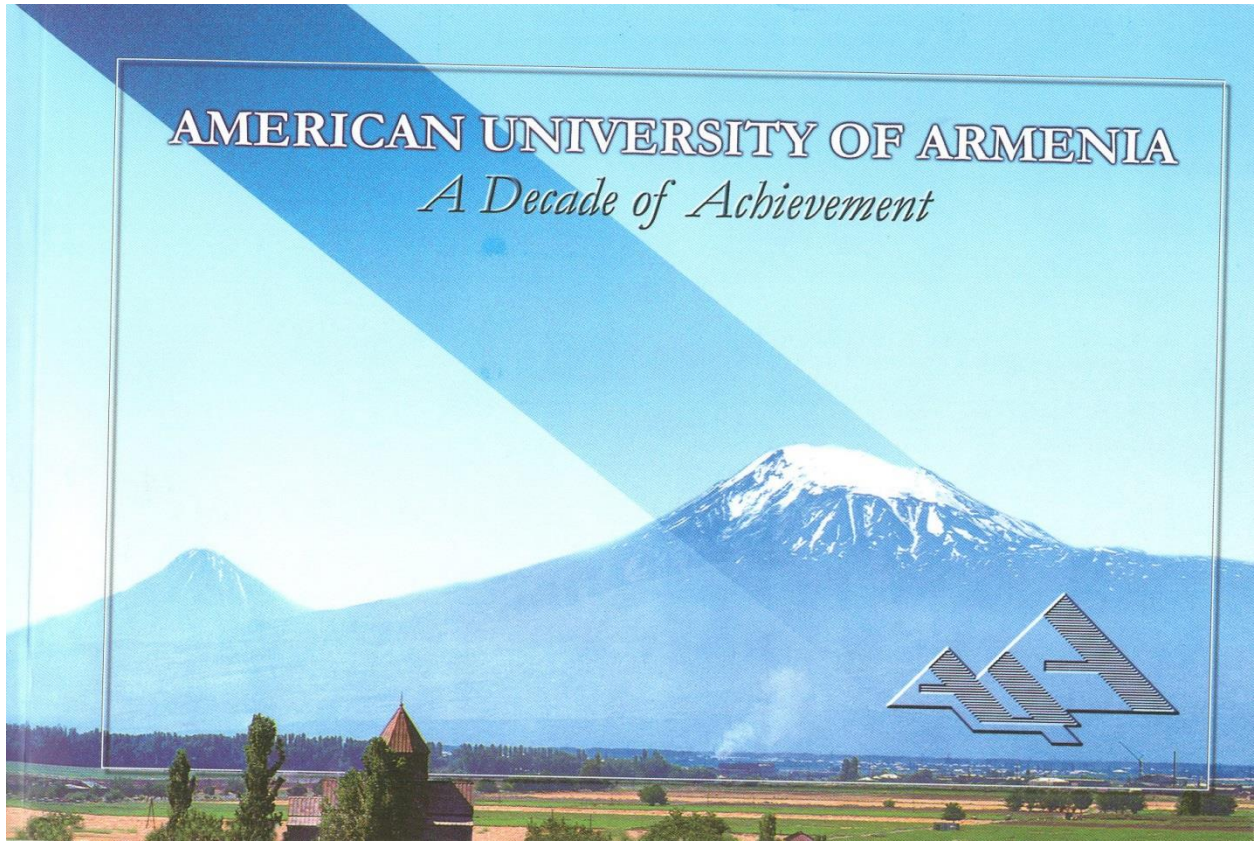


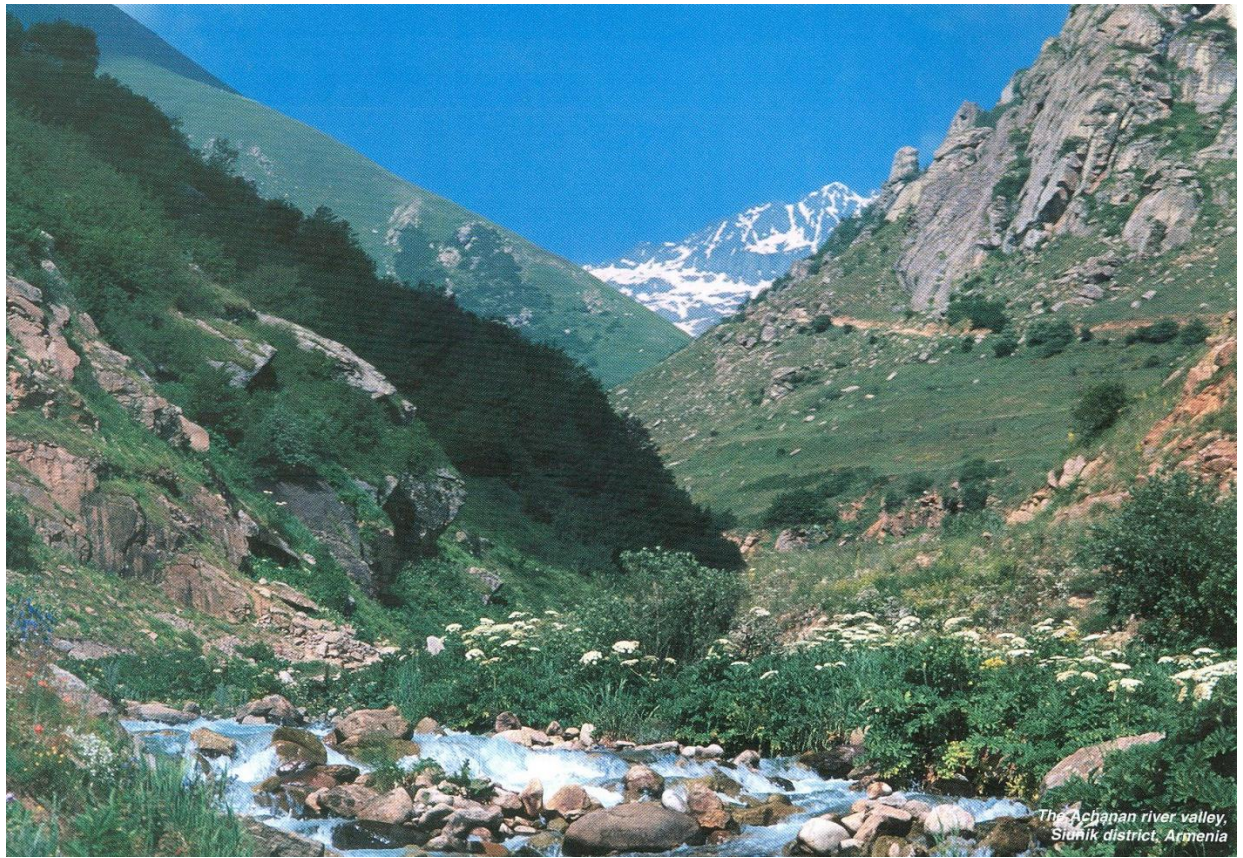
# AMERICAN UNIVERSITY OF ARMENIA

*A Decade of Achievement*



*The American University of Armenia expresses its special gratitude to the [Armenian General Benevolent Union \(AGBU\)](#) which has continuously supported the University throughout its existence. In addition to the AGBU, the [United States Agency for International Development](#), as well as the [Lincy Foundation](#) have been sources of major support. In founding and establishing the University, the [Government of Armenia](#) invited us to become a part of the educational system of Armenia while providing the building in which we have been housed for ten years. The [University of California](#) gave us the encouragement, academic and organizing support to establish the University. The AUA family also wishes to express its deep appreciation to all those individual donors who have participated in the University's development over the years. We thank the generosity of our listed or unnamed donors for their time and financial contributions that made it possible for the University to continue and expand.*





*The Aghapan river valley,  
Siunik district, Armenia*

*As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students to address the needs of Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, scholarship, leadership, and service to society.*





*Երևան, 29 հունիսի 2001թ.*

**ՀԱՅԱՍՏԱՆԻ ԱՄԵՐԻԿԱՆ ՀԱՄԱԼՍԱՐԱՆԻ  
ՀԻՄՆԱԴՐՄԱՆ 10-ԱՄՅԱ ԽՈՐԵՅՈՒՄ**

Ջերմորեն շնորհավորում եմ Հայաստանի ամերիկյան համալսարանի հիմնադիրներին, ղեկավարներին, դասախոսներին, ուսանողներին և շրջանավարտներին՝ համալսարանի հիմնադրման 10-րդ տարեդարձի կապակցությամբ:

Հայաստանի ամերիկյան համալսարանի հիմնադրումը օրինաչափորեն համընկավ Հայաստանի անկախության վերականգնմանը: Խորհրդանշական է, որ համալսարանն իր 10-ամյա խորեյանը նշում է Հայաստանի Հանրապետության անկախության հռչակման օրը: Մեր նորանկախ երկրի և հապկապես նրա երիտասարդության համար համալսարանը եղավ նոր սկիզբ: Ժողովրդավարության արևմտյան չափանիշների, շուկայական փրկության, ուսուցման արդիական սկզբունքների և ընդհանրապես նոր մտածողություն սերմանելու առումով համալսարանը եղավ առաջին նմանօրինակ կրթօջախը ոչ միայն Հայաստանում, այլև ողջ փարածաշրջանում:

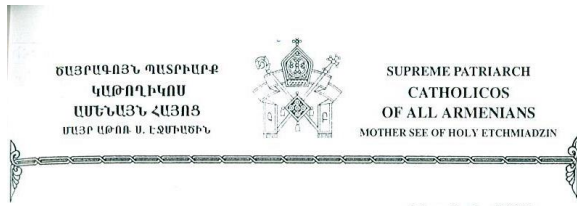
Հայաստանի ամերիկյան համալսարանը նաև ամերիկյան հասարակությունների, ամերիկահայ համայնքի և Հայաստանի

իշխանությունների արդյունավետ համագործակցության հրաշալի օրինակ է: Նրա փասնամյա շնորհակալ գործունեությունը լավագույնս վկայում է համապետ ջանքերով լուրջ արդյունքների հասնելու նոր հնարավորությունների և չսպառված մեծ ներուժի մասին:

Անցած փասնամյակի ընթացքում համալսարանը գնահատելի ջանասիրությամբ ընդլայնել ու զարգացրել է իր ծրագրերը Հայաստանի զարգացմանը և նորացող պահանջներին համապայ: Պատահական չէ, որ նրա բազմաթիվ շրջանավարտներ այսօր ընդգրկված են և պետական ծառայության մեջ, և միջազգային կազմակերպություններում ու ծրագրերում, և փնտեսության ու կրթության ամենափայլեղ ռազմավարում:

Երախտագիտության խոսք հղելով բոլոր նրանց, ովքեր կանգնած են Հայաստանի ամերիկյան համալսարանի հիմնադրման ակունքներում և ովքեր արժանի շարունակողներն են կարևոր գործի՝ մաղթում եմ անձնական երջանկություն և աշխատանքային նորանոր հաջողություններ:

**ՌԱԲԵՐՏ ՔՈՉԱՐՅԱՆ**



## ԽԱՍՔ ՕՐՀՆՈՒԹՅԱՆ

Համայն հայության հոգեւոր կենտրոն Մայր Աթոռ Սուրբ Էջմիածնից Հայրապետական Մեր օրհնությունն ու ջերմ շնորհավորանքներն ենք բերում Հայաստանի ամերիկյան համալսարանի փնտրիչությանը, դասախոսական կազմին, բարերարներին եւ նախկին ու ներկա բոլոր սաներին՝ կրթօջախի հիմնադրման փասնամյա հոբելյանի առիթով:

Արդարեւ, աստվածահաճո առաքելություն է կրթության եւ գիտության լույսի փարածումը: Հնագույն ժամանակներից ի վեր մեր ժողովուրդը կարելու է կրթության եւ ուսման դերակատարությունը ազգային մեր կյանքում՝ վաղ միջնադարում արդեն ձեւավորելով առաջին համալսարանները: Պատահական չէ, որ 5-րդ դարում հայոց գրերի գյուրից հեքո հայերենով թարգմանված առաջին նախադասությունը եղավ Առակաց գրքի «ճանաչել զիմաստություն եւ զխրապ, իմանալ զբանս հանճարոյ» միտքը: Քաղաքական ամենադժվարին վիճակներում անգամ մեր ժողովուրդը նախանձախնդրորեն պահել է իր դպրոցները, գորացրել իմացության լույսը:

Հայաստանի ամերիկյան համալսարանը հիմնադրվեց հայրենի մեր երկրի համար շրջափակման եւ պարերազմական ծանր ժամանակներում՝ նպատակ հետապնդելով պարրասպիկ երկրասարդ գիտակ մասնագետներ նորանկախ Հայաստանի փնտրեսական կյանքի գորացման եւ զարգացման համար: Այսօր գոհունակությամբ ենք անդրադառնում, որ ամերիկյան համալսարանի շրջանավարտ մասնագետներն արդյունավետորեն ծառայելով փարբեր հասարակություններում, իրենց ներդրումն են բերում Հայաստանի փնտրության զարգացմանն ու կյանքի առաջընթացին: Հայաստանի ամերիկյան համալսարանի մեր ժողովրդին մատուցած բարի արդյունքներից անմասն չէ նաեւ Մայր Աթոռ Սուրբ Էջմիածինը, որի գործունեության մեջ ներգրավված են համալսարանի շրջանավարտներ:

Աղոթում ենք ի սրպե, որ Բարձրեալն Աստված հանապազօգնական ու աջակից լինի Հայաստանի ամերիկյան համալսարանի փնտրիչությանը, դասախոսական կազմին, համալսարանի գործունեությանը սարարող Հայկական Բարեգործական Ընդհանուր Միությանը, բարեգործ հայորդիներին եւ բոլոր ուսանողներին՝ նախանձախնդրորեն շարունակելու համալսարանի առաքելությունը Հայաստանի կյանքում:

Օրհնությամբ՝

ԳԱՐԵԳԻՆ Բ

ԿԱԹՈՂԻԿՈՍ ԱՄԵՆԱՅՆ ՀԱՅՈՑ





[www.aua.am](http://www.aua.am)

