. Agbabian

Mihran S. Agbabian
Founding President of AUA
1991-1996



MESSAGE FROM THE PRESIDENT

A sense of mission motivated the founders of AUA. Today, that same spirit drives the faculty, graduates and students of this vigorous young institution.

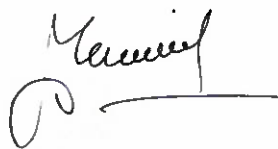
AUA is more than a collection of graduate schools offering sought after degrees. It is an institution that is creating new models in education and development. The AUA student is an active participant in the teaching-learning process and the University is engaged in the discovery of knowledge as well as in the communication of information to its constituency.

Given the breadth of expertise available at AUA, we are uniquely positioned to provide a multidisciplinary integration of programs and to meet the challenges of Armenia's rapidly evolving environment. For example, faculty and students from our Center for Health Services Research and our Center for Policy Analysis have worked together to organize a population based survey of Armenia, requested by the World Bank, that provides the necessary database upon which critical decisions will be made about changes in Armenia's health and social service systems. Such joint activities are replicated throughout AUA. Our enduring commitment is to help provide viable solutions to real world problems.

In years to come, Armenia and the region will have AUA as a dependable partner in the continuing process of growth and advancement. Whether it is the development of a new corps of health professionals that will oversee the transition of the health care system or the training of entrepreneurs as engines of future economic growth or the shaping of an evolving legal and judicial system, AUA will remain responsive to the needs of the nation it serves.

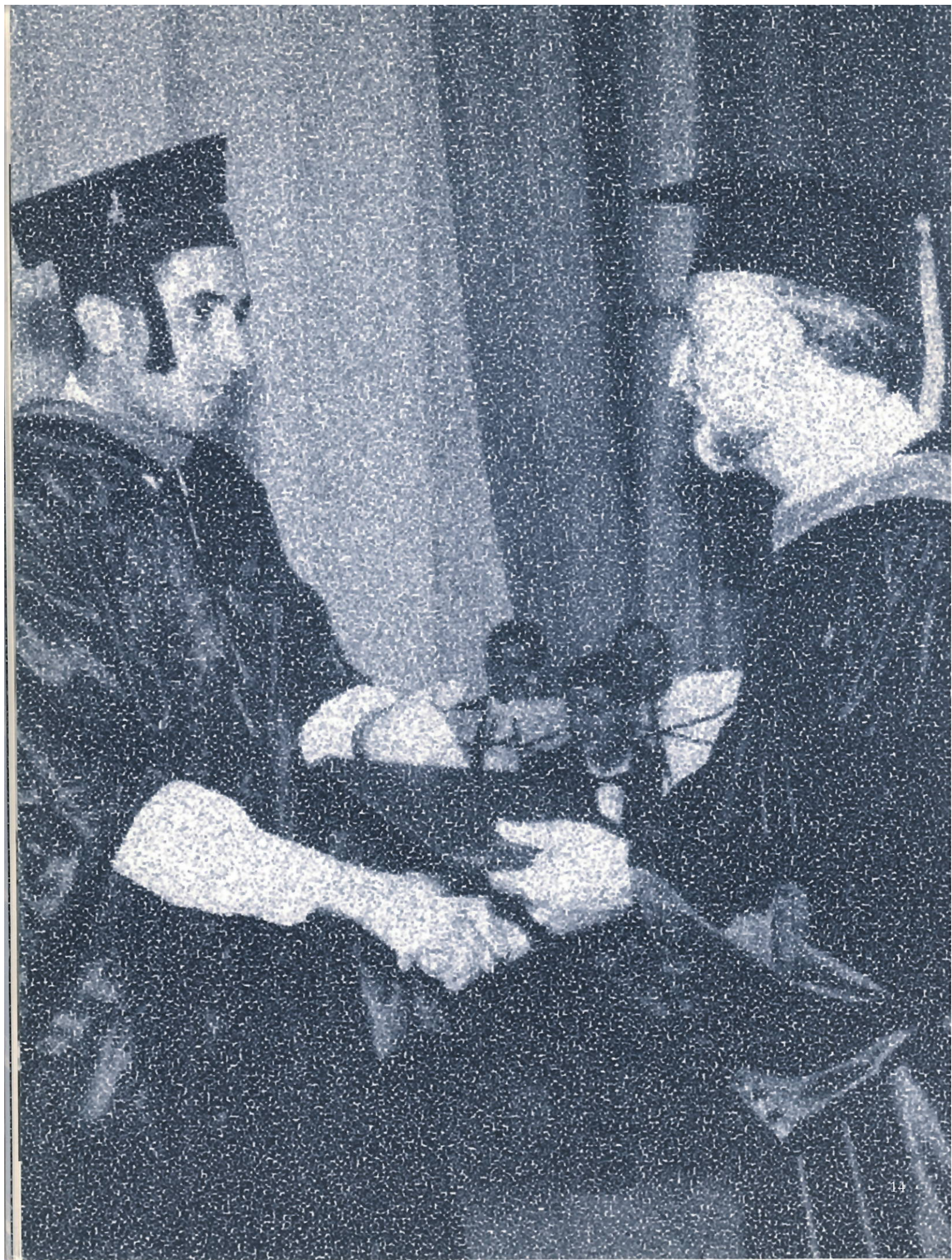
New ideas, programs and projects are what this institution carries out best. In assessing AUA's impact, we should be judged not just by the size of the buildings we occupy nor by the number of computers we own. Ultimately, our true worth can only be measured by

the difference we will have made in the lives of the people of Armenia and the region



Haroutune K. Armenian
President, AUA





educating
for the *21st*
Century



COLLEGE *of* BUSINESS *and* MANAGEMENT

In an era marked with profound changes both in Armenia and in the global marketplace, the ability to adapt to rapid shifts in technology and communications and to manage an ever changing business environment requires new skills and new attitudes.

