

AGRIBUSINESS EDUCATION PARTNERSHIP – PHASE II

***A Collaborative Support Program with the Armenian
Agriculture Academy through USDA***



**“Your challenge—much harder in foreign aid than in business—
is to find out if your final customers are satisfied.”**

William Easterly, New York University

Preface

Agribusiness Education Partnership – Phase II – 2006

Submitted by the Department of Agricultural Economics, Texas A&M University

December 2006

Agriculture across the world has evolved into a complex and often industrialized network of business relationships driven by technology, market, and political forces. The Agribusiness Education Project was designed to create a university-level teaching and learning environment that would serve the needs of the emerging food and agribusiness sector of the economies in the Caucasus region. The partnership, created in 1999, is based on successful agricultural and market development programs in Armenia begun by the U.S. Department of Agriculture in the early 1990s.

The emphasis of the original USDA program had been targeted successfully at marketing assistance through loan programs and specific technical assistance to key export businesses. However, the USDA saw the need to implement a complementary sister program in the public sector to support its program in the private sector. Thus, they identified the Armenian Agricultural Academy as the public sector institution under the Ministry of Agriculture through which the USDA would funnel its public sector assistance.

By August of 1999, formal notification was received that the project was selected for support by the Cooperative State Research, Education, and Extension Service (CSREES). Since then, the project has been extended four times through CSREES. Even today, the partnership is still working to educate students, develop faculty, and identify external resources through its highly successful Agribusiness Teaching Center (ATC) as part of what is now called the Armenian State Agrarian University (ASAU) (www.icare.am).

Compiling the information and output of this project into a single, unified document allows us to gauge the progress that has been made; however, this report only highlights the six objectives of the final extension through CSREES. Detailed information and many more photographs are available if requested. The ATC has been publishing monthly newsletters since May of 2005. They are replete with information on courses, internships, faculty and student activities (www.icare.am/atc). There is a copy of each graduation ceremony, and the Appendices in this report list the continuing progress of the ATC graduates and the background of the Armenian faculty members.

It is our hope that those who read these words can share in the excitement we have had in making the discoveries that were involved. We are pleased to submit this final report.

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AGRIBUSINESS EDUCATION PARTNERSHIP – PHASE II

A Collaborative Support Program with the Armenian Agriculture Academy through USDA

Final Report – December 2006

The history of the Republic of Armenia is changing every day. Because of crises during the last decade--wars, blockades, earthquakes and shortages of power--there are challenges that still remain. Armenia is in transition from a centrally planned economy to a market-driven system. Considerable progress has been made, and with a more democratic society, increased opportunity for many new ideas, methods, and activities have invigorated this country with a rich farming tradition.

As early as 1993, the United States Department of Agriculture's Marketing Assistance Project – more commonly referred to as MAP – was launched. MAP's vision was that Armenian