# CONTENTS

MESSAGE FROM THE PRESIDENT OF THE REPUBLIC OF ARMENIA .....	4
MESSAGE FROM THE CATHOLICOS OF ALL ARMENIANS .....	5
EXPLORING THE OPTIONS .....	9
FOUNDING DOCUMENTS .....	10
FOUNDING BOARD AND CURRENT BOARDS OF TRUSTEES .....	11
EMERGING FROM RUBBLE .....	12
MESSAGES FROM AUAC BOARD MEMBERS .....	13
HISTORY TIMELINE .....	14-15
IN SEARCH OF EXCELLENCE .....	16-23
CHOICE .....	16
QUALITY .....	17
ENTREPRENEURSHIP .....	19
TECHNOLOGY .....	21
ACADEMIC PROGRAMS AND RESEARCH CENTERS .....	24-37
BUSINESS .....	24
ENGINEERING .....	26
POLITICAL SCIENCE .....	28
PUBLIC HEALTH .....	30
LAW .....	32
ENGLISH .....	34
EXTENSION .....	35
ENVIRONMENT .....	36
BIRDS OF ARMENIA .....	37
LIBRARY .....	38
DIGITAL LIBRARY OF ARMENIAN CLASSICAL LITERATURE .....	39
COMPUTER SERVICES .....	40
OTHER ACTIVITIES .....	41
GRADUATES .....	42-51
BENEFACTORS .....	52
ADMINISTRATIVE OFFICERS .....	53



*The American University of Armenia (AUA) offers Master's level graduate programs that are intended to develop critical analysis and depth of knowledge through advanced coursework, independent study, and research. By offering its instructional programs in English, AUA strives to make these programs accessible to qualified individuals from other countries in the region. AUA currently offers graduate instruction leading to the Master's degree in eight fields of study: Business Administration, Industrial Engineering and Systems Management, Computer and Information Science, Political Science, Public Health, Law, Comparative Legal Studies, and Teaching English as a Foreign Language. To accompany their Master's degrees, highly qualified students may complete an interdisciplinary Certificate in Environmental Conservation and Research. In preparation for the academic program, AUA offers its students instruction in the English language and in computer applications.*

## EXPLORING THE OPTIONS AND DEVELOPING THE MODELS

Over a decade ago, the founders of this institution explored options for change for higher education in Armenia and decided on the American model. The University that was built over the past decade was developed with the best characteristics of the American model of higher education in mind. Also, as an institution, the university was established to be as Armenian in its mission as any other institution of higher education in Armenia.

In light of the essential need to make a social transformation from the Soviet model, the American University of Armenia has represented an alternative model or **CHOICE**. Choice has been introduced by AUA in providing the impetus to democratic processes within institutions and government. Choice is also in the alternative systems that are made available by AUA to its constituency. However, the most important contribution of the University is to teach, within each of its programs, the process of making the right choices.

AUA strives for the best in **QUALITY** education. Our concern for quality goes far beyond getting through our accreditation process. Concern for quality at every step of our development and operation is what will distinguish this institution. The University has a role in being at the forefront of promoters and developers of quality assurance in all the professional and disciplinary areas. Whether it is a concern for the quality of medical care or the quality of industrial products, AUA can generate the resources to institute approaches and systems of quality assurance.

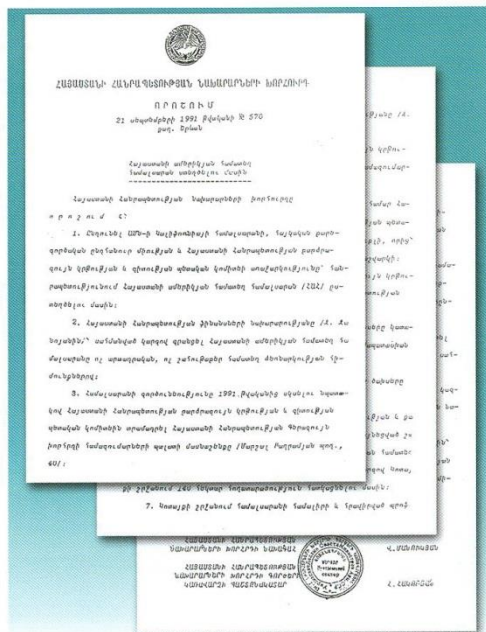
In a society in transition, we need effective change agents who can bring to the table new ideas and develop the institutions and systems that will positively impact the lives of people. These are the people who are involved in making new choices. **ENTREPRENEURSHIP** is what AUA would also like to be identified with. Entrepreneurs are more than just leaders; they are the builders of the future, and we expect that our programs prepare the entrepreneurs of today and the future.

As we move along in our educational and programmatic endeavors, we are also introducing new technology in all of the sectors that AUA is involved in. **TECHNOLOGY** will allow us to find the solutions for a number of problems in various economic sectors. However, our involvement with technology will hopefully have a strong social dimension. As we embrace new technologies we need also to be conscious of conserving our environment as well as our social fabric.



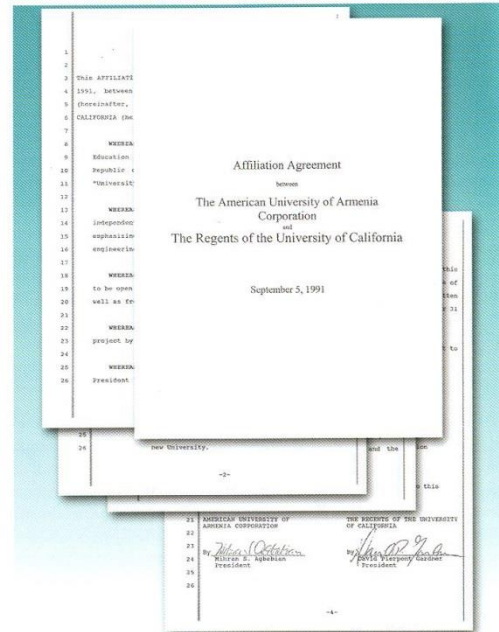
**HAROUTUNE K. ARMENIAN**  
President of the American University of Armenia





Decision of the government of Armenia regarding the establishment of AUA

AUA FOUNDING DOCUMENTS



Affiliation agreement between AUAC and the University of California Regents

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## A UNIVERSITY EMERGES FROM UNDER THE RUBBLE

As an earthquake engineer I had kept in touch with my colleagues in Armenia since my first visit to Yerevan in 1978. I returned to Armenia twelve days after the December 7, 1988 earthquake with a group of American scientists and started working on reconstruction and earthquake safety programs. But a conversation with my colleague, Professor Armen Der Kiureghian of the University of California at Berkeley, made a dramatic change in my stance. Armen was the only other Armenian-American in the US scientific team. He asked me if I would work with him to establish a university to replace the Polytechnic Institute of Gyumri that was totally destroyed, with a loss of life of 300 faculty and students. Armen's question led us to conclude that a university should be established in Armenia, but it should be based on the American model. He later told me that the Rector of the Polytechnic Institute in Yerevan, Yuri Sarkissian, agreed that it should be an American university.

We wrote and talked to many people upon return to the United States. The response from two persons made us realize that the dream of establishing an American university in Armenia would become a reality. Louise Manoogian Simone, President of the Armenian General Benevolent Union (AGBU), responded with the promise that AGBU would sponsor such an institution. Dr. William Frazer, Senior Vice President for Academic Affairs and Provost of the University of California (UC) system, agreed to explore the pos-

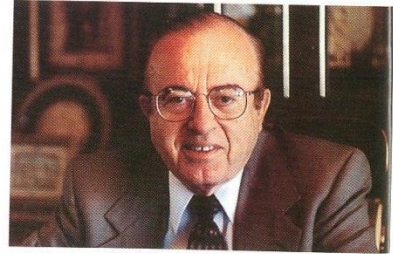
sibility of providing administrative and academic guidance.

Plans for establishing the University evolved with successive steps in the U.S. and in Armenia. Professor Stepan Karamardian, Dean of Business Management at UC Riverside, joined our team to expand the program to include Business Management, and together with Dr. Frazer and his colleagues at UC, we formulated a long-term goal of establishing a university with the disciplines that were most needed in Armenia and the region.

Our efforts culminated in a Resolution by the Council of Ministers of the Republic of Armenia to authorize and support the establishment of the university and by the unanimous approval of the UC Board of Regents to have the American University of Armenia as their affiliate. A Joint Board of Directors was formed consisting of Mihran Agbabian, AUA President, representing colleagues in the United States, and Vilik Haroutunian, Minister of Higher Education and Science, representing the Republic of Armenia. The Board also included members from the government of Armenia, UC, and AGBU.

Classes began on September 23, 1991, with 101 graduate students as Master's degree candidates. This was the day when the Armenian Parliament declared independence, two days after the referendum that demonstrated the overwhelming wish of the people of Armenia to be independent from Soviet rule.

The University held its first Commencement in October 1993. Subsequent years saw the growth of the curriculum to include, in addition to Business Management and Engineering, Political Science and International Relations, Public Health, Environmental Sciences, Law, Computer and Information Science, as well as Teaching English as a Foreign Language and a multidisciplinary University Extension program. AUA has become a constructive alternative to the existing educational system of Armenia. It is helping Armenia find its legitimate place in the community of the nations of the world.



A handwritten signature in dark ink, appearing to read 'Mihran Agbabian'.

MIHRAN AGBABIAN  
President Emeritus,  
American University of Armenia

## CONGRATULATORY MESSAGES FROM AUAC BOARD MEMBERS

AGBU has been very proud to support the American University of Armenia since its founding. As we celebrate the tenth anniversary, we congratulate the administrative staff, professors, students and all the donors who have contributed to the success of the University. We are particularly proud of our alumni who have become wonderful examples of a new, modern professional cadre in Armenia.

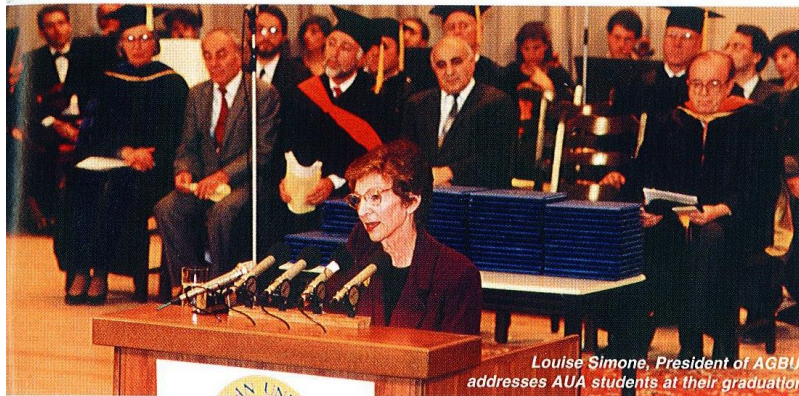
LOUISE MANOOGIAN SIMONE

We of the University of California are pleased to extend our greetings and best wishes to the American University of Armenia on the occasion of the tenth anniversary of its founding. We have much valued our strong association with AUA from the founding onward, and we are pleased with the results. The university is a vibrant force in modern Armenia, reflecting Armenian tradition as well as the needs for building a vital economy to match the needs of our times. Congratulations to everyone associated with AUA on a job very well done!

C. JUDSON KING

The tenth anniversary of the American University of Armenia is a very special occasion. It marks a major milestone in what I trust will be an enduring partnership between AUA and the Ministry of Education and Science of the Armenian Republic. This partnership is emblematic of the spirit of cooperation and enterprise, which characterizes the relationship between Armenia and the United States. AUA's mission is to serve the needs of the reborn Armenian Republic, and it has done this with great energy, perseverance and imagination and a carefully conceived program of gradual expansion geared up to address Armenia's educational and developmental needs. I salute AUA's students, faculty and staff for a remarkably successful first decade, and I wish them every success as they continue along the green path of partnership and service to Armenia and the region.

HARRY GILMORE



*Louise Simone, President of AGBU, addresses AUA students at their graduation*

**1988**

On December 7, 1988 an earthquake struck the then Soviet Republic of Armenia, killing 25,000 people and leaving 500,000 homeless.

**1989**

In the aftermath of the earthquake, Western specialists came to Armenia to bring their expertise and had the opportunity to interact with Armenian educators and professionals.

The idea of an American university was born from these exchanges with the vision of establishing a new model for education and training in Armenia.

**1990**

The Armenian General Benevolent Union agreed to underwrite a major share of the funding necessary to launch the University.

A University of California task force visited Armenia to explore the feasibility of UC's participation in this undertaking.

The Ministry of Higher Education and Science of Armenia agreed to provide logistical support.

**1991**

The American University of Armenia was founded through the partnership and support of the Armenian General Benevolent Union, the University of California, and the government of Armenia.

Classes began on September 23 with 101 students enrolled in the Intensive English Program.

**1992**

The first group of AUA students moved into their respective degree programs in Business and Management, Industrial Engineering, and Earthquake Engineering.

New units were added: the Environmental Conservation and Research Center; Engineering Research Center; Teaching English as a Foreign Language certificate program; Center for Business Research and Development; and Extension Program.

**1993**

The University held its first Commencement in October graduating 38 men and women in Business and Management, 10 in Industrial Engineering, and 5 in Earthquake Engineering.

**1994**

The School of Political Science and International Affairs was established offering a Master of Political Science and International Affairs.



1995

The Public Health program began as a certificate course affiliated with the Johns Hopkins University School of Hygiene and Public Health.

The Center for Health Services Research and Development began operating parallel to the Public Health program, and the Center for Policy Analysis was established to conduct multidisciplinary applied policy research.

1996

The Master of Laws degree program was initiated. The Legal Research Center was established as an integral component of the Law Department.

The Public Health certificate program expanded into a full Master of Public Health program.

1997

The Master of Arts in Teaching English as a Foreign Language program began.

1998

A minor area of study in Information Technology was initiated under the umbrella of Industrial Engineering and Systems Management.

1999

The Digital Library project started.

The Western Association of Schools and Colleges granted AUA eligibility for accreditation.