The College of Business and Management, one of the initial academic programs offered at AUA when the University began in 1991, continues each year to have the highest percentage of student enrollment of all the Colleges.

The academic program offers a two year full-time graduate course of study leading to the degree of Master of Business Administration (MBA). Courses are designed to introduce the student to analytical concepts and to functional tools needed for rational decision-making in the modern business environment; these include economics, mathematical modeling, quantitative and statistical analysis, computer based informa-

"AUA opens new windows of opportunity for students and creates a healthy learning environment which emphasizes new values of freedom, democracy, ethical business practice and make-it-happen attitude."

*Farouk Heiba, Ph.D.
The Wharton School,
University of Pennsylvania
Professor of Marketing/
International Business at AUA*

EDUCATING FOR THE 21ST CENTURY

"I don't come for the living conditions. I don't come for the night life, or city conditions. I come because of the people."

*Earl Snell
Professor of Finance and Management,
Westminster College, Utah
Visiting Professor of Business
Administration at AUA*

tion systems, finance, banking, accounting, marketing and operations.

In the second year of study, students must also participate in a business project where classroom materials are applied to a real world situation. Students, often working in teams, serve as consultants to businesses or to governmental or service organizations. Their function is to define and evaluate problems and to recommend solutions. The creation of an independent radio station in Yerevan by four graduate students was the direct outgrowth of a student project. Other projects have focused on conversion of public housing into condominiums, the feasibility of overseas financed joint ventures, and the establishment of a new bank in Armenia. Each project reflects the changing economic patterns of Armenian life.

With a strong international orientation, the MBA program is designed to help future managers interact freely and effectively within the global competitive environment. The curriculum also takes into account the economic and social requirements of the region.





COLLEGE *of* ENGINEERING

Armenia is earthquake country. The record of damaging quakes in the country goes as far back as the 1st Century B.C. The many churches and fortresses of stone that have survived for hundreds of years attest to the skill and ingenuity of Armenian builders. Modern and lighter structures, however, require innovative methods of design to resist the complex forces unleashed by earthquakes.

The College of Engineering offers the Master of Engineering (M.Eng.) degree programs in Earthquake Engineering and in Industrial Engineering. These programs give students the opportunity to prepare for careers that have special relevance for Armenia and the surrounding region.

The devastating earthquake of 1988, which was the initial impetus for the creation of AUA, underscored the need for an advanced level of learning in earthquake engineering that would

"AUA is a unique institution in Armenia that provides knowledge in the field of industrial engineering. I now have a solid base for a future career."

*Nathan Danielova
AUA Student in Industrial Engineering,
undergraduate major in Cybernetics*

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"Students have an equal opportunity to show their abilities and to achieve success."

*Armen Hovsepian
AUA student in Industrial Engineering,
undergraduate major in
Mechanical Engineering*

equip Armenia with up-to-date scientific knowledge and modern tools to design and construct earthquake resistant structures.

The Earthquake Engineering program, modeled after a similar program at the University of California, Berkeley, offers instruction in the fields of engineering seismology, structural and geotechnical engineering, and modern computer methods. Field trips to the earthquake zone and construction projects, and laboratory research, including use of a "shake" table which simulates quake motion, complement the theoretical work.

While Armenia has a distinguished tradition in science and technology, transformation of its industrial base from Soviet style to free market requires a body of engineers with knowledge in modern methods of industrial management, production and human resources management. The Industrial Engineering program provides a broad-based knowledge in industrial and operations management, design of human/machine systems, economics, quality assurance and modern manufacturing. Classroom instruction is supplemented by visits to plants and production centers, and by active participation in applied research projects in industrial systems and management.





COLLEGE *of* LETTERS *and* SCIENCES

SCHOOL OF POLITICAL SCIENCE & INTERNATIONAL RELATIONS

"AUA came to our life as an answer to the call of time and plays an important role in the overall process of transitional reforms in Armenia. It brings not only new knowledge and skills, but also the philosophy of a market oriented, democratic society."

*Rusanna Ordian
Masters Degree in Political Science
(Class of '95)*

*Lead specialist of the Standing Committee
on Foreign Relations, National Assembly
of the Republic of Armenia*

In the years since independence, Armenia has faced profound changes politically, socioeconomically and psychologically as it seeks to shed the ideological thinking of the past and to establish an open, pluralistic and democratic society. The School of Political Science and International Relations in the College of Letters and Sciences was established to help strengthen the intellectual foundations of independent statehood and democratic political culture in Armenia through an educational grounding in Western political thought and approaches.

