

## ABOUT AUA EXTENSION

AUA Extension is the nation's largest and probably the world's smallest single-campus continuing educational program, enrolling upwards of 1,500 participants annually. Not yet as an entirely self-supporting not-for-profit division of AUA, Extension advances the interconnected assigned missions of the American University of Armenia Corporation (AUAC) that is an affiliate of the University of California, The Armenian General Benevolent Union (AGBU), and the Ministry of Higher Education and Science of the Republic of Armenia.

In endeavoring to bring the resources of the University to community life, Extension's work has been linked primarily to AUA's commitment to public service. Since opening its door at AUA in September 1992, Extension has responded to its public service commitment through a variety of programs, courses, and special events designed to improve the economic, intellectual, and socially responsive competencies of Armenia's citizenry.

Extension programs offer concentrated study in areas directly applicable to many jobs and can add breadth and depth to existing knowledge and skills. People enroll in these programs to:

- . Acquire extensive practical background and skills
- . Justify promotion
- . Facilitate career change
- . Provide meaningful documentation noting formal education in a specific field
- . Benefit from the discipline of working toward a goal
- . Examine a new field

Most programs do not require a university or college degree. Many programs include special introductory courses for students at a beginning level; advance classes usually have prerequisites which supply the necessary background information. Most courses are offered in the evenings; however, some programs do provide weekend and daytime schedules for flexibility. The application fee for enrolling in the programs varies. Costs of the program include application fee and course enrollment fee that does not exceed 100 Trams. In most cases the fees are waived since the average wage being 250 Tram/month, participants do not have the luxury to splurge on education. The language of instruction is English, with simultaneous translation provided.

Working out of two adjacent offices on the fifth floor of AUA's 40 Marshall Bagramiam campus, Extension staff is comprised of an Administrator, an Administrative Assistant, a Secretary and two student assistants. Here, at Extension, we get our best laughs when we are reminded (especially when fighting over the use of the small auditorium which is equipped with simultaneous translation facilities) by colleagues in Degree Programs that Extension is not as important as the Degree programs. We call this "Extension Envy". Humor counts.

On a typical work day, minus such accidental remarks, Extension receives on the average 60 phone calls and 15-20 visitors.

When asked "What is your vision for the 90's", I respond humorously, "I am not a visionary. I am a dreamer and I have fantasies." It is my fantasy, that in a few years, when AUA moves to its future campus site in the Nork region, Extension expands within 40 Marshall Bagramian, making it's services even more accessible to the population of the city of Yerevan. We are excited about our next 1000 years (afterall, for a nation 4000 years old, this kind of exaggeration is permissible). The technological advances of recent years are revolutionizing education, and we look forward to providing the highest quality of instruction in the formats that best serve Armenia's educational goals.

Wired for the 90's, Extension is a card-carrying member of the information age. Our E-mail address: [AUA4@adonis.iasnet.com](mailto:AUA4@adonis.iasnet.com). Our motto: Reach out and educate!



## CERTIFICATE PROGRAMS UNDER EXTENSION

### CERTIFICATE PROGRAM IN PUBLIC POLICY AND MANAGEMENT

#### Purpose:

The purpose of the Certificate Program is to provide the students with a wide range of skills for responsible positions in national, regional and city governments. Emphasis is on analytical and communication skills, policy-making processes, and management technology.

#### Outline of Curriculum:

(This curriculum is based on the course offerings in Public Policy and Management at the University of Southern California)

1. Public Organizations and Management
2. Public Policy Processes and Institutions
3. Government and Business
4. Citizenship and Public Ethics
5. Simulated Policy Making and Management
6. Public Policy and Management Issues and Practices (project assignment)

#### Scope of the Training Program:

This is a three term program (each term consists of ten weeks). It is a modular program. A student may register for one, two, or three terms. Topics 1 and 2 were offered in the first term, topics 4 and 5 were offered in the second term, and topics 3 and 6 are being offered in the third term. The student receives a Certificate at the end of each term, if he/she does not continue beyond that term. The end of term Certificates mention that the student has successfully completed the two courses. Those who complete the entire three term course receive a Certificate that states that they have completed a One Year program in Public Policy and Management.

#### Students:

Students enrolled are middle management employees of government agencies or recent graduates from the State University of Yerevan or the National Economics Institute that offer the equivalent of a B.S. degree. Basic knowledge of English is required. Simultaneous translation is provided. 44 students were registered for the first term. 45 students were registered for the second term. 21 students were registered for the third term.