In the fall, the U.S. Congress allocated a \$9.6 million Endowment Fund for AUA.

2000

The Master of Comparative Legal Studies program was initiated.

The ISTC-funded Information Technology course provided retraining to 112 unemployed former programmers and other technical professionals.

2001

The University celebrates a Decade of Achievement in education and research.

The Digital Library project was awarded the President's Prize for "the best IT project accomplished in the last five years in Armenia."

Construction of the first phase of the AUA Center was completed.

2002

The Master of Computer and Information Science degree program will begin.

# IN SEARCH OF EXCELLENCE



*Students access on-line databases in the library*

## CHOICE

The American University of Armenia (AUA) has continually considered choice. The founders considered a range of teaching models, which stressed pragmatism and the scientific method. Education at AUA permits students to select programs, first and second choices, majors and minors. Faculty, administrators, and students regularly evaluate curricula, teaching methods, content and outcomes.

As the needs of Armenia developed, AUA offered additional choices to students. Selected students were able to add the Environmental Certificate Program to their primary degree programs. The College of Engineering added a new Master's Program in Computer and Information Science.

### *Choice meant studying causes, exploring feasible solutions, and acting*

Armenia's development involved making choices. Armenia had to respond with action. Only she could set the right course. Instructors hammered at the concept of change. Change meant making choices. No one knew the answers precisely. Choice meant studying causes, exploring feasible solutions and acting. The

Law Department argued fervently for rational and fair laws as the basis for economic prosperity. It sought to build an informed consensus among students, alumni and opinion leaders. Political Science emphasized democratic processes whether in civic society, institutions or government.

The Papazian Library offered information that emphasized individual selection. Thanks to the Computer Center, students, faculty and researchers encountered a window on the world. The Internet provided the resources. Information was to be used and not squandered. Students, researchers, and the public enjoyed open library stacks. Users could choose whatever they wanted, first hand. Computers made possible instant searches for books, journals and discs. In some cases, the choices were voluminous. Full text articles were available on the Internet. Library reference material spilled over into the classrooms and academic assignments. Lawyers, judges, scholars and the general public suddenly found accessible databases of comparative and international law including those in Armenian, Russian and English.

AUA's Extension Program opened its doors to the public. Armenians choosing to explore the



dimensions of AUA's academic programming or practical applications were able to choose from low cost evening courses; visiting lecturers represented a kaleidoscope of views from ambassadors, government ministers, foreign secretaries, cultural professionals, political leaders, entrepreneurs and many others. AUA made a conscious decision to extend its informational hand to adult learners, young professional aspirants, the media, the public and anyone wanting to build competencies. The Program extended its reach to Gyumri, Spitak and Vanadzor. With the advent of long distance learning, outreach will be limited only by technological constraints. Current lectures and questions are posted on the Internet, available to those who are unable to attend in person (See also page 35).

## QUALITY

The world cares about quality. Armenia must compete in the world economy. Investors will not come to Armenia without considering return on investment. In a competitive world, this means quality. Shoddy workmanship will not be rewarded. The challenge for Armenia is immense. Starting with limited natural resources, surrounded by somewhat impervious borders and pos-

sessing mainly intellectual potential, Armenia must compete with comparative advantage in a world that sets its quality standards in those countries that produce excellence. Going head to head with the world, Armenia can only offer excellence at below market cost. It has very few other choices. Armenians have a sound technological academic base that requires upgrading. One comparative advantage for Armenia will be in high technology.

### *Armenia cannot grow without applying the same world quality standard to its own institutions*

Domestically, Armenia cannot grow without applying the same world quality standard to its own institutions. The Council of Europe and the European Union will show continuing interest in Armenia only if it demonstrates quality and excellence in its public, private and civic sectors. Armenian citizens will remain in their homeland if the country maximizes utilization of its most precious possession—its citizens. Lacking blueprints for excellence in many sectors and sub-sectors, Armenia will turn toward world accrediting bodies in education, public health, engineering, law, and science. Armenia must demonstrate to diasporan investors as well as other

Faculty and staff discuss AUA's accreditation self-study





humanitarians that this small country steeped in past ideology is ready to commit to the world of quality.

AUA has become the first independent university outside of the U.S. to be considered for accreditation by the Western Association of Schools and Colleges (responsible for accrediting U.S. colleges and universities in the western part of the U.S.). Adopting these world class standards at AUA will mean assurance to students, faculty, investors and educational leaders that AUA intends to compete with the best in the region and elsewhere. Its uniqueness, which is exemplified by a continuous utilization of visiting faculty, permits AUA to attract the best scholars to be in residence for relatively short academic periods while, at the same time, continuing ongoing research at home institutions away from Armenia. Some faculty members return on a continuing basis. This injection of expertise promises to enhance the quality of teaching and learning at AUA as it delivers updated information and findings. AUA will be one of the first universities in Armenia to complete Armenian Accreditation under the auspices of the Ministry of Science and Education.

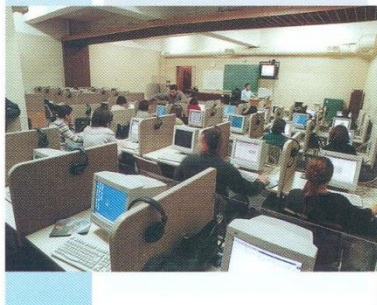
The Center for Health Services Research and Development is publishing the newly translated (Armenian and Russian) seminal work in

quality assurance in health sciences by the leader in the field, Professor Avedis Donabedian. This work was written by Donabedian in appreciation of the work done by AUA. The College is working with the Nork Marash Cardiology Center to establish world class standards of quality in administration and delivery of health services. This pioneering effort promises to challenge prior preferences regarding health care delivery in Armenia. If successful, it will be replicated elsewhere in Armenia and promises to demand consideration of its findings and techniques.

The Department of English Programs has made quality its primary objective by utilizing multimedia techniques. By researching and evaluating students' competencies on a continuous basis, the Program strives to prepare students to pursue graduate degrees in English. The MA program in Teaching English as a Foreign Language sends its students to the U.S. for one year of education in teacher training. Upon returning to Armenia, these students work on completing their theses, addressing learning techniques and findings, which may be introduced at AUA, and in the greater English teaching community in Armenia.

The School of Political Science and International Affairs developed masters essays

*Students improve English listening skills in the Educational Computer Lab*



and internships to expose students to real world policy issues. It was hoped that the experience would be two-way. The students were expected to analyze public policy issues and contribute toward the solution of urgent problems of Armenia. Those hopes are now materializing. One student published a study of Armenian refugees, "Obstacles to the Integration and Naturalization of Refugees." A second published an analysis of fiscal debt in Armenia, "Trends of Economic Development in Armenia." The Center for Policy Analysis recently completed a successful evaluation of housing voucher recipients in the earthquake region of Armenia, leading to a follow-on project replicating the policy design to a greater number of displaced citizens. The Center is also currently studying structure and process in Armenian local government while exploring methods for integrating citizens more closely in government activities.

The College of Business responded to the Holy See of Etchmiadzin when asked to provide coursework to the seminarians. The emphasis in the coursework focused on management, finance, accounting, organizations and marketing. The church is not a commercial institution nor does it exist in a competitive market. Yet, it must inculcate one important feature true for all organizations and institutions: striving for excel-

lence. Thus, it must set its own standards. It must lead in organizing and managing its affairs. It must consider distribution of its resources in efficient and effective ways. Seminarians were given the opportunity to study, analyze and integrate rationality of organizational matters as they affect the church. They have now been exposed and challenged to contribute effectively to the development of temporal church matters.

## ENTREPRENEURSHIP

Armenia will need to demonstrate the concept of entrepreneurship as it seeks to establish its position at home and in the world. It is clear from the examples of Ireland, Israel and India that analyzing one's comparative advantage and moving to meet world competition at its own level, for example, in information technology, requires immense vision, courage, aggressiveness, dedication, perseverance, and skill.

The College of Business and Management believes in entrepreneurship. It emphasizes the truism that one can actually make money in business legally. Recognizing impediments to investment and, particularly, in the difficulties encountered by small and medium businesses, the College inculcates the principles of entrepreneurship, finance, accounting and marketing to

*A discussion in the CBRD on the market sector development in Yerevan*





An AUA graduate manages Fuel Cell production at SolarEn LLC, Yerevan



students whose role models and mentors have heretofore been absent. They are aware of the difficulty of success in non-monopolistic markets. They are aware of the difficulty of adhering to registration procedures, tax laws and fluid contracting arrangements. They are seeking knowledge of the latest International Accounting Standards, to prepare themselves and their organizations for world competition. The transformation of a command economy to an exchange economy requires expertise, integrity, tenacity, goal orientation, and quite likely, a bit of luck. The College observed that the concept of marketing in Armenia had been something like pushing a few crates of beer off of a truck and saying, "here's your beer." AUA students now study markets, financing, business planning, market niches and investments. Yet, they do something more. They survey the needs, wants and desires of consumers. Consumer marketing, as well as consumer services, are new concepts. An entrepreneur must understand the full range of business as well as continue exploring even after a business is established.

For several years, acting through the College of Business or the Center for Business Research and Development, funded by the Paul Avedissian Endowment, students have acquired first hand business experience. Individual proj-

ects have produced actual startup businesses such as Hay-FM in Yerevan.

First hand or hands-on business experience has enhanced classroom knowledge and made student-produced business plans more real and feasible. Graduates of the College have spread out into businesses throughout Armenia. Now, an exciting new experiment has joined hands with the College: The Japonica Intersectoral Center at AUA. This Center will study, research, and analyze the concept of combining commercial approaches to social enterprises, thus creating community wealth. Philanthropists seem less inclined today to provide humanitarian giving.

***The introduction of typical investment criteria to social practices offers a formidable experiment in Armenia***

Their current interest is in measuring the results of their giving in the social sector. They are beginning to ask what is my return on investment in the social sector. What have been the outcomes? Did it do any good? If yes, what kind of good? The Economist (June 16, 2001) reports that during the period of 1998-2052, the amount of "intergenerational wealth transfer" may amount to \$41 trillion that may be "devoted to philanthropic purposes." The College will monitor these developments as the new



Intersectoral Center, funded by the Charles & Agnes Kazarian Eternal Foundation, explores, investigates and analyzes prospects for returns from social activities. The introduction of typical investment criteria to social practices offers a formidable experiment in Armenia. Nevertheless, these concepts are well established in the West, particularly in the U.S. Considering the potential of the Armenian diaspora, there can be few projects offering such advantage to Armenia.

The College of Health Sciences and its Research Center, funded by the Zvart Avedisian-Onanian Endowment, has already moved toward implementing targeted donor-sponsored programs which have specific measurable outcomes in mind. It launched the Garo Meghrigian Eye Institute for Blindness Prevention and an innovative partnership with the Nork Marash Cardiology Center. The former seeks to assess the burden of blindness and visual disabilities so as to direct primary and secondary prevention efforts and inform the design of and resource allocation to vision services in the region. The latter provides a unique laboratory for student learning in a clinical setting, aiming at assimilating or adopting Western medical and business practices while developing systems to assess and assure quality of care.

## TECHNOLOGY

The world uses technology. Armenia's tradition is in technology. One thing has changed: Technology is now a global enterprise. The daily exchange of currency in today's currency markets equals the GDP of many countries, in some cases, many times over. Technology influences what we read, what we study, what we look at, what we listen to, and the work that we do. It is quite possible that no one knows the true value of technology added in today's markets.

Technology is capable of taking us "back to the future." AUA's Digital Library Project brought historical documents into today's world using technology. Its impact is potentially unlimited. Nevertheless, science and technology need not force culture away from our cognition. The Luddites destroyed machines when they feared that the machine would overtake human capacity to find work. Armenia has significant unemployment. Technology should not relegate those who cannot compete to emigration or unemployment pay. Armenia is, to some extent, losing its youth while trying to maintain pensions for its elderly on a modest tax base. Nevertheless, Armenia's comparative advantage seems deeply rooted in technology. It will seek to minimize its economic

Students writing term papers in the Computer Lab



disadvantages while enhancing its technological competence in world markets.

In addition to its regular courses, AUA responded to the need for retraining unemployed programmers and technical professionals by delivering programming languages needed in the Armenian software industry in today's market. Further expanding its technical capacity, the Engineering College is commencing a new graduate degree program in Computer and Information Science.

This program builds on the Engineering College's successes in applying and developing new technology. The Engineering Research Center, through cooperative work between faculty and students, has used its computer and CAD-CAM labs, seismic engineering equipment, and solar monitoring station to design and install innovative solutions for Armenia.

AUA uses modern technology to serve a variety of research needs. The Environmental Conservation and Research Center (ECRC), for example, has recently acquired a field-portable x-ray fluorescence spectrophotometer that has been used to determine the sources and distribution of toxic metals contamination in over 1,500 soil and sediment samples from Yerevan, Vanadzor, Alaverdi, and Lake Sevan. The results of the toxic metals analyses have been

plotted in a geographical information system in order to locate contaminant hot spots. This research complements ongoing collaborations with the University of California at Santa Cruz, through which ECRC has access to state of the art laboratory and analytical facilities including class 100 clean labs, an inductively coupled plasma mass spectrometer, and a thermal ionization mass spectrometer.

***It is the task of a society, and AUA, to put technology into perspective with cultural values***

Armenia has a rich cultural heritage. There are values embedded in that culture. It is the task of a society, and AUA, to put technology into perspective with cultural values. Armenia's cultural heritage became available through technology to anyone choosing to take the advantage of the opportunity. Armenian classical literature from the V to XVIII centuries was digitized on computers and made available on the Internet for everyone to see and use, free of charge. In place of carefully protected library facilities, which housed documents, some of which had never before been published, the world can now experience the instant joy of digitized pages in non-perishable condition (See also page 39).