The School offers a two year program leading to the degree of Master of Arts in Political Science. The program is career oriented and gives students the broader skills and analytical perspectives necessary to function effectively in government service as the new genera-

"AUA students will be the future leaders. They are open minded, energetic, thorough, tri-lingual and analytical. Eventually, the politicians will listen to them."

*Don Fuller
Dean of Faculty & Visiting Professor of
Public Policy from USC
Department of Political Science*

tion of diplomats, policy analysts, and administrators; strong emphasis is placed on acquiring a comprehensive understanding of policy making, and of policy evaluation and implementation.

The breadth and flexibility of the curriculum in the sub-fields of Public Policy and of International Relations enables students to concentrate on the interplay between international and regional politics and on socioeconomic issues tied to Armenia's national development.

BREAKING NEW GROUND *"I believe that AUA positively impacts its students, and Armenian academia in general. We are all working so hard that we do not have time to sit back and appreciate all of our efforts -- just having U.S. professors teach and interact with Armenian students provides opportunities for learning and growing that could never be fully measured. And, the benefit is even greater because that learning and growing is interactive -- that's one of the reasons why so many visiting professors return.*

"Nearly all our our students could meet the challenge of graduate studies in the United States. In fact, they already do so because the faculty in Political Studies is committed to providing our students with educational experiences set to U.S. standards. If there is a difference between U.S. graduate students and Armenian graduate students it is that more of our students at AUA are enrolled for more than just personal goals -- most are here in the hopes of making a contribution to the development of their nation.

"Because Armenia is a developing democracy, my own research has convinced me that Armenia cannot achieve political, economic, or social reforms without the consensus and participation of the public. My hope is that our students' contributions to the nation will be benefited by understanding the theories and research necessary for achieving democratic policy-making.

"The University is perhaps our people's first and truly 'national' institution because it benefits from the contributions of both 'Armenian' Armenians and 'Diasporan' Armenians. That the leadership of the University succeeded in establishing AUA in the Soviet era is just another one of those wonders we are all getting used to -- like the fact of a free and independent Armenia."



Lucig Danielian left her position on the faculty of the University of Albany, SUNY and moved to Armenia as a permanent resident. Before joining the faculty at AUA as an Associate Professor of Political Science, she worked in the Armenian Parliament for five years as an expert on the Education, Science, Culture and Language Committee, and also conducted research projects on the development of democracy in Armenia funded by the Fulbright Commission and Harvard University.



COLLEGE *of* HEALTH SCIENCES

SCHOOL OF PUBLIC HEALTH

"My goal is to acquire knowledge that will be helpful to change health services in Armenia. I hope to promote new programs for well organized health facilities."

*Nune Mangasarian
AUA Student in Public Health,
medical training in rheumatology*

AUA's health sciences program represents an integrated effort to develop local expertise in managing health programs, assessing the health needs of the people of Armenia, and translating that knowledge into the design, evaluation and implementation of programs to improve health.

The School of Public Health offers a two year program leading to the degree of Master of Public Health. The School has initiated a full Master's program because of the growing interest in the public health field brought on, in great measure, by the need to develop an infrastructure for the delivery of health care in Armenia to supplement the current basic medical training offered by the state medical university.

"There are not many specialists in this field in Armenia and there is so much to be done in health care that I have no doubts about devoting all my knowledge, skills and persistence to this field."

*Zaruhi Babayan
AUA Student in Public Health,
training in general medicine*

The goals of the program are: to train and develop expertise in the disciplines of public health and management of health care facilities among local health professionals; to provide technical assistance to the Ministry of Health and to international organizations in addressing the health and human service needs of the population; to provide opportunities for collaborative research and information exchange among public health professionals world-wide; and to help develop the public health practice and research infrastructure of Armenia.

The famed Johns Hopkins University School of Hygiene and Public Health has entered into an affiliation agreement with AUA to design, manage, and evaluate the program. The organizing principle for the curriculum is a problem solving model that emphasizes the need for critical thinking and analytical reasoning, clarifies the role of each core public health discipline, and promotes related skills such as computer literacy, communication skills, and working in multidisciplinary groups.

FOR THE REST OF MY LIFE *"It has always been my dream to use my professional skills for the betterment of the Armenian people. Teaching and researching at AUA provides me with that opportunity. The Public Health students, primarily physicians and mostly female, are bright, enthusiastic and committed.*

"Our program provides our students with a completely new perspective on public health that is not taught anywhere else in Armenia or in the former Soviet Union for that matter. The students graduate from our program with the realization that the health of a population is determined by a multitude of factors, including environmental, social, behavioral and economic. They will have the skills to collect accurate data and analyze it to drive policy reforms and health programs.

"Most of last year's graduates are now working with the Ministry of Health and the World Bank on projects related to primary health care reform and health care financing. They are directly applying the knowledge they gained from our program.



"I feel incredibly lucky to have found an opportunity where I can combine my professional skills with personal passion. I hope to be involved with public health issues in Armenia and the Master of Public Health program for the rest of my life."