Current Issues in Armenia:

The Certificate Program addresses current issues in Armenia while at the same time emphasizing fundamental concepts in Public Policy and Management. Here are some of the issues:

a) Human resources: Personnel problems in Armenia are mostly unresolved since the collapse of the Soviet Union. Compensation, work schedules, output and efficiency, delegation of responsibilities, administration of personnel are all in a crisis situation. Management skills in utilization of human resources is an important topic.

b) Policy decisions: Major policy decisions are very slow in happening. The members and staff of the Parliament have communication skills but very little experience in putting into practice ideas discussed in public. Case studies are emphasized. Invited lecturers from local agencies detail the as yet unresolved problem, and faculty and students work on alternative solutions. Examples of unresolved issues are: budgeting for science and technology programs; health care reorganization and management; role of non-profit organizations; career planning and development for graduating seniors from State universities; urban social issues; relationship of national and local government.

c) Contract theory and law: Armenia has yet to attract investors and business ventures for the economic improvement of the country. Ideas abound, but foreign businessmen return frustrated at the inability of local government agencies to handle issues in contract requirements, specifications, performance evaluation, disputes, and general definition of responsibilities.

Faculty:

Guest faculty from the United States (and Europe) provide the main leadership. Local participating lecturers are persons in agencies who bring their expertise in discussing current problems for case evaluation purposes.

CERTIFICATE PROGRAM IN PUBLIC HEALTH

AUA is initiating a one-year Certificate program in Public Health that will provide health professionals with a background preparation for roles in the public health sector. Emphasis will be on personal skills in basic public health sciences, including planning, evaluation, management, communication, epidemiology and leadership. Applicants must be either graduates of a school of medicine, dentistry or veterinary medicine or hold a baccalaureate degree in engineering, natural or social sciences or related fields, and have at least two years of practical work experience in health care administration or public health service.



Projected program:

- . The program will be very closely linked with the Ministry of Health and will develop leadership in health manpower.
- . The curriculum will be modular and each of the modules will integrate an area that is essential for public health practice. These modules could be used for continuing education or re-education.
- . The program will start in the fall and include a six month program of English and computer skills. The first public health module in the spring will focus on ecological and behavioral sciences, the second (summer) will provide biostatistics, epidemiology and information sciences, and the third (fall module) will be the health policy and management module. If the fund raising activities are successful then a second year of professional training will be appended to this program.

Admissions requirements:

Admissions requirements include a 4.0 or higher cumulative grade point average and either a TOEFL score above 550 or successful completion of a English qualifying examination to be given at AUA. Passage of a Graduate Record Examination (GRE), to be given by AUA each December, also is required. For candidates who do not meet the stated English proficiency requirements, an Intensive English Program will be offered in the Fall Quarter, 1994.

Final selection of students admitted to the Certificate program will be made in February, 1995. The Program will accept a maximum of 20 students.

## SHORT COURSES OFFERED

1. Politics and the Communication Media  
Instructor: Levon Marashlian, Ph.D.  
June 22 - July 17, 1992
2. Money and Banking  
Instructor: Vartkes Broussalian, Ph.D.  
June 23 - July 9, 1992
3. The Making of Public Policy  
Instructor: Jay Donald Starling, Ph.D.  
July 14 - July 30, 1992
4. Public Policy and Privatization  
Instructor: Jay Donald Starling, Ph.D.  
July 20 - July 31, 1992
5. Negotiating in a Market Economy  
Instructors: Susan Korper and Deborah Welsh  
September 9 - September 20, 1992
6. Internationally Accepted Accounting Principles  
Instructor: Nercess Teshoian, CPA  
December 1 - December 4, 1994
7. International Economic Relations  
Instructor: Vartan Oskanian  
May 18 - June 3, 1993
8. Principles of Negotiation in Market Economies  
Instructors: Deborah Welsh and Joan Sax  
May 22 - 31, 1993
9. Problems in Money and Banking  
Instructor: Vartkes Broussalian, Ph.D.  
May 31 - June 11, 1993
10. Strategic Planning  
Instructors: Sylva Manoogian and Araxie Churukian  
May 24 - June 7, 1993
11. Radiological Protection  
Instructor: Ara Tahmassian, Ph.D.  
June 14 - 18, 1993
12. The Mass Media in Modern Democratic Society: A Perspective  
Instructor: John Balian  
July 1 - 15, 1993
13. Design, Construction and Evaluation of Sanitary Landfills  
Instructor: Souren Dakessian  
July 3 - 17, 1993