*Environmental degradation in Lake Sevan is assessed via a Geographical Information System in the ECRC*



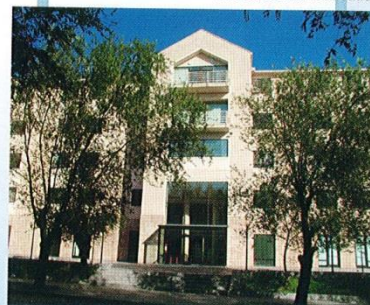
Considering that AUA started its academic activity in 1992 with 20 AT286 computers, one can easily observe the investment in and commitment to computing technology. The system now numbers some 250 computers connected via a local area network and to the Internet. Computer services are offered free to students and faculty. The public pays a small user fee. Utilizing both hardware and software, Computer Services facilitates teaching, learning, research, and communication. It forms the nexus for a Management Information System. It drives information resources in the Papazian Library. Networked printers, HP 750C color plotter, a digitizer and public use scanner as well as CD-ROMs create a solid resource for multiple users. Transporting large numbers of books to AUA from abroad is expensive and time consuming. Computer resources permit the availability of up-to-date databases, sometimes directly online in data format or full text articles.

Finally, AUA conceived and constructed the AUA Center which offered state of the art architectural design, incorporating significant anti-earthquake technology, to serve as a multiple use center for business, industrial, academic and professional purposes. It has the capacity to serve many needs, such as meetings, conventions, lectures and seminars, professional consultations

and general gatherings. It has become an important adjunct to AUA and expands the University's opportunity for public outreach and private sector partnership. The AUA Center building was developed with generous contributions from USAID and through two large donations by Mrs. Louise Manoogian Simone, and the Shishmanian family.

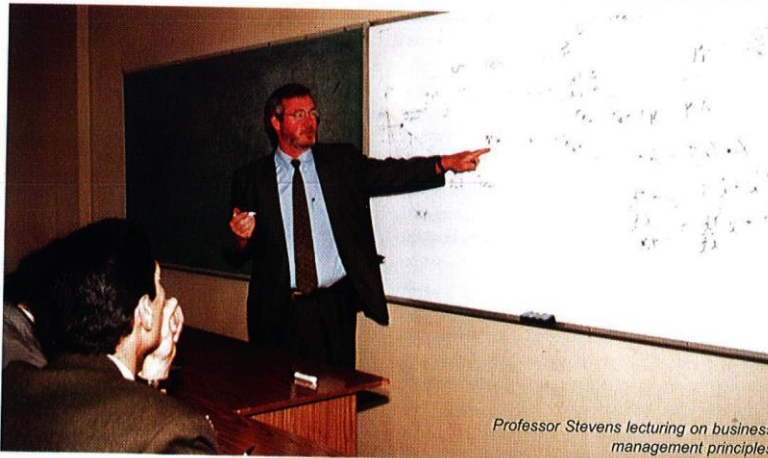
The next decade of achievement for AUA lies in the directions already taking hold. AUA itself will continually revise its own structure, processes and strategies as it addresses the emerging challenges. It will seek to transfer its own findings to the world around it. Its knowledge base will expand as it connects with research institutions and individuals around the world. Some will visit AUA and provide direct contributions. Others at AUA will share learning resources with visitors. Tomorrow's learner will increasingly become a self-learner strengthened by the knowledge available worldwide in key learning centers, which will be immediately accessible. There is plenty of work to be done. In the meantime, AUA will continue in its search for excellence.

*Recently opened AUA Center, a multi-use facility for business and education*





## COLLEGE OF BUSINESS &amp; MANAGEMENT



*Professor Stevens lecturing on business management principles*

The primary goal of the College of Business and Management (CBM) is to develop future business leaders. These business leaders are expected to bring to the Armenian economy a new and bright future of entrepreneurship that will include cutting edge business skills, new managerial techniques, and global knowledge and know how. CBM prepares students to be change agents by fostering leadership skills, by

instilling in them the ability to speak, listen, and observe their environment and foster trust and confidence with a commitment to create effective actions for Armenia. Today the College is proud that its students are successful business leaders employed by multi-national organizations such as Coca-Cola, Procter&Gamble, Johnson&Johnson, MARS, and the World Bank to name a few.

The Master of Business Administration (MBA)

curriculum provides the students with much needed Western business thinking, philosophies and skills. One approach to developing future entrepreneurs is through the Introduction to Business course whereby the CBM becomes an incubator for newly developed business ideas. In this course, students are encouraged to create an original business concept. The basic principles are then developed throughout the MBA program as students increase their conceptual and practical knowledge base, preparing them to assume leadership roles upon graduation.

"I have always believed that the true measure of an institution's value is in its people. The students I attended classes with, the faculty members who began as instructors and ended up as friends, the staff members who helped in ways both large and small...these are the enduring memories I have of the business school; because they are unforgettable, these are, ultimately, the measures of AUA's real achievements after a decade of existence."

AVEDIS SEFERYAN  
MBA, Class of 1999

## CENTER FOR BUSINESS RESEARCH & DEVELOPMENT

The Center for Business Research and Development (CBRD) was established to help the economic development of Armenia in its transition to a market economy. CBRD carries out organized research and development projects through teams of faculty, local experts, and graduate assistants.

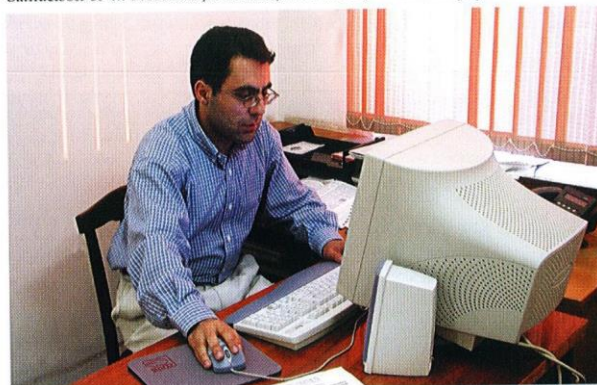
CBRD was the first to provide "Western" research and consulting services in the areas of business and management to Armenia. With this experience, it has developed a unique mix of knowledge and capabilities that can apply to a wide range of problems that face Armenia. CBRD focuses on developing reliable economic business and industrial information about Armenia and the region.

CBRD is capable of designing and implementing a variety of studies and research projects. These include business analysis and planning, feasibility studies for business start-ups, market research and analysis, industry analysis, due diligence reviews and financial analysis, production planning and optimization, accounting conversion, and implementation of classroom and on-the-job training programs.

CBRD books and translations include: P. Hawken, *Growing a Business*, 1993; P. Drucker, *Innovation and Entrepreneurship*, 1994; R. Heilbrowner

& L. Thurow, *Economics Explained*, 1995; P. Samuelson & W. Nordhaus, *Economics*, vol.1 and 2,

1996 and 1997; A. Aghabekyan, *English-Armenian Dictionary of Business and Economics*, 1998.



Japonica Intersectoral Center Fellow Arsen Mkrtchyan drafts a case-study in "New Philanthropy Benchmarking"

"The Western management skills, familiarity with Western business practices and business ethics which AUA graduates learned at AUA have made them valuable and productive. They take initiative, are open-minded and responsible, and work remarkably smoothly as a team. All of these attributes taken together explain why I continue to hire a large percentage of my management in Armenia from among the ranks of AUA graduates."

**JAMES TUFENKIAN**

President  
Tufenkian Import/Export Ventures Inc.

## COLLEGE OF ENGINEERING

Through its programs, the College of Engineering aims to complement and advance the state of engineering education and practice in Armenia. Currently, the College offers programs leading to a Master of Engineering in Industrial Engineering and Systems Management and Master of Science degree in Computer and Information Science.

The Industrial Engineering & Systems Management (IESM) program focuses on methods of production and service, as well as concepts and techniques of managing resources to maximize benefits, in the pursuit of markets worldwide. The challenges are in keeping up with the rapidly advancing technologies and in making decisions among multitudes of choices in an uncertain and competitive environment that values quality and reliability.

Throughout its courses, this program emphasizes the use of computer and information technologies. Students are trained in the use of specialized software for optimization, simulation, statistical analysis, data processing and management, computer-aided design, and computer-aided manufacturing. In recognition of the trend towards more use of information technology, the College

also offers a Minor in Information Technology.

The newly created Computer and Information Science (CIS) program is an applied program to help students gain the necessary skills requisite to being productive leaders of the computing and

information technology, innovation and enterprise, providing a sound base in the core principles of Computer and Information Science. The Program also aims at making the student aware of technological trends and the emerging opportunities, as well as instilling a sense of entrepreneurship in taking advantage of these opportunities, as well as developing the ability to work in teams and to be organized in their approach to work.

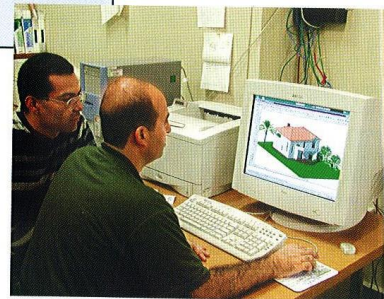
**"...Our team includes qualified graduates from the Engineering College of the American University of Armenia with strong up-to-date technical, computer, and language skills. These AUA graduates have been able to quickly apply themselves and grow in the field of renewable energy. We take pride in having them as members of our team and are confident that they will have a significant role in the rehabilitation and modernization of Armenia's scientific and industrial potential."**

VICTOR AFYAN  
Executive Director  
SolarEn LLC, Yerevan

related industries in Armenia. As such, the graduates are expected to have a broad training in the technical areas of the field, as well as in business, management and entrepreneurship. The program leverages the offerings of the other AUA graduate programs to achieve this end.

The specific objectives of the Computer and Information Science program include developing in the student the concepts of professional prac-

*Simulating construction sites in the Engineering College Computer Lab*





## ENGINEERING RESEARCH CENTER

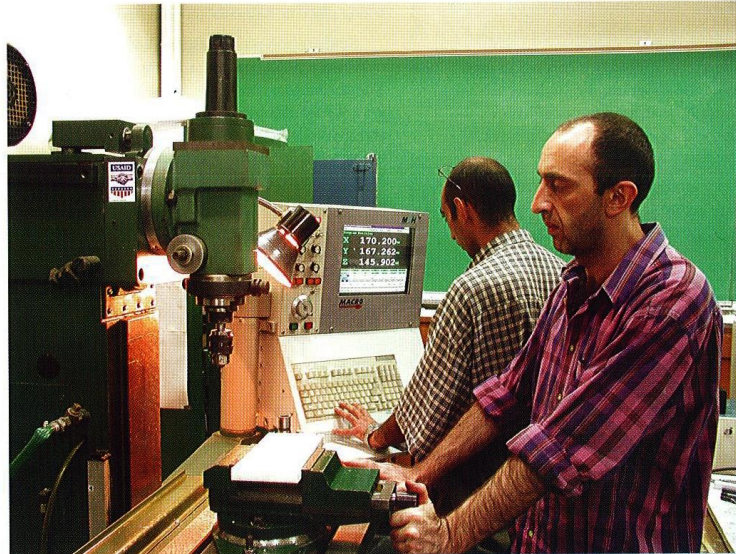
The Engineering Research Center (ERC) aims at conducting basic and applied research on economic and technological problems that are relevant to the industrial development of Armenia and its region. It brings together teams of AUA faculty and local scientists, collaborating on projects funded internally or externally. Qualified students, employed as research assistants, gain valuable experience working alongside their faculty and local experts.

The Center operates a number of research facilities, including a modern computer laboratory, an earthquake simulator, two strong-motion seismographs, a computer-controlled manufacturing laboratory and a solar monitoring station.

The Center has successfully completed a number of important projects. These have included the investigation of methods for seismic strengthening of damaged buildings; development of seismic base-isolation technology for existing and new buildings; studies on wave propagation, behavior of inhomogeneous bodies, and reliability theory; and the design of a laser scanner for monitoring defects in solar cells. Currently an international demonstration project for the implementation of a new solar cooling and heating system is being carried out in collaboration with Portuguese, German,

and Russian scientists. This new system, which is being installed in the AUA building for air conditioning the small auditorium, is an innovative tech-

nology that offers alternative energy options for Armenia and its region.



Computer-aided manufacturing in the CAD-CAM lab of the ERC

## SCHOOL OF POLITICAL SCIENCE &amp; INTERNATIONAL AFFAIRS

The School of Political Science and International Affairs was founded through a generous gift from Drs. Lucin and Arshaluys Karakashian. The program provides students a variety of courses in a two-year study of governments, politics, policy, and administration. In addition to the substance covered in each course throughout the program, the students are taught to think critically, analyze complex situations and problems, and develop their writing skills.

The School's approach is multi-disciplinary with strong emphasis placed upon providing students with a comprehensive understanding of democratic governance at the local, national, regional, and international levels. The breadth and

flexibility of the curriculum enables students to better understand the interplay between international and regional politics as well as the socioeconomic issues that influence the transformations taking place in Armenia and its government.

Students are provided with "total immersion" in Western political science methods and theory. The curriculum comprises of courses in the following subfields of the discipline: political theory and methods, international politics, comparative politics, public administration and policy analysis. Multiple courses are offered in each of these fields throughout the students' two years of study.

Several AUA faculty members in political science have been recipients of Fulbright Fellowships

**"AUA gave us a new way of learning; we developed the ability to recognize different views and respect our differences. We were able to build on the solid foundation we received under the old system and add a new dimension of active learning: prodding, questioning, seeking different answers."**

**ALLA BAKOUNTS**

MA PS, Class of 1995  
Political Assistant  
US Embassy

**HASMIK MELKONYAN**

MA PS, Class of 1996  
Human Resources Assistant  
Chief of the Human  
Resources Section  
US Embassy

**LIANA ABRAHAMYAN**

MA PS, Class of 1997  
Protocol Assistant  
US Embassy



*Dr. Galoyan lectures on Society and Politics of the CIS*

in the U.S. and in Armenia. The program participates in an exchange grant with Miami University through the U.S. State Department's Bureau of Education and Cultural Affairs. It also has received grants from the Eurasia Foundation that assisted in the development of the internship program and courses in public administration.