Kim Hekimian serves as Program Manager and Visiting Lecturer for the Public Health program, and as Associate Director for AUA's Center for Public Health Service. She is a doctoral candidate at the Johns Hopkins University School of Hygiene and Public Health.



COLLEGE *of* LAW

SCHOOL OF INTERNATIONAL & COMPARATIVE LAW

Since independence, Armenia has embarked on major economic and legislative changes to promote a democratic system and a free market economy. The existing legal structure, however, is still rooted in the former Soviet legal and business framework, and often fails to facilitate the practical application of the changes sought, particularly in areas such as constitutional and commercial law.

Armenia's need for specialists capable of creating the legal foundation and staffing the institutions that support these needed reforms has led to the establishment of AUA's two year Master of Laws degree program (LL.M.).

The Law Program, AUA's newest offering, is designed to improve the knowledge and skills level of both governmental and pri-

vate sector lawyers in Armenia. Organized with the guidance and assistance of the School of Law (Boalt Hall) of UC Berkeley, one of the leading legal educational institutions in the U.S., the program emphasizes modern business and economic law, as well as modern constitutional and administrative law. The first class of students, admitted in 1996, include specialists from the Armenian judicial, executive and legislative branches, lawyers in the evolving industrial and financial sectors and legal scholars.

The LL.M. program is taught by faculty from among the ranks of leading U.S. law schools. In time, local faculty and practicing lawyers with Western training will be able to take on this role. To augment the learning experience, several selected AUA students will spend a portion of their academic year studying at Boalt Hall or at other UC law school campuses and conducting academic research projects under the supervision of faculty in the U.S.

LEGAL EDUCATION FOR A MODERN SOCIETY *"Recent efforts to jumpstart the economies and societies of the former Soviet Union countries demonstrate the critical need for sound underlying legal and administrative systems. Without the security of contract and property, without protection from governmental arbitrariness and excessive regulation, and without the ready availability of legal forms, like corporations and partnerships, that facilitate economic activity, the outlook for those nations struggling to transform themselves from autocratic state-socialist regimes into democratic, free market ones would be highly doubtful; with these institutional guarantees in place, that outlook becomes much more optimistic.*

"It is the job of AUA and this new LL.M. program to help that optimistic scenario prevail."



Richard M. Buxbaum, Ralston Professor of International Law at Boalt Hall, Dean of International and Area Studies at UC Berkeley, and Coordinator of the AUA LL.M. program on behalf of Boalt Hall. Dean Buxbaum is a recognized expert on domestic and international economic and business law. He has worked with the legal sector of developing countries since the mid-1960's, with experience ranging from Indonesia and China to Egypt and the republics of the former Soviet Union. The AUA LL.M. curriculum is being developed under his guidance and leadership.



TEACHING ENGLISH AS A FOREIGN LANGUAGE

The English language instruction curriculum was developed by the Language Resources Program at UCLA. It is designed both to teach graduate students and to prepare English Language teachers. UCLA continues to provide AUA with academic guidance as well as instructors.

Since English is the medium of instruction at AUA, the University provides a six month intensive English language course for all AUA students, in preparation for their admission to the graduate programs, to raise student proficiency to the level required to carry out academic work at AUA.

The one year Certificate program in Teaching English As A Foreign Language (TEFL) carries on this emphasis in English language proficiency. Designed to serve the needs of those who plan to teach English in Armenia, from lower school levels up to universities

EDUCATING FOR THE 21ST CENTURY

and language institutes, TEFL offers a postgraduate curriculum that focuses on the advanced study of general linguistics, second language acquisition theory, curriculum design, language testing, and development of instructional materials. The program also provides training in classroom management and language teaching techniques and strategies. Some of the graduates of the TEFL program now serve as instructors at AUA.

"No teacher could dream of more motivated students."

*Maria Bobrova, Ph.D.
English Instructor, TESL*



OUR STUDENTS ARE RISK-TAKERS *"AUA students are eager to improve themselves, to learn what they need to get ahead. There are some who have a strong desire to learn simply from an intellectual hunger, but the majority feel the pressures of getting a job and surviving economically so keenly that their motivation is quite practical in nature. I find our students to be risk-takers.*

"Creative thinking and individual responsibility are important ideas that AUA tries to instill in the students. We offer students a look at a new way to approach learning and we demand a level of accountability from them that they tell me they did not have from their previous educational system.

"I have come to feel very much a part of the AUA community. I have become 'mer' (our) Patricia and know that people think of me almost like family. I love the AUA students and derive great satisfaction from seeing their success."



Patricia Boyle is the Director of the TEFL and Intensive English programs at AUA. She came to Armenia, in 1992, after receiving her Ph.D. from UCLA, because she thought Armenia would be an interesting place to live. She has stayed on because she knows her work is important.



AUA EXTENSION PROGRAM

"Because of my AUA certificate and the assistance of the Extension Program staff I have gotten a chance for finding a new job."

*Anna Azibekian,
Travel Agent
Extension Graduate,
Office Management Course*

The Extension Program serves the wider community by offering continuing education courses with an emphasis on practical learning. The program consists of courses, seminars and symposia that are designed to be flexible, dynamic and responsive to community needs so as to provide a wider understanding of issues affecting Armenia as it evolves politically, socially and economically.