14. Environmental Policy  
Instructor: Paul Kaldjian  
July 7 - 16, 1993
15. Media Diplomacy: Armenia and Related Issues on  
American Television  
Instructor: Levon Marashlian, Ph.D.  
August 3 - 19, 1993
16. Comparative Politics  
Instructor: Nikol Shahgaldian, Ph.D.  
October 19 - December 9, 1993
17. Economic Principles for Professionals in Public Policy  
and Management  
Instructor: Vartkes Broussalian, Ph.D.  
October 18 - December 13, 1993
18. Prominent Writers of the Armenian Diaspora \*  
Instructor: Krikor Shahinian  
November 16 - December 16, 1993
19. Citizenship and Public Ethics  
Instructor: Robert H. Tembeckjian  
March 30 - May 25, 1994
20. Public Organizations and Management  
Instructor: Robert H. Tembeckjian  
March 29 - May 26, 1994
21. Government and Business  
Instructor: Douglas Shumavon, Ph.D.  
June 6 - July 26, 1994
22. Public Policy and Management  
Instructor: Douglas Shumavon, Ph.D.  
June 7 - July 26, 1994

\* Course offered in Armenian



## LECTURES/SEMINARS/CONFERENCES

Extension has sponsored and co-sponsored lectures, seminars and conferences, and has extended logistical support to other activities held on University campus.

1. "Interest Groups and the Formation of U.S. Domestic and Foreign Policies"  
Lecture by Vicken Sonentz-Papazian  
October 22, 1993
2. "How Do Public Relations Firms Influence U.S. Public Opinion"  
Lecture by Zanku Armenian  
October 22, 1993
3. "The Arab-Israeli Peace Process as a Model for Contemporary International Relations"  
Lecture by the Honorable Ahmed Fouad Mohamed Raslan, Charge D'Affaires, Embassy of Egypt in Armenia  
November 12, 1993
4. Lecture series by Ms. Thelma O'Con-Solorzano, United Nations Representative and Resident Coordinator in Armenia  
  
"Origin of the United Nations and Organizations and Structure of the United Nations"  
November 22, 1993  
  
"International Peace and Security"  
November 24, 1993  
  
"Economic and Social Development"  
November 26, 1993  
  
"Human Rights and Humanitarian Assistance"  
November 29, 1993  
  
"International Law"  
December 1, 1993  
  
"Intergovernmental Agencies Related to the United Nations"  
December 3, 1993
5. "Plant Facilities Planning for Energy Saving"  
Seminar by Dr. Abhay Trivedi, Professor, College of Engineering, AUA  
November 7, 1993
6. "First Energy Planning Conference of Armenia"  
Sponsored by the Ministry of Energy and Fuel, Republic of Armenia. The Conference addressed the economy and energy situation in Armenia and was attended by 400 energy experts from Armenia and abroad. University Extension provided logistical support.



7. Lecture series by Dr. Mihran S. Agbabian, President of the American University of Armenia  
  
"Environment and Society"  
April 27, 1993  
  
"Environment and the Economy"  
May 4, 1993  
  
"Environment and Infrastructure"  
May 11, 1993
8. "Lessons Learned from Recent Earthquakes and Research"  
Seminar by Vitelmo V. Bertero, Professor Emeritus of Structural Engineering, University of California at Berkeley  
May 6, 1993
9. "International Year of the Family"  
Seminar co-sponsored by University Extension and the Ministry of Labor and Social Welfare  
June 1, 1993
10. "The Expression of a Personal Vision Through Photography"  
Lecture by George Bedirian  
May 13, 1994
11. "Poetry of Protest"  
A workshop by poet Diana Der-Hovanessian  
June 17, 1994
12. "Media Diplomacy: Karabagh and Armenia on Television in America"  
A video-lecture by Dr. Levon Marashlian  
June 18, 1994
13. "American Foreign Policy in the Post-Soviet World"  
Lecture by Professor M. Hratch Zadoian  
June 22, 1994
14. "Beyond the Nation"  
A one-day seminar with Professor Khachig Tololyan, co-sponsored by University Extension and the Prelacy of the Armenian Apostolic Church of North America  
July 2, 1994
15. "What Makes Poetry Armenian"  
An afternoon of Armenian poetry in translation, with poet Diana Der-Hovanessian, co-sponsored by University Extension and the USIS Library at the American University of Armenia

## TRAINING PROGRAMS

### U.S. TRAINING PROGRAM FOR ARMENIAN GOVERNMENT OFFICIALS IN INTER-GOVERNMENTAL RELATIONS AND GOVERNMENT FINANCIAL MANAGEMENT

Funded by USIA, the program was developed to serve the needs of Yerevan government officials. The program concentrated on providing carefully selected local and regional government officials in Yerevan with a basic understanding of the principles and practices in the area of intergovernmental relations and delineation of authority and responsibility among the national, regional, and local levels of government. It also focused on government financial management. Integrally related, these two areas were fundamental to effective government in the democratic, decentralized, market-based system that Armenians are working to achieve.