## CENTER FOR POLICY ANALYSIS

The Center for Policy Analysis (CPA) was established with the purpose of conducting multidisciplinary applied research in a broad spectrum of contemporary social, political, and legal fields concerning Armenia and the surrounding region. It has provided opportunities for exceptional students to explore and understand the process of gathering data for policy documents and publications. In addition to self publication of reports and studies, the Center has worked on con-

tracts and grants for the Urban Institute of Washington, D.C., the World Bank, the US Agency for International Development (USAID), the U.S. Information Agency, UNDP, UNICEF, and the Soros Foundation, among others.

The Center is a member of the Transition Policy Network, a consortium of research institutes in Eastern Europe, and the Commonwealth of Independent States (CIS) that collaborate on policy reform projects. Currently, the Center is

providing technical assistance on USAID projects for housing certificates in the earthquake zone in Gyumri and for a national pilot project on increasing citizen participation in local governance.

Students employed in the center work with faculty on all phases of projects, including project design, questionnaire construction, interviewing techniques, data collection and analysis, and final report preparation.



*Meeting to discuss an ongoing project in the Center for Policy Analysis.*

"The United Nations Development Programme (UNDP) Country Office in Armenia has among its staff three graduates and two students of AUA. Working with UNDP requires sound knowledge of social and economic development policies and practices, theories of democracy, public administration, international relations, and many other disciplines that AUA students master in the course of their study. I am content that competent and dedicated graduates of the University choose to contribute to the development of Armenia and to making it an equal member of the global Family of Nations."

**Katica Cekalovic**  
Former UN Resident  
Coordinator  
United Nations



## COLLEGE OF HEALTH SCIENCES

The Master of Public Health Program (MPH) provides health professionals a thorough grounding in population-based approaches to health sector problem identification, investigation, analysis, and managed response. Affiliated with the world famous Bloomberg School of Public Health of the Johns Hopkins University, the program prepares health professionals to define, critically assess, and resolve problems affecting the public's health. The curriculum emphasizes basic public health sciences and essential managerial and analytic skills including project planning and evaluation, epidemiologic investigation, understanding complex determinants of health, effective communication to professional and lay audiences, and leadership.

The two-year curriculum is organized around a guiding framework, which provides students a conceptual overview of public health and the team-oriented approach to professional practice. Courses are taught in intensive, sequential blocks.

The first year provides exposure to the breadth of public health disciplines; the second year provides advanced training in key methodological disciplines and concludes with a student-directed integrating project. Students infuse elective content through individual and group projects associated with each module and through special studies.

Program graduates have assumed senior positions in the Armenian health care system and international organizations.

**"For the Ministry of Health, an AUA Master's degree is a guarantee of a solid and thorough education. As part of its manpower policy, the Ministry of Health incorporates and benefits from these graduates with confidence and great pleasure."**

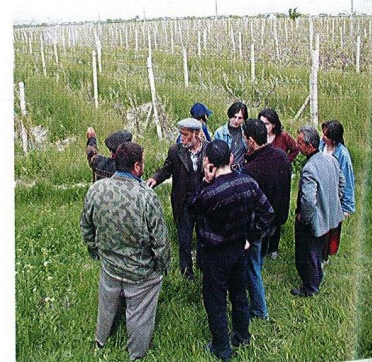
ARARAT MKRTCHYAN  
Minister of Health,  
Republic of Armenia

**"The truly academic environment of AUA, which stimulates innovative public health and epidemiological approaches, motivated me to gain a deeper understanding of the health sector and refined my ideas and plans. Due to AUA a new team of health professionals has emerged and has already played an important role in the development of public health programs in Armenia."**

NUNE MANGASARYAN  
MPH, Class of 1997  
Health and Nutrition  
Programme Officer  
UNICEF/Armenia



MPH students in class during a mock panel discussion



Students on a field trip talking to farmers about pesticide use and exposure

## CENTER FOR HEALTH SERVICES RESEARCH AND DEVELOPMENT

The Center for Health Services Research and Development (CHSR) is an applied research and development center within the College. The CHSR was established in 1995 to respond to the region's research and development needs in the multidisciplinary field of public health. The recent Zvart Avedisian-Onanian Endowment better positions the CHSR to succeed in its mission.

The Center's principal objective is to provide supervised field training opportunities for students enrolled in the AUA Public Health Program. Visiting faculty play an active role in the Center. MPH program graduates comprise the CHSR core staff and facilitate the integration of students into ongoing projects. Students have played integral roles in many of the Center's projects, including a recent evaluative survey on family planning and contraceptive practices, quality of care assessments of a major medical facility, and national surveys on infant mortality, breastfeeding practices, and the treatment of acute respiratory infections, as well as in the development and evaluation of a booklet to promote healthy practices for pregnant women.



A site visit to assess vision problems

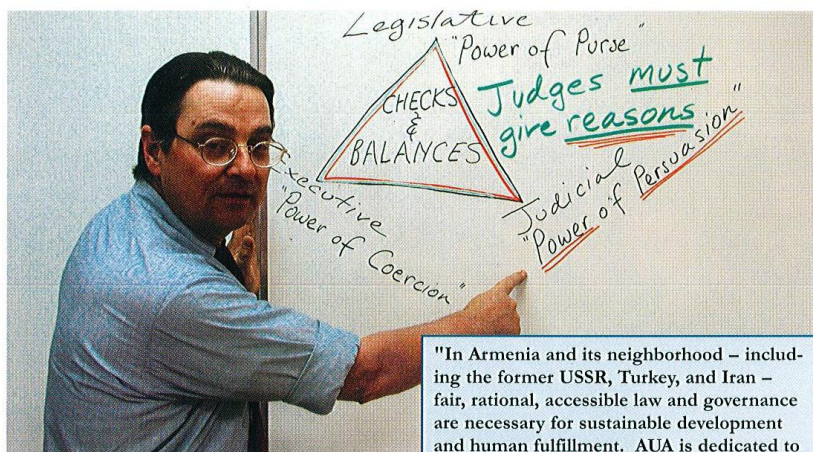
The Center's second objective is to provide its expertise as a resource to support and facilitate the

existing public health infrastructure in Armenia. The CHSR is well known, both in and outside Armenia, as a regional resource that combines the principles of rigorous, methodologically sound research with the need to provide policy-makers with pragmatic information that allow them to formulate effective policies.

A 1999 gift from the Meghrigian family launched the Garo Meghrigian Eye Institute for Preventive Ophthalmology. The Institute seeks to minimize blindness and eye diseases in Armenia by assessing and characterizing the burden of eye diseases in Armenia, promoting preventive activities such as screenings, developing professional and public awareness of the problem, and fostering development of the local health system's capacity to effectively identify and prevent vision disorders before they lead to blindness.



## DEPARTMENT OF LAW



*Professor Johnson explains the fundamentals of the Rule of Law*

The Department of Law was founded on the premise that sustainable prosperity and societal health require law-based governance, a constitutional democracy in which majority rule is balanced by minority and individual rights.

The Department offers a Master of Laws (LL.M.) degree to students having a prior degree in

"In Armenia and its neighborhood – including the former USSR, Turkey, and Iran – fair, rational, accessible law and governance are necessary for sustainable development and human fulfillment. AUA is dedicated to helping this region address its common problems in ways that, above all, can sustain hope for a better future. Hope is the main-spring of life. But it must be based on truth-finding and truth-telling. For this reason, AUA must always uphold its institutional commitment to integrity in government, in law reform, and in education."

PROFESSOR BARNABAS D. JOHNSON  
Associate Dean  
Department of Law

law and a Master of Comparative Legal Studies (M.C.L.S.) degree to students whose prior degree is in a subject other than law. Students in both tracks learn "best practice" standards in comparative and international law, with a view to helping Armenia and its region develop economically and legally and reach an informed consensus on law reform, legal-education reform, judicial reform, and other requirements of the transition towards law-based governance. These goals require lawyers and non-lawyers to work together – as students today, as leaders tomorrow.

To these ends, AUA's law curriculum focuses on comparative constitutional and administrative law and comparative and international commercial law, including the law of business organizations, corporate finance and governance, contract formation and enforcement, and comparative bankruptcy and reorganization.

The Department also pursues "public law" courses such as public international law and human rights law. Another major thrust of the law curriculum examines comparative approaches to the roles of lawyers and judges in common-law and civil-law systems, with special emphasis on emerging "hybrid" norms governing advocates in courts and court-like administrative bodies. To this end, we offer practical training in trial advocacy, negotiation, and mediation.



The Legal Research Center (LRC) is an integral part of the Department of Law. Together, they focus on law reform, legal-education reform, and transforming the informa-

tion infrastructure of law and governance in this region.

The LRC's growing collection of books and loose-leaf services is augmented by subscriptions

to Westlaw, a vast Internet-accessible data base of comparative and international law, as well as other data bases in Armenian, Russian, and English. Faculty, students, alumni, and others use these library resources extensively.



Professor Wyman discusses projects with law students in the Legal Research Center

"Give a man a fish and he'll eat for a day; teach him how to fish, and he'll live forever." AUA's greatest achievement is that here we learn to 'fish' and live forever. The hope that Armenia will survive through this difficult transition period was always there, but this hope is now supported with competence and confidence. My two years at AUA were difficult, yet exciting -- an eye-opening experience, from which I have grown as a person, as a student, and teacher of law."

EVELINA MANUKYAN  
LL.M. Class of 1999  
Lecturer on Law, AUA

## DEPARTMENT OF ENGLISH PROGRAMS



Communicative language teaching

The Department of English Programs offers an MA in Teaching English as a Foreign Language (TEFL), a certificate program in Teaching English as a Foreign Language, and an Intensive English Program (IEP). The curriculum follows closely the requirements and standards of similar courses and degree offerings at institutions in the U.S. and abroad.

The TEFL MA and Certificate Programs are designed to meet the needs of an educational system in transition. In an era when English is regarded as the international language of business, diplomacy, scientific research, and other specialized areas, it is imperative that the development of cur-

ricula, textbooks, examinations, and the preparation of future teachers dedicated to English language instruction be based on the most highly developed and advanced linguistic, pedagogical, and sociological principles.

The Graduates of the TEFL programs of AUA are increasingly assuming leadership positions and playing pivotal roles in Armenia's development of English language curricula. It is expected that the TEFL programs at AUA will play a similar role in the greater region.

The goal of the Intensive English Program is to prepare students for the rigors of postgraduate education. To meet this goal, both Armenian and native English speaking faculty work to develop the students' writing, reading, speaking, and listening skills. In addition, students learn how to work in groups, give group presentations, as well as individual formal and informal presentations. The IEP introduces the students to the Western approach to education where they work independently and collaboratively in the pursuit of knowledge.

**"Measured against current TEFL teacher education standards, AUA's program is the best program I know of in the NIS."**

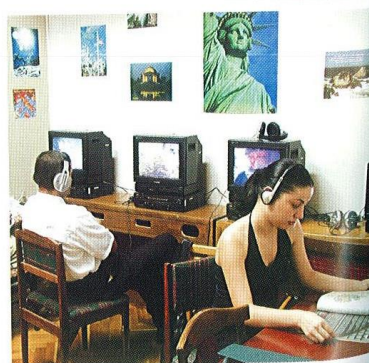
RUTH E. PETZOLD

Regional English Language Officer  
U.S. Embassy, Tashkent, Uzbekistan

**"Deep intangible changes in competence are essential to get tangible manifestations in our performance. The real impact of AUA on us is the intangible through which we have accomplished the tangibles."**

KARINE MURADYAN  
MA TEFL, Class of 1999,  
Instructor  
Department of English Programs

Students working individually in the Learning Center





## EXTENSION PROGRAM

The nature of the Extension program allows for flexibility and innovation in education. The program comprises organized lectures and courses on topics ranging from Armenian Art and Architecture to the Principles of the New Accounting System in Armenia. It has maintained its innovative format by inviting guest speakers from Armenia and abroad to lecture and freely interact in question and answer sessions with the general public. The Speaker Lectures are placed on website (<http://www.aau.am/extens.htm>) in both English and Armenian. A discussion board encourages the free exchange of opinion - regardless of

location. The educational value of such interaction complements the value of having access to contemporary sources of the type of information disseminated by the Extension Program.

**"A coincidence of pleasure and need! We are given an exceptional opportunity to further our knowledge of English..."**

NVARD GRKIKIAN  
Student of Extension classes in Gyumri

These classes - each lasting from a few hours to a few months - have dealt with such topics as English language study, business and finance, computer software usage, monetary policy, and Armenian as a Foreign Language, to name but a few.



U.S.  
Ambassador  
Michael Lemmon  
answering questions  
in the Extension  
Program's Speaker  
Lecture series

The Extension Program has also run regular classes in Gyumri, Spitak, and Vanadzor. In all three locations, the Extension program has secured grants from the Eurasia Foundation to offer courses in business, finance, accounting, and management. The program has also received funds from an anonymous donor to offer a series of English courses in Gyumri. These courses are organized based on a needs survey in Gyumri and have taken place regularly since September 2000.

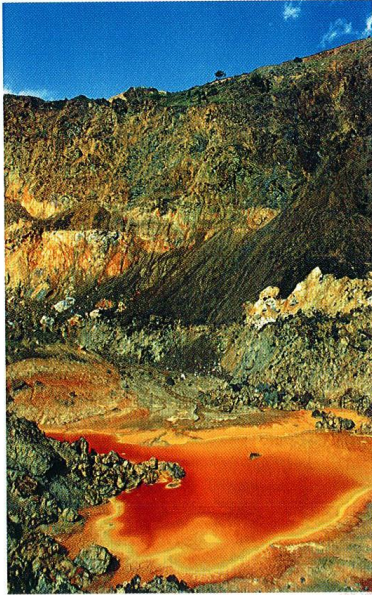
Future plans include formulating a new concept and strategy to assist in the stated national goals of improving Armenia's potential in the various branches making up the tourism industry. This will require a new, multi-faceted approach in terms of course content and organization, as well as tapping expert resources - wherever they may be. The Extension Program continuously aims to upgrade its program to be more useful to an increasing number of patrons.