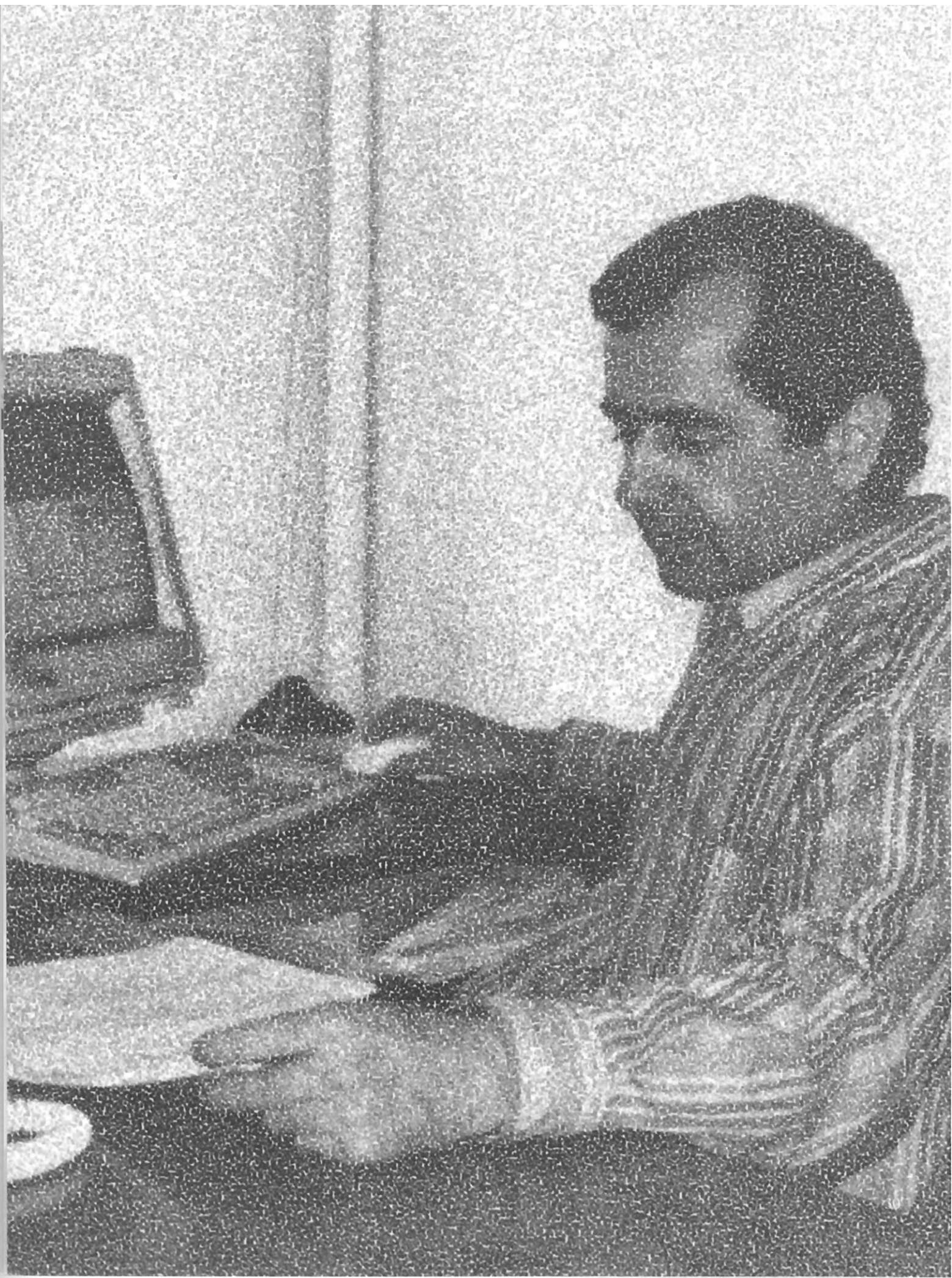
Extension programs are offered on a noncredit basis. Most programs are offered in the evening to facilitate attendance with certain courses open to all, subject to space limitations, and others, such as the language programs, restricted to those who meet the threshold proficiency requirements.

Courses and lectures are given by Armenian and American experts, including members of the AUA faculty. Subjects cover a broad spectrum, including accounting, environmental safety, public administration, law, written communication skills, and office administration. By special request, the program also offers training for targeted groups of professionals such as economists, attorneys, and journalists.

While courses are increasingly offered on a fee basis, a portion of the annual program is allocated to pro-bono teaching. About 500 students attend the courses and workshops each year. A much larger number of people attend the public lectures.

"The most significant aspect of my extension experience was the chance to learn not only English, but also U.S. laws, and to have debates with the instructors."