Phase I (October 31 - November 25, 1992) of the program consisted of preparation for and implementation of two-week workshops in the two program areas. Five experts arrived from the U.S. to conduct the workshops. The workshops were attended by 35 government officials.

Phase II (February 3 - March 12, 1993) of the program consisted of preparation for and implementation of a two-week study trip to the U.S. for thirteen officials (three higher level officials), and a six-week internship for ten officials. In addition, this phase included an intensive two-week English language training program for the participants.

Phase III (July 9 - July 29, 1993) focused on assisting the participants in implementing new ideas and programs stemming from the first two phases. The program consisted of a two-day project implementation workshop and individual office consultations for each of the participants. The two-day workshop focused on familiarizing the participants with implementation techniques such as problem solving, brainstorming, force-field analysis, change management, conducting effective meetings, and management styles.

In all phases of the program, the Extension office extended logistical support, evaluated applications and made recommendations, interviewed participants, and hosted the program on University grounds.



## ON-SITE PROGRAMS

The no-travel training option that delivers cost-effective programs to ministries and government offices

1. "Privatization: Various Approaches, Complexities and Uncertainties"  
  
Location: The building of the Board of Privatization and Inventory of State Property of the Government of the Republic of Armenia  
  
Lecturer: Prof. Sumer C. Aggarwal  
November 2 - 17, 1993
  
2. "English for Diplomats and Parliamentarians"  
  
Location: The Supreme Council Building of the Republic of Armenia  
  
Designed by the ESL office of the American University of Armenia, the course was funded by the Armenian General Benevolent Union of America.  
February 14 - April 21, 1994
  
3. "Management Issues in City Governments in a Possible Federal Armenia"  
  
Location: City Hall, in Yerevan  
  
Lecturer: Dr. Robert Biller, Professor of Public Administration, University of Southern California.  
May 17, 1994
  
4. "Press As the Fourth Branch of Power"  
  
Location: The Supreme Council Building of the Republic of Armenia  
  
Lecturer: Barbara Boylan Ross, General Assignment Enterprise Reporter, New York Daily News.  
May 19, 1994
  
5. An afternoon of poetry reading with poet Diana Der-Hovanessian at the Memorial Museum of Yeghishe Charentz, co-sponsored by University Extension and the Museum.  
July 8, 1994

**LECTURE SERIES**

Co-sponsored by

**YEREVAN STATE UNIVERSITY**  
and  
**AMERICAN UNIVERSITY OF ARMENIA - EXTENSION PROGRAM**

Wednesday, April 6, 1994

**HUMAN RESOURCES MANAGEMENT**

Lecturer: Dr. Donald E. Fuller  
Director, International Public Administration Center  
University of Southern California

Location: YSU Law Faculty, Room 25

Time: 10:05 a.m. - 11:30 a.m.

Wednesday, April 13, 1994

**ADMINISTRATIVE REFORM**

Lecturer: Dr. Donald E. Fuller  
Director, International Public Administration Center  
University of Southern California

Location: YSU Law Faculty, Room 25

Time: 10:05 a.m. - 11:30 a.m.

Wednesday, April 20, 1994

**CREATING THE CONSTITUTION**

Lecturer: Robert H. Tembeckjian, Attorney  
Fulbright Scholar  
Counsel to the New York State Commission on Judicial Conduct

Location: YSU Law Faculty, Room 25

Time: 10:05 a.m. - 11:30 a.m.

Wednesday, April 27, 1994

**PROBLEMS IN CONSTITUTIONAL GOVERNMENT**

Lecturer: Robert H. Tembeckjian, Attorney  
Fulbright Scholar  
Counsel to the New York State Commission on Judicial Conduct

Location: YSU Law Faculty, Room 25

Time: 10:05 a.m. - 11:30 a.m.

Lectures were delivered in English with simultaneous translation provided.