Extension  
Program class  
offering continuing  
education  
courses to the  
local community



## ENVIRONMENTAL CONSERVATION &amp; RESEARCH CENTER



Acidified water in an open pit mine near Kapan: one of many sources of toxic metals in Armenia's surface environment

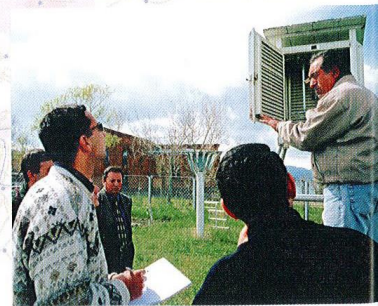
The Environmental Conservation and Research Center (ECRC) promotes environmental conservation through education, research, and increased public awareness. ECRC is generously funded by Mr. Sarkis Acopian and its work reflects his commitment to the preservation of Armenia's environment.

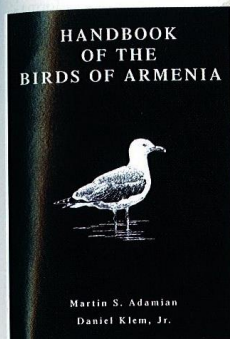
ECRC teaches environmental science courses to all students enrolled in AUA's various degree programs. Additionally, the Center operates programs to improve the level of environmental education in Armenia; conducts basic and applied research on the environment; provides internships and mentoring for environmental professionals; and engages in ongoing dialogues with non-governmental organizations (NGOs), local scientists, and international organizations working to improve the environment of Armenia and the region.

These efforts have produced tangible advances towards a better environment in Armenia. Student research projects have determined sources and levels of toxic metals in Yerevan and Lake Sevan. Environmental Education Conferences hosted by ECRC have built consensus around the need for a new environmental education agenda for Armenia, an agenda currently under consideration in the Armenian Parliament. And our work with NGOs

and international organizations has directly led to Armenia's recent ratification of the Aarhus Convention, committing the government to providing all citizens with access to information about Armenia's environment. In addition, an ongoing special project on Armenian avian life has built a strong basis for ecological conservation and education.

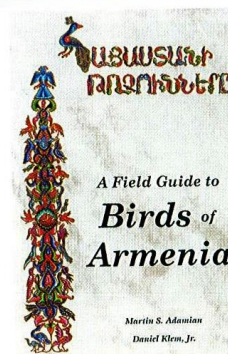
Hands-on learning about the meteorological station at Lake Sevan





A scientific  
treatise on  
bird  
species in  
Armenia

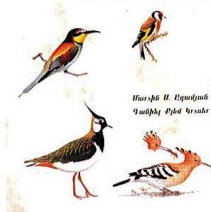
The Birds of Armenia Project was the first project established in ECRC and has worked to document Armenia's bird life and to promote awareness of birds and wildlife conservation in Armenia. Over 300 bird species are found in Armenia due to its location along important migratory flyways and the diversity of its climate zones. Such diversity emphasizes the importance of preserving fragile habitats and of carefully documenting the occurrences and populations of Armenia's bird life. To date, the project has published *A Field Guide to the Birds of Armenia* (in English) in 1997; the *Handbook of the Birds of Armenia* (a scholarly treatise) in 1999; the *Reference Map for the Birds of Armenia Project* in 1999; and *A Field Guide to the Birds of Armenia* (in Armenian) in 2000. These works are an important resource for building environmental awareness in Armenia and are being used in community education and outreach to promote birding and local involvement in environmental conservation.



Field identification  
guides to the birds  
of Armenia

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Գաղստյին ուղեկցող





The AUA Papazian Library was founded shortly after the University's establishment in 1991. It is named after the family of Simon and Pinna Arman Papazian, benefactors of the American University of Armenia. What began as a single unit has now evolved into a library system that includes the Legal Resource Center and the Krikor Soghikian Public Health Reference Room. Today it is one of the most popular libraries in Armenia serving not only the students, faculty, and staff of the University, but also students and scholars from other institutions and the community at large.

A significant portion of the library's collection was donated by writer Antranig Antreassian of California, as well as by the former Hailgazan University College of Armenia and the Information Resource Center of the US Embassy in Armenia. Patrons can search a variety of CD-ROM and on-line databases.

**"To get acquainted with the work of modern libraries we had to look for them in far and foreign countries. As the first fully automated library not only in Armenia but also in South Caucasus, the AUA Papazian Library now serves as a model for other libraries in Armenia."**

**NERSES HAYRAPETYAN**  
President  
Armenian Library Association

*A Congressional delegation from the U.S. tours the Papazian Library*



The Papazian Library was one of the first in Armenia that set up a center for providing the general public with free access to the Internet within the framework of Internet Access and Training Program (IATP) established by IREX. The IATP also provided training in creating web pages.

The On-line Public Access Catalog (OPAC) system is available through public terminals located in the AUA Papazian Library. OPAC is also available on all computers throughout the University via the AUA computer network. Being the only fully automated library in the region, the AUA Papazian Library serves its patrons in a very effective manner.

In the recently reconstructed ground level of the AUA Papazian Library, along with the stacks, there are private rooms for group discussion or study, as well as an electronic media center for reviewing audiovisual

materials, CDs, and slides. The vision of the AUA library system is to further expand access to information through innovative electronic resources balanced with core collections essential for curriculum support and research. The Library also seeks to introduce new services through the use of modern technologies.



*Library reference desk and upper-floor stacks*



## DIGITALLY PRESERVING THE ARMENIAN LITERATURE FROM V TO XVIII CENTURIES

The AUA Digital Library Project, carried out by a group of scientists from the Matenadaran and the National Academy of Sciences, has developed an electronic version of classical Armenian literature. This unique project has been made possible with the generous sponsorship of Ms. Alice Ohanasion. About 500 volumes have been digitized, containing 500 pages each in A4 format. The World Wide Web version of the project is available at [www.digilib.am](http://www.digilib.am); <http://sunsite.berkeley.edu/~aua>.

Using modern information technologies and systems solutions, this project aims to support Armenological works, to promote quality research, as well as to increase the accessibility of Armenian classical literature throughout the world. The Digital Library serves as an important resource for the preservation of classical literature, as well as for the development and exchange of written materials for future generations. The Digital Library includes the following areas: law, economy, geography, history, philosophy, theology, medicine, linguistics, lexicography, translated literature, inscriptions, natural sciences, fiction and mythology.

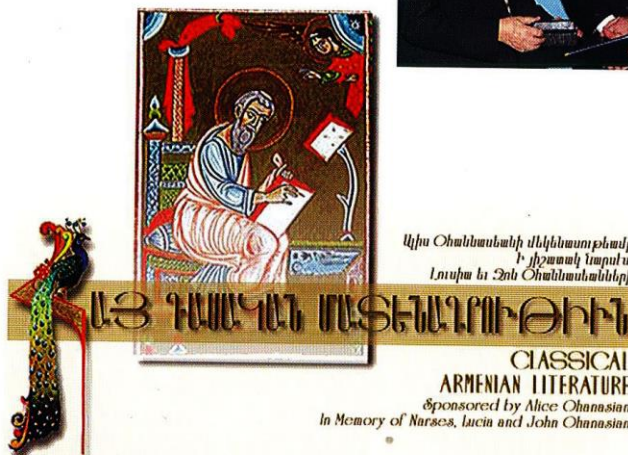
The search engine, called BanBer (Ban+Ber), is currently functioning on the website. It can con-

duct searches by word or by expression while taking into consideration the chronology of texts.

The AUA Digital Library Project was awarded President Kocharian's prize named after Poghosyan and Sons, for the "best project accomplished in Armenia in the field of information technologies in 2000."



Presentation of President Kocharian's "Best IT Project" award



"Having daily and unconstrained access to the vast world of Internet provided me and other students with the reference materials most useful to prepare for class discussions and term papers. Using the websites of different international information agencies and libraries, I was able to analyze and grasp political situations in various parts of the world. Being able to have "unlimited" access to Internet has been an eye-opener and an excellent practice for me as a student. I use it to this day!"

LILIT HAKOBYAN  
MA PS, Class of 2000  
Public Relations Manager  
Tufenkian Holding

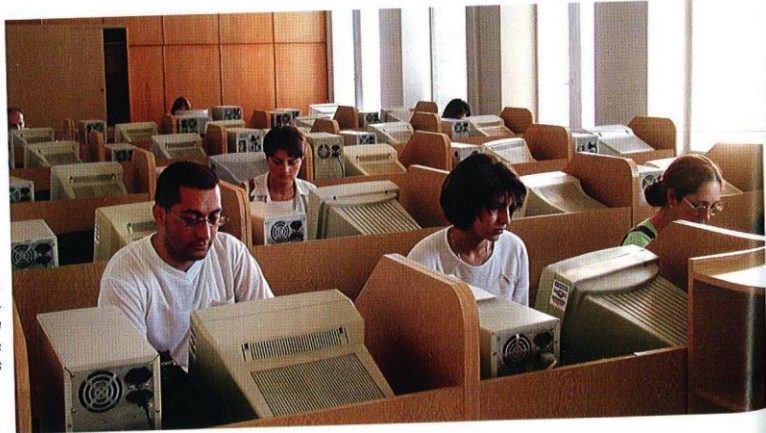
*The AUA Computer Lab is a well used student resource for computer-based homework assignments and Internet access*

The Computer Center, endowed by a generous grant from Mr. and Mrs. Anthony Kushigian, is responsible for providing computing resources, support services, and training, and for developing the computer system.

The University has one of the largest computer facilities in the region. The network connection and standard base configuration provides a consistent and readily accessible working and learning environment. In addition to its main computer laboratory, the University has a modern Education

Lab (EL) equipped with TANDBERG Language laboratory equipment. The EL provides a very effective environment and tool for teaching English, various computer applications, programming languages, and Internet access.

Students currently have free access to computing resources throughout the year, for eighty hours per week. Training in computing technology ranges from basic skills for graduate students and staff to specialized software development and application courses.





*Health Club trip to Mt. Aragats*

Life at AUA also includes student-centered activities. One such annual event is the Open House that attracts many prospective applicants and other interested individuals who visit AUA to familiarize themselves with the facilities, to meet the University's faculty and staff, and to hear and learn about AUA programs and services. Orientation sessions are arranged on a program-specific basis so that students can direct their questions to faculty regarding their specific programs of interest.

The English Club provides an opportunity for students to develop and improve their English language skills as well as to reinforce *esprit de corps* among students from different degree programs of the University.

The Eco Club was founded to encourage students to pursue the study of Armenia's environment. The Club stimulates student organization of and participation in community projects that educate and solve problems. The Club's recent activities include teaching in local schools and organizing a children's art show on environmental themes.

The Law Club started informally when students assisted a defendant involved in an unusual case within the criminal justice system. The students' help benefited the defendant by focusing on Armenia's obligations under domestic and international law. Students are now formalizing the Club and intend to pursue law reform and legal education reform in Armenia and the region.

The Health Club organizes activities for the AUA community, faculty, students, and staff. The Club's activities have included hiking trips, sports tournaments, aerobics classes and lecture-discussions on health issues.

The Annual Alumni Dinner is a new tradition for universities in Armenia. The event takes place on the same weekend as the University Commencement Exercises and is intended to bring back graduates to meet the graduating class and celebrate new successes. It is an evening filled with fun and joy for past and new graduates, as well as for faculty and staff.



*AUA participates in clean up of a neighboring park*



*Alumni Dinner, 2000*

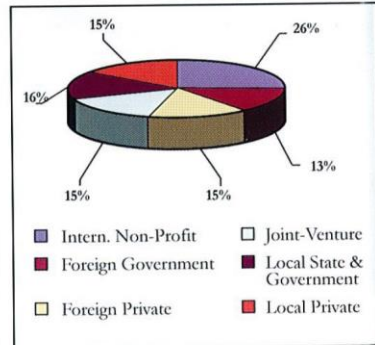


Most AUA graduates work in Armenia upon completing their education, occupying key positions in various governmental agencies, foreign missions, non-governmental organizations, as well as in private sector

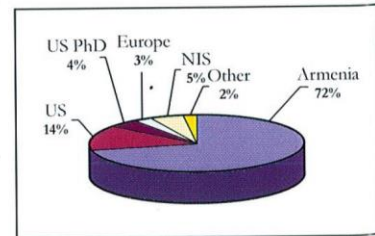
companies. Some have even launched their own businesses, gone on to do Ph.D. research, and received widespread praise for their open-minded and progressive outlook.



AUA graduates have assumed key positions in various local businesses, such as "Mshak" JSC, "Viasphere Technopark" and the Yerevan Cognac factory



Employment sector distribution for AUA graduates working in Armenia



Geographic distribution of AUA graduate (1993-2001)

1993

**MASTER OF BUSINESS  
ADMINISTRATION**

Akopyan, David G.  
Amirian, Arcady A.  
Avakian, Aram K.  
Avetisian, Eleonora R.  
Avetisian, Hasmik E.  
Boyadjian, Zakar S.  
Chilingarian, Arthur V.  
Chilingarian, Hambartsum H.  
Gevondyan, Hasmik S.  
Ghazarian, Tigran F.  
Ghushchian, Marine H.  
Grigorian, Nelly G.  
Hakobyan, Ara L.  
Hovakimian, Armen G.  
Hovanesian, Zohrab H.  
Manuk-Hakobian, Vazgen H.  
Manukian, Edward G.  
Manukian, Garegin R.  
Mikaelian, Armenak G.  
Mnatsakanian, Babken Y.  
Ordian, Anahit V.  
Papian, Haik V.  
Petrosian, Georgy I.  
Poghossian, Harutiun A.  
Sahakian, Grant G.  
Sahakian, Susanna N. \*  
Sandrosian, Gegham M.  
Sargsyan, Nune J.  
Sarkissian, Karine Y.  
Shahinian, Suren M.

Tamarian, Alek A.  
Tarkhanian, Anahit A.  
Ter-Israelian, Vadim A.  
Ter-Kazarian, Kristina I.  
Vahradian, Armen D.  
Yegiazarian, Gagik D.  
Yerknapetian, Hratchia L.  
Zargarian, Armen A.