*David Karapetyan
Leading Specialist,
Standing Committee on
State-Legal Issues,
The National Assembly
Extension Graduate,
English for Lawyers*



ava in
partnership
with
business

AUA RESEARCH CENTERS

CBRD

ERC

ERMC

CEPRA

CPA

CPHS

LCAR

AUA's Research Centers offer an applied approach to problem solving that takes issues out of the classroom and into a real world setting that meets the needs of business and industry in Armenia today. Using teams of experts drawn from AUA faculty and research assistants and from local consultants, the Centers assist clients in the public and private sectors to meet their objectives and facilitate the entry of AUA students into the marketplace. Each AUA Center is affiliated with a major academic program area at the University and reflects that orientation in its functional operations.

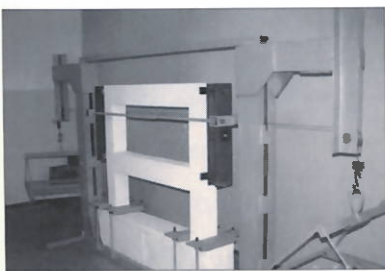
When an American joint venture production facility in Giumri needed to revamp its operating methods, the AUA Center for Business Research and Development was called in to implement a Western style management control and accounting system, train supervisory personnel, and install a customized accounting computer system that assisted the company in its many functions, including conversion of transactions conducted in drams into dollars. The quality of drinking water in Yerevan was the focus of a study by AUA's Environmental Research and Management Center. And, the Center for Economic Policy Research and Analysis developed a Tourism Plan for Armenia that could be used by the Government to revive tourism with special emphasis on the approaching 1,700 anniversary of the official adoption of Christianity as the state religion in 301 AD.



Graduate Students working on a business project.

CENTER FOR BUSINESS RESEARCH AND DEVELOPMENT

Provides support to Armenia's government and business community to facilitate the transition to a free market economy. Serves as an information and resource link between local Armenian enterprises and foreign firms. Undertakes projects, studies and contracts in areas such as financial services, small enterprise development, privatization, and industrial development. Projects include an earthquake zone economic study, management training and consulting in highway design and construction, and a comprehensive assessment of local news and information services, communications infrastructure, and electronic information access capacity in Yerevan. Established, in 1992, in affiliation with the College of Business and Management.



Shake table with a building model for earthquake analysis.

ENGINEERING RESEARCH CENTER

Conducts basic and applied research for the industrial and economic development of Armenia and the region. Projects range from an analysis of the earthquake response of high-rise structures to an economic study of small-scale alternative energy sources. ERC also administers more than 50 research projects carried out by local scientists from grants received from U.S. sources. Established, in 1992, in affiliation with the College of Engineering, ERC has its own designated laboratories, including an earthquake shake table laboratory used for demonstrations and research, and computer facilities. The Center maintains close ties with major research institutes and laboratories in Armenia.



Field trip of environmental research group.

ENVIRONMENTAL RESEARCH AND MANAGEMENT CENTER

Acts as a coordinator of research by university personnel and scientists of the Ministry of Ecology and Natural Resources, and provides an educational component for all AUA graduate students through courses on environmental awareness. Projects include development of regulations for prevention of water and air pollution and conservation of natural resources (which have resulted in submissions to the Armenian Parliament for enactment into law) and the Birds of Armenia project to catalogue all species with emphasis on endangered species. Established in 1992, the ERMC is under the auspices of the ERC.



Managing Director (left) of International Monetary Fund M. Michael Camdessus, conferring with AUA faculty.

CENTER FOR ECONOMIC POLICY RESEARCH AND ANALYSIS

A joint program of AUA, the Ministry of Economy of Armenia and the U.S. Agency for International Development, CEPRA seeks to foster a close working relationship between Armenian and U.S. specialists in fields such as economic, finance, banking and the private sector, and development and maintenance of a market based economy in Armenia. Established in 1994. Specific projects include an export development program, macroeconomic planning and evaluation of alternative monetary and fiscal policies, capital projects for government finance, and determination of the size and strength of the underground economy.



Honorable Madeleine Albright during her visit to AUA.

CENTER FOR POLICY ANALYSIS

Conducts multidisciplinary applied research in a broad spectrum of contemporary social, political and legal fields pertaining to Armenia and the surrounding region. CPA's purpose is to help strengthen the intellectual foundations of the democratic political culture.

Within the context of its research, CPA places emphasis on expanding the educational and professional ties between institutions of higher learning in Armenia and the region, and providing a forum for academic exchanges between local and international scholars and researchers. Established, in 1995, in affiliation with the School of Political Science and International Affairs.



Public Health graduate with a patient.

CENTER FOR PUBLIC HEALTH SERVICE

Serves as a resource to support and facilitate the existing public infrastructure and as a venue for linkages between the Ministry of Health, donor agencies and AUA program faculty. Addresses topics in primary health care, environmental health, and maternal and child health. Projects include: breast feeding education program among Armenian women; pilot dental health and fluoride supplementation program; survey of households for national health plan for Karabagh; and primary care systems in polyclinics. Established, in 1995, in affiliation with the School of Public Health.



Associate Justice of the U. S. Supreme Court, Mr. Scalia.

LAW CENTER FOR APPLIED RESEARCH

AUA is organizing a Law Center as an adjunct to the newly established School of Law. LCAR will serve the needs of Armenia's legislative and judicial bodies for new codes, laws, and regulations to support Armenia's legal modernization efforts.