**MASTER OF  
ENGINEERING  
IN INDUSTRIAL  
ENGINEERING**

Akopjanian, Margarita E.  
Badalian, Armen A.  
Baghdasarian, Marina Y.  
Galoyan, Karen G.  
Hovanissian, Ashot V.  
Hovanissian, Margaret K.  
Kazarian, Nerses S.  
Lalayan, Arthur R.  
Mkrtchian, Ashot M.  
Sukiassyan, Grigor M. \*

**MASTER OF  
ENGINEERING IN  
EARTHQUAKE  
ENGINEERING**

Aghazadian, Ruzan R.  
Belubekian, Maya E.  
Gevorkian, Lucine S.  
Keshishian, Petros G.  
Martirossyan, Armen F.

1994

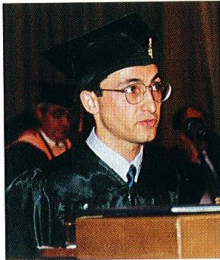
**MASTER OF BUSINESS  
ADMINISTRATION**

Adamian, Aram R.  
Alagardova, Afina A.  
Alanakian, Nora H.  
Apatian, Aram A.  
Avetian, Dianna K.  
Danielian, Gagik V.  
Davtian, David S.  
Gaginian, Hasmik V.  
Galustova, Karina S.  
Gasparian, Anna Y. \*  
Gasparian, Karen K.  
Gevorkian, Anna H.  
Gevorkian, Arman R.  
Gevorkian, Noone H.  
Gharagiozian, Misak H.  
Ghazarian, Marineh L.  
Hakobian, Sribuhy E.  
Hakopyan, Tatul Y.  
Hamazaspian, Ara A.  
Harutiunian, Vahan E.  
Harutiunian, Arthur V.  
Hovannissian, Armen G.  
Jagharian, Lusine A.  
Kagramanian, Ani L.  
Khachatryan, Armen E.  
Khachatryan, Nouna L.  
Kirakosian, Vache R.  
Kolosarian, Vladimir G.  
Manukian, Samvel L.  
Manukian, Sevak R.

Margarian, Lusine S.  
Markaryan, Tigran N.  
Maroyan, Arai H.  
Martirosian, Tatiana A.  
Mkrtchyan, Gagik H.



Mooradian, Samvel A.  
Mouradian, Jemma Kh.  
Patooryan, Sergey V.  
Sargsian, Gohar S.  
Sargsian, Naira G.  
Sarkisian, Adrine Y.  
Sarkisian, Bagrat H.  
Sarkisian, Karen H.  
Saroyan, Narine A.  
Shahinian, Armen V.  
Simonian, Naira A.  
Souvarian, Armen Y.  
Tigranian, Eliza A.  
Yeganian, Felix R.  
Yenokian, Aghasi E.



**MASTER OF  
ENGINEERING  
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ENGINEERING**

Durinian, Susanna R.  
Gasparian, Anoush V.  
Gulbudagyan, Gagik L.  
Hairumian, Arthur V.  
Hambarian, Artak R. \*  
Harutyunian, Gevorg R.  
Hasratian, Marush A.  
Hovanissian, Michael V.  
Ispirian, Rouben K.  
Kyureghian, Hrachya H.  
Manvelyan, Rouzanna Z.  
Mirzakhanian, Lilit R.  
Saroyan, Armen B.  
Yaghubian, Arman R.

**MASTER OF  
ENGINEERING  
IN EARTHQUAKE  
ENGINEERING**

Baiburtzky, Tigran M.  
Jrbashian, Gagik S.  
Tonoyan, Arsen V.

1995

**MASTER OF BUSINESS  
ADMINISTRATION**

Abgarian, Narine K.  
Aghababian, Magda D. \*  
Alaverdian, Lusine M.  
Aristakesian, Siranush W.

Avetian, Mher K.  
Avetisian, Anahit A.  
Badalyan, Anna M.  
Bagratunyan, Haikanush S.  
Barsegian, Grigor B.  
Barsegian, Vazgen M.  
Begloian, Anush E.  
Bleyan, Samvel H.  
Bosoyan, Artak S.  
Budaghyan, Arthur I.  
Galoian, Hrair G.  
Galstyan, Armen A.  
Gasparyan, Levon V.  
Geokjian, Armen V.  
Gevorgian, Samvel R.  
Ghorkhmazian, Norair N.  
Grkikian, Vardan M.  
Hakobjanian, Sergei A.  
Hakobyan, Armen M.  
Harutyunyan, Arthur K.  
Harutyunyan, Naira S.  
Hounanian, Ara G.  
Israeliyan, Rouben M.  
Jamkochian, Armine A.  
Janoian, Lusine V.  
Kagramanian, Narine G.  
Kajoyan, Emma S.  
Karapetian, Ruben R.  
Khachatrian, Gnel G.  
Kyureghian, Gayaneh S.  
Manoukian, Ashot L.  
Manukian, Tigran K.  
Markaryan, Lilia R.  
Matevosian, Olga R.

Melkounian, Anahit S.  
Mirzoian, Karine R.  
Mkhitarian, Gohar H.  
Mkrtchian, Lilit H.  
Nazarian, Marina A.  
Petrosyan, Armen R.  
Plouzyan, Benjamin E.  
Simonian, Armine S.  
Torossian, Karina A.  
Vardanian, Armen H.  
Vopian, Armen A.

**MASTER OF  
ENGINEERING  
IN EARTHQUAKE  
ENGINEERING**

Gasparian, Avetik Y.  
Grigorian, Susanna H.  
Hovsepyan, Ashkhen V.  
Manaseryan, Gevorg P.  
Margarian, Areg G.  
Markaryan, Ruzan T.  
Minasian, Sarkis R.  
Petrosian, Narine H.  
Simonyan, Arsen R.

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ENGINEERING  
IN INDUSTRIAL  
ENGINEERING**

Asatryan, Mkrtich A.  
Asatryan, Vahan L.  
Avakian, David R.  
Babalikhian, Hambartsum G.  
Gasparian, Alvard M.

Gevorgian, Vahagn E.  
Ghazarian, Vigen S.  
Ghukasyan, Ararat D.  
Khachikian, Khachatur Z.  
Kurumian, Artak G.  
Lazarian, Irina A.  
Melikian, Andranik R.  
Melkonian, Vardges G.  
Ohanyan, Nelli R.  
Yeghiazarian, Lilit L.  
Zarobian, Hakob N.

**CERTIFICATE IN  
PUBLIC HEALTH**

Adamyian, Marine F.  
Aslanyan, Garry P.  
Beglaryan, Ara A.  
Gasparian, Anahit Y.  
Ghazanchyan, Anahit E.  
Grigorian, Anna Y.  
Grigoryan, Karine A.  
Hayrapetian, Susanna S.  
Mkhitarian, Ruzanna L.  
Movsisyan, Narine K.  
Sianozova, Mariam L.  
Stepanian, Roozanna E.  
Topchyan, Svetlana G.

**MASTER OF  
POLITICAL SCIENCE  
AND INTERNATIONAL  
AFFAIRS**

Aiunts, Armen A.  
Avoyan, Hovhannes E.  
Bakounts, Alla S.



Gevorkian, Anna N.  
Ghazarian, Alexander F.  
Grigorian, Samvel N.  
Hoktanian, Varuzhan K. \*  
Hovhannissian, Hasmik S.  
Khorozian, Theresa V.  
Krikian, Rouben V.  
Martirosian, Anahit H.  
Ordyan, Ruzanna V.  
Sarkissian, Vardan E.  
Yeghiazarian, Armine G.

**CERTIFICATE IN  
TEACHING ENGLISH  
AS A FOREIGN  
LANGUAGE**

Arakelian, Anahit T.  
Arzakanian, Magdaline K.  
Ginossian, Liana A.  
Kocharian, Armine G.  
Markossian, Rouzanna S.  
Matnishyan, Arpine, G.  
Topchyan, Ruzanna E.  
Vardanian, Marineh N.

1996

**MASTER OF BUSINESS  
ADMINISTRATION**

Aghabekyan, Lianna A.  
Aghajanian, Armine G.  
Akulian, Victor R.  
Alaverdian, Karen M.  
Asatryan, Alvard A.

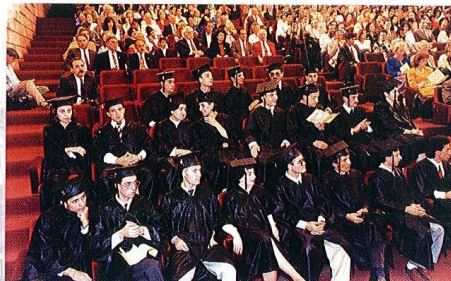
Asatryan, Mkrtich U.  
Aslanian, Susanna V.  
Avagian, Vahagn F.  
Ayvazian, Marine F.  
Azarnia, Armen  
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Baburyan, Margaret G.  
Badanian, Narine Sh.  
Badasian, Narine H.  
Bagratuni, Susan L.  
Balayan, Mkhit R.  
Chatrchyan, Tigran A.  
Chobanyan, Souren M.  
Dadayan, Marina G.  
Daldabanian, Mariam G.  
Davtyan, Arestak D.  
Gabrielian, Gagik K.  
Galstyan, Levon S.  
Gevorgian, Lusine A.  
Gevorkian, Marina G.  
Ghahramanian, Gevorg A.  
Grigorian, Angela R.  
Grigorian, Karen B.  
Grigorian, Vrezh A.  
Hakobian, Hakob E.  
Hakobian, Ivetta K.  
Hakobian, Rousanna, E.  
Harutunian, Georg V.  
Harutunian, Narine L.  
Harutunian, Tereza Kh.  
Hovsepian, Aram M.  
Khachatryan, Arthur L.  
Khanyan, Vardan A.  
Kherolyants, Varduhi S.

Khojabekian, Armine V.  
Kocharian, Zaruhi Y.  
Krishchian, Anahit H.  
Levonyan, Levon M.  
Magoyan, Aram M.  
Manukyan, Tigran A.  
Mardirossian, Garabet H.  
Mejlumian, Susanna L.  
Melkonyan, Artak R.  
Mkrtchian, Susanna A.  
Mouradian, Anoush A.  
Muradyan, Joanna L.  
Nersesyan, Narine G.  
Nikoghosyan, Anahit E.  
Porsughyan, Arman R.  
Sahakian, Armenuhy R.  
Shahinian, Ruzanna M.  
Shirinian, Adrine E.  
Shirinyan, Eduard A.  
Stepanyan, Lucine R.  
Taplashvili, Diana I.  
Ter-Martirosyan, Anna M.  
Vardanian, Missak H.  
Vassilian, Emil I.  
Yedigarian, Narine G.

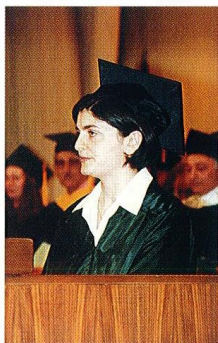
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AND INTERNATIONAL  
AFFAIRS**

Aidinian, Nounce W.  
Aloyan, Tigran S.  
Aroustamov, Arthur S.  
Ayvazyan, Sona H.

Danielyan, Emil R.  
Galstian, Lilit S.  
Galstyan, Kristina V.  
Ghukasian, Pailak V.  
Grigoryan, Astghik V.



Hakobyan, Hakob S.  
Iskandarian, Anahit H.  
Kakosian, Sosi E.  
Karapetian, Christine F.  
Karapetyan, Vazgen L.  
Karlova, Lana R.  
Khachatryan, Vitali G.  
Khojabekyan, Marine G.  
Klyan, Marine B.  
Kosian, Sassoon G.  
Kostanyan, Amalia A. \*  
Margarian, Karineh A.  
Melikian, Simon S.  
Melkonyan, Hasmik H.



Melkonyan, Nara B.  
Melyan, Rouzanna V.  
Nazarian, Levon E.  
Ohanyan, Marine A.  
Padaryan, Veronica G.  
Poghosyan, Tevan J.  
Sarkissian, Alla N.  
Snkhchyan, Angine I.  
Vardanian, Hasmik S.  
Yeghyan, Tigran G.

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IN EARTHQUAKE  
ENGINEERING**  
Aslanyan, Ashot A.  
Ghazarian, Anna R.  
Harutyunian, Anahit R.  
Hayrapetyan, Naira G.  
Khachatryan, Suren G.  
Manukian, Srbuhi R.  
Matakyants, Armida V.  
Sargsyan, Arthur S.  
Sarkisyan, Astghik V.

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IN INDUSTRIAL  
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Abazian, Narine S.  
Adilkhanian, Edgar H.  
Aghasaryan, Armen N.  
Barseghian, Areg A.  
Barseghyan, Levon N.

Danielova, Anna N.  
Gevorgyan, Gevorg H.  
Ghajoyan, Vahan Sh.  
Gharibian, Karlen G.  
Ghazanchyan, Alvard T.  
Ghazaryan, Samvel S.  
Gondakian, Shavarsh O.  
Grigorian, Ruzanna D.  
Hovhannisyan, Gayane Kh.  
Hovsepian, Armen N. \*  
Iskandaryan, Samvel H.  
Janyan, Armine G.  
Kniazyan, Hrachya A.  
Kyureghyan, Naira S.  
Manoukian, Agassy R.  
Matevosssyan, Natalie E.  
Minasyan, Tigran R.  
Pogosian, Ashot G.  
Stepanian, Nvard A.  
Tsulikian, Arthur H.  
Zakarian, Vahagn L.

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PUBLIC HEALTH**  
Avagian, Arusiak R.  
Gevorgyan, Ruzanna N.  
Hakopyan, Tatul Y.  
Hovakimyan, Liana M.  
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Markosyan, Karine M.  
Meyroyan, Lousine H.  
Tadevosssyan, Nelly A.

**CERTIFICATE IN  
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A FOREIGN LANGUAGE**

Bareghamanyan, Victoria H.  
Bisharian, Melineh N.  
Guiozalian, Zoya N.  
Haroutunyan, Anahit A.  
Karapetian, Ruzanna G.  
Kocharyan, Hasmik A.  
Markarian, Irina L.  
Mikaelian, Hermine M.  
Nazaretian, Narine R.  
Shiroyan, Gayane A.  
Zakarian, Margarita V.

1997

**MASTER OF BUSINESS  
ADMINISTRATION**

Arakelyan, Karine H.  
Arushanyan, Vahan K.  
Arzumanyan, Armine R.  
Asatryan, Armen A.  
Babayan, Alexander K.  
Bareyan, Samvel Sh.  
Dimakssyan, Anahit B.  
Grigoryan, Narine V.  
Hayrumyan, Arsen V.  
Haytayan, Narek, H.  
Karapetyan, Marine A.  
Kechechyan, Karen H.  
Keshish-Ghoukassian,  
Hrachouhi A.

Khachatryan, Ara V.  
Kirakossyan, Armenak H.  
Martirosian, Anna H.  
Petrosyan, Sona A.  
Poghosyan, Nora A.  
Safaryan, Tsoiak S.  
Sahakyan, Gagik Sh.  
Sardaryan, Armen A.  
Sargsyan, Karen H.  
Simonyan, Karen E.  
Tsaturyan, Arevhat A. \*  
Vardanyan, Vahagn R.  
Yedigaryan, Davit O.  
Zohrabyan, Araik P.

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Abrahamyan, Liana I.  
Aivazyan, Lianna R.  
Allakhverdyan, Anaida S.  
Asryan, Armine A.  
Avanesyan, Anush V.  
Avetisyan, David H.  
Babayan, David K.  
Barkhudarian, Maya G.  
Davtyan, Anush M.  
Gasparyan, Anahit S.  
Gasparyan, Margarita S.  
Gevorkyan, Marine V.  
Hakopyan, Lily L.  
Harutyunyan, Haik E.  
Hovannisyan, Gayane A.

Hovhannessian, Larissa H.  
Hovhannesian, Hasmik V.  
Hovsepyan, Ara G.  
Manasian, Nvard V.  
Markosyan, Artur R.  
Melikian, Naira A.  
Mkrtychian, Karen L.  
Movsisyan, Arev H.  
Saribekyan, Arevik A.  
Soghomonian, Anna A.  
Vardanian, Hovhannes R.  
Vardanyan, Lilit V.

**MASTER OF  
PUBLIC HEALTH**  
Aslanyan, Garry P.  
Gevorgyan, Ruzanna, N.  
Grigoryan, Karine, A.  
Hovakimyan, Liana M.  
Janibekyan, Zaruhi K.  
Khachatryan, Naira H.  
Mangasaryan, Nune V.\*  
Markosyan, Karine M.  
Meyroyan, Lousine H.  
Topchyan, Svetlana G.

**MASTER OF  
ENGINEERING  
IN EARTHQUAKE  
ENGINEERING**  
Babayan, Babken V.  
Baghdasaryan, Hasmik V.  
Chichyan, Aram B.  
Hovhannesian, Gohar W.  
Kulijanyan, Aleksandr I.

Martirosyan, Hayk R.  
Tonoyan, Aram V.

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ENGINEERING  
IN INDUSTRIAL  
ENGINEERING AND  
SYSTEMS MANAGEMENT**

Altunian, Nataly R.  
Amirbekyan, Vahan V.  
Avetisian, Haikaz A.  
Babayan, Astghik K.  
Baghdasaryan, Lusine J.  
Baghdasaryan, Sevak V.  
Davtian, Zaruhi L.  
Goltukhchyan, Gayane R.  
Grigorian, David A.  
Hovhannesian, Aram L.  
Khachatryan, Margarit R.  
Manuelyan, Hasmik Z.  
Mkrtychyan, Anna R.  
Noreyan, Alice A.  
Oganezov, Garen N.  
Tadevosyan, Karine S.  
Yeganova, Liana E.  
Yernjakyan, Anahit R.

**CERTIFICATE IN  
TEACHING ENGLISH AS  
A FOREIGN LANGUAGE**  
Antonian, Louisa A.  
Avetisyan, Gayane Z.\*  
Bagdasaryan, Armenuhi V.  
Janoyan, Rouzanna S.

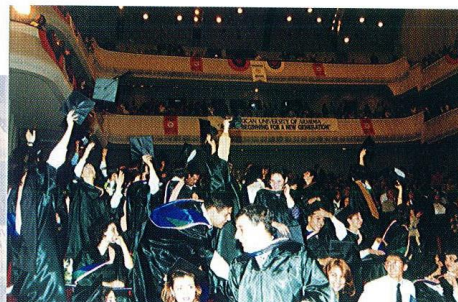
Khanzatyanyan, Armine L.  
Mkrtychyan, Argina S.  
Poghosyan, Armida M.

1998

**MASTER OF BUSINESS  
ADMINISTRATION**

Aghabekyan, Tigran A.  
Alaverdyan, Arusyak M.  
Alexanian, Sona K.  
Ancharakyan, Serob H.  
Andreasyan, Artur M.  
Antonyan, Hasmik H.  
Babayan, Stella S.  
Baghdasaryan, Karen E.  
Barseghyan, Hripsime Z.  
Bekchyan, Arina N.  
Davtyan, Yelena M.  
Dolinyan, Tigran R.  
Gerasimenko, Harutyun S.  
Gevorgyan, Aram K.  
Gevorgyan, Marine N.  
Hakobyan, Anna V.  
Jerbashian, Gohar G.  
Khachatryan, Arman H.  
Khachatryan, Natalie V.  
Mamikonian, Andranik A.  
Martirosian, Naira J.  
Melkonyan, Anna M.  
Melkumyan, Armen R.  
Minasyan, Eliza T.  
Movsisian, Gayane H.  
Movsisyan, Vartuhy S.

Pepanyan, Kristine Y.  
Poghosyan, Naira A.  
Sahakyan, Vahagn Sh.  
Sarkisyan, Yervand A.\*  
Stepanyan, Samvel A.  
Vardanyan, Luiza Y.



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AND INTERNATIONAL  
AFFAIRS**

Alaverdyan, Irina A.  
Ananyan, Lusine G.  
Barseghyan, Armine A.  
Darbinyan, Ruzanna S.  
Gazarova, Irina Y.  
Gharibian, Narine L.  
Ghazakhetsyan, Nune V.





Ghevondyan, Lucine R.  
 Hairapetyan, Garik H.  
 Hakobyan, Anahit H.  
 Hambaryan, Yeghisabet G.  
 Harutunyan, Khosrov S.  
 Hovakimian, Liana K.  
 Khachaturova, Anzhelika B.  
 Khorkhoruni, Nektar Kh. \*  
 Melikyan, Hasmik L.  
 Mouradian, Anahit N.  
 Nanushyan, Janetta R.  
 Ohanyan, Souren V.  
 Sargsyan, David T.  
 Sargsyan, Nelli R.  
 Sarkissian, Ann M.  
 Shahbazian, Armen S.  
 Shahnazarian, Lusine H.  
 Shakaryan, Lilit, H.  
 Sharanbeyan, Hranush K.  
 Svazian, Sylvia L.  
 Toumanian, Vardan V.  
 Turkhalyan, Gohar H.  
 Vardanyan, Emma A.  
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 ENGINEERING AND  
 SYSTEMS MANAGEMENT**  
 Abrahamyan, Ashot R.  
 Adamyan, Anzhela L.  
 Antonian, Albert H.  
 Arazyan, Alvard Y.

Arustamyan, Armine A.  
 Belubekyan, Ruzan E.  
 Dandourova, Helena V.  
 Grigoryan, Arsen N.  
 Grigoryan, Gohar G.  
 Hakhnazaryan, Arusyak A.  
 Hayrapetova, Alisa A.  
 Jrbashyan, Mushegh S.  
 Karapetyan, Lilit S.  
 Kirakosyan, Nora F.  
 Martirosyan, Armen B.  
 Sahakyan, Mkrtich F.  
 Tevosyan, Albina R.  
 Tokhalyan, Armine Zh.

**MASTER OF  
 ENGINEERING  
 IN EARTHQUAKE  
 ENGINEERING**  
 Margaryan, Ashot T.

**MASTER OF  
 PUBLIC HEALTH**  
 Adamyan, Marine F.  
 Ghazanchyan, Anahit F.  
 Hakopyan, Tatul Y.  
 Khachatryan, Arthur G.  
 Mkhitarian, Ruzanna L.  
 Movsisyan, Narine K.  
 Panajyan, Gohar V.  
 Tadevosyan, Nelly A.

**CERTIFICATE IN  
 PUBLIC HEALTH**  
 Melkonyan, Zara R.

**MASTER OF LAWS**  
 Baghdasaryan, Khachatur G.  
 Hakopyan, Hasmik R.  
 Kakoyan, Artashes F.  
 Kharatian, Astghik F.  
 Kristasatiryan, Suren A.  
 Stepanian, Hayastan X.  
 Tadevosyan, Natella P.  
 Tiraturian, Suren R.  
 Vardanyan, Nazely Z.

**CERTIFICATE IN  
 TEACHING ENGLISH AS  
 A FOREIGN LANGUAGE**  
 Arshakyan, Lilit V.

Averisyan, Marine A.  
 Hovhannissian-Melkonyan,  
 Anahit L.  
 Hovsepian, Hasmik V.  
 Israyelyan, Kristine A.  
 Manaryan, Lusine A.  
 Sargsyan, Kristina H.

1999

**MASTER OF BUSINESS  
 ADMINISTRATION**

Andriasova, Anna V.  
 Arakelyan, Aida H.  
 Artsruni, Natalya A.  
 Avagyan, Sona K.  
 Avagyan, Yana A.  
 Balayan, Marine H.  
 Balayan, Ruzan M.  
 Barseghyan, Armen V.

Enfenjyan, Vardan H.  
 Geoletsyan, Diana A.  
 Gevorgyan, Anna H.  
 Ghazaryan, Natalya V.  
 Ghuzanyan, Artur I.  
 Grigoryan, Artur G.  
 Hovhannisyan, Armen R.  
 Kerobyan, Armen A.  
 Koshkaryan, Yekaterina G.  
 Maghakyan, Haik A.  
 Margaryan, Hovhannes Kh.  
 Markosyan, Andranik F.  
 Markosyan, Edwin D.  
 Martirosian, Madlena A.  
 Meliksetyan, Arakel V.  
 Meliksetyan, Inga R.  
 Mkhitarian, Vahagn V.  
 Mkrtchyan, Arsen R.  
 Papikyan, Arev V.  
 Sarkissyan, Vahe F.  
 Seferian, Avedis H. \*  
 Stepanyan, Hripsime H.  
 Stepanyan, Vahram S.  
 Tadevosyan, Anahit F.  
 Tsaturyan, Mher R.  
 Tumyan, Lusine V.  
 Yeritsian, Hayk H.  
 Zakarian, Armen L.

**MASTER OF  
 PUBLIC HEALTH**  
 Aleksandryan, Gohar V.  
 Avagian, Arusiak R.  
 Aznauryan, Alina R.  
 Demirchyan, Anahit P. \* \*

Ghukasyan, Gayane G.  
 Harutyunyan, Tsovinar L.  
 Hovhannisyan, Liana R.  
 Khachatryan, Artashes R.  
 Kocharyan, Hasmik G.  
 Manukyan, Rouzanna G.  
 Martirosyan, Armen H.  
 Melkonyan, Zara R.  
 Mirzoian, Lusine A.  
 Mkrtchyan, Zaruhi H.  
 Muradian, Irina M.  
 Sianozova, Mariam L.  
 Stepanian, Roozanna E.  
 Stepanyan, Marine H.  
 Yeghiazaryan, Zaruhi F.  
 Yenokyan, Gayane S.

**MASTER OF  
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 AND INTERNATIONAL  
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Arutyunova, Aida N.  
 Avagyan, Karine S.  
 Danielyan, Armen M.  
 Gasparian, Lilia L.  
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 Grigoryan, Armine V. \*  
 Hakobyan, Anna N.  
 Hovhannisyan, Anna A.  
 Maryanyan, Anahit G.  
 Mkhitarian, Laura H.  
 Mkrtchyan, Anahit V.  
 Mkrtchyan, Anna S.  
 Simonyan, Lilit A.  
 Tevosyan, Irina R.

**MASTER OF  
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 IN INDUSTRIAL  
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Abrahamyan, Arsen R.  
 Aidinyan, Arsen H.  
 Arabadjan, Tigran P.  
 Artenyan, Lusine V.  
 Badalyan, Hasmik F.  
 Gasparyan, Armenuhi T.  
 Gevorgyan, Armen S.  
 Gevorgyan, Movses K.  
 Gevorgyan, Vigen G.  
 Ghajoyan, Vardan Sh.  
 Gyulbudaghyan, Greta G.  
 Israelyan, Vahagn M.  
 Kesoyan, Vigen R.  
 Meliksetyan, Alexander S.  
 Mirzakhanyan, Karine R.  
 Papyan, Armen M.  
 Samvelyan, Samvel L.  
 Sargsyan, Sergey L.  
 Yepremyan, Lusine H.  
 Zeytunyan, Sargis A.

**MASTER OF LAWS**

Abovyan, Lusine R.  
 Emin, Artashes G.  
 Harutyunyan, Ashot S.  
 Harutyunyan, Maria S.  
 Hovhannisian, Hayk A.  
 Manukyan, Evelina S.  
 Mkrtchyan, Eduard A.

Nazaryan, Ara S.  
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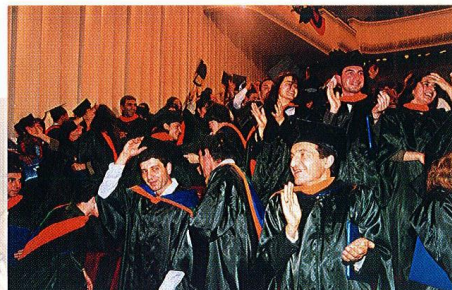
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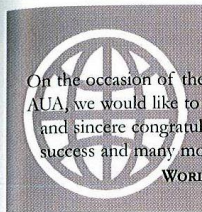
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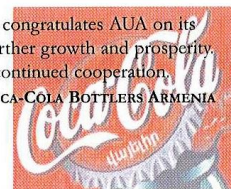
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