*Louise
Manoogian
Simone*



Donald Fuller



Vartkes Gnooni



Theony Condos



Vilik Haroutunian



Stepan Karamardian



Vartan Gregorian



Berge Setrakian



Vartkes Barsam



Armen Der Kiureghian



William Frazer



Barry Zorthian



Suzy Antounian

*aua's
policy
makers*

Academic and financial decisions go hand-in-hand in sustaining the life of a university and in supporting its goals. AUA, from its creation as the only private graduate facility in Armenia to its current role as a driving force in offering an American style education to a new generation of leaders, has benefited greatly from its unique system of governance.

AUA, the University that sits proudly on the hill at 40 Bagramian Street in Yerevan, is an independent, private non-profit institution created in compliance with the laws of Armenia. It is the product of a joint venture between the Ministry of Education and Science of the Republic of Armenia and the American University of Armenia Corporation (AUAC), a California Public Benefit Corporation organized exclusively for educational and charitable purposes under Section 501 (c) (3) of the Internal Revenue Code.

AUAC is responsible for the overall management of the University and for the implementation of the University's educational programs. In turn, AUAC has entered into a unique agreement of affiliation with the world-renowned University of California (UC) to obtain academic and administrative guidance as it fulfills its responsibilities toward the University.

AUAC's activities are managed under the direction of a Board of Trustees whose members include distinguished representatives from the UC academic community, and the Armenian General Benevolent Union, as well as respected business and community leaders from throughout the United States. AUA's nine member Board of Directors is comprised of four members from Armenia, usually high level government officials, four members from AUAC, and the President.

The President of AUAC also serves as the President of AUA, and the Chairman of the Board of Trustees of AUAC is also the Chairman of the Board of Directors of AUA.

T H E P O L I C Y M A K E R S

"AUA alumni can be found in government service, foreign embassies, joint ventures and organizations and in private industry. They are the most desirable recruits in Armenia. Without doubt, the American University of Armenia is playing an outstanding role in the advancement of education and the training of a new cadre of professionals in Armenia, particularly in these transition years."

*Louise Manoogian Simone
President, Armenian General Benevolent Union*



His Excellency U.S. Ambassador Peter Tomsen with his wife Kim Tomsen, conferring with Louise Manoogian Simone, President, A.G.B.U.



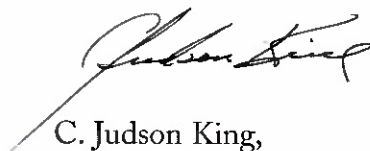
MESSAGE FROM THE CHAIRMAN

The University of California's affiliation with AUA is unique. Many UC faculty members serve on AUA's governing boards. We are involved in the selection of Deans and overseas faculty, we review proposals for each addition to the curricula and, since its inception, we provide ongoing academic and administrative guidance to AUA.

I'm often asked why UC has this special relationship with AUA. Perhaps the simplest answer is that these are historic times and UC has an opportunity to participate in a nation's progress toward those values and systems we honor and uphold in the United States.

A Western education is important during this critical period, and beyond, because it works. Universities in the United States help promote economic development and AUA can play the same role in Armenia.

Ultimately, AUA's greatest contribution will be its graduates. Over the years these young men and women will find their way into important levels of life in Armenia. At UC, we're pleased to be a part of that journey.



C. Judson King,
Provost & Senior Vice President - Academic Affairs,
University of California
Chairman of the Board of Trustees of AUAC and
Chairman of the Board of Directors of AUA.

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President David Gardner of the University of California and President Mibran Agbabian signing the university affiliation agreement in August 1991. Standing left to right: Stepan Karamardian, Lyman Porter, William Frazer, Armen Der Kiureghian, Karl Pister, Theony Condos, Jan Behrsin.



Former Vice-President of the Republic and Chairman of the Constitutional Court, Gagik Haroutunian delivering commencement address.

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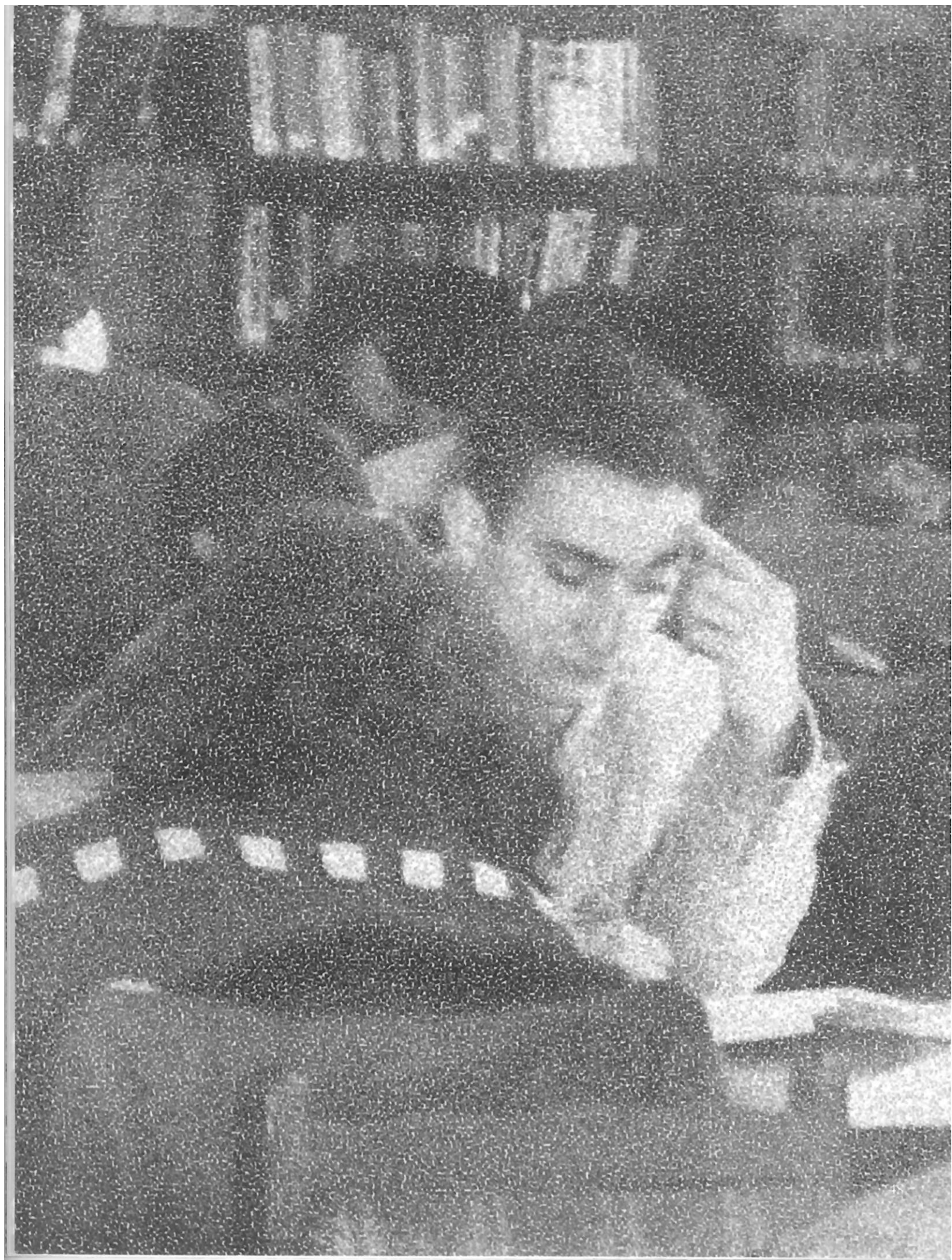
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Director, Center for Policy Analysis

Richard Youatt
Operations



the *building*
blocks of
progress

FINANCIAL RESOURCES



AUA's main assets are its students, faculty and guiding minds -- human resources that fuel the academic enterprise. As the University carries out its mission in the years ahead and continues to attract students of exceptional talent and potential, AUA's progress must be measured as well by the financial resources that help pave the way.

THE FIRST FIVE YEARS



During AUA's early development, acts of generosity and vision have made it possible for the University to complete its initial five years of operation with an ever-expanding student population, an improved physical plant and the continuing addition of new academic disciplines that match Armenia's progress.

Since AUA's inception, its founding sponsor, the Armenian General Benevolent Union, has contributed over \$5 million to help meet its operational and program needs. The United States Government has supported AUA's capital improvements through grants from the United States Agency for International Development (USAID) totaling \$6 million, including capital improvement funds for construction of a new AUA conference and business center. USAID has also provided \$900,000 for establishment of the Law Program. The Lincy Foundation has provided annual grants totaling \$900,000 to support AUA's program in Political Science, Public Health, and Extension. These earmarked grants enhance the \$950,000 endowment provided by the Karakashian Family for the

THE BUILDING BLOCKS OF PROGRESS

Political Science program. The Eurasia Foundation has provided grants totaling \$250,000 to support the Public Administration program. The University's Papazian Library, named after the donor of the \$1 million library endowment, is on its way to becoming a state of the art modern facility. The program in Conservation and Environmental Management is made possible through gifts by Sarkis Acopian now totaling \$400,000. The establishment of the Chair for Conservation and Environmental Management is supported by a \$1.5 million endowment from a donor who wishes to remain anonymous.

THE ROAD AHEAD



Every source of financial support, large or small, is a building block that further strengthens the foundation of the University and permits AUA to grow in response to the educational needs of Armenia. AUA's annual operational and capital improvement budgets now approach \$3 million a year -- a modest figure when compared with comparable quality institutions throughout the world. Currently, the main source of income for University operations comes from annual contributions by donors who support its mission. While tuition plays a substantial role in the financial planning of other universities, AUA recognizes that its students cannot contribute significantly to its budget until well into the 21st Century. AUA also recognizes that support from the United States Government and other project specific grants are not in perpetuity.

In the future, AUA's income from its endowment funds, established through AUAC and through AGBU, must provide the permanent source that secures the University's quality and continuity and meet its increasing financial requirements. Endowments are an enduring asset and the cornerstone of AUA's independence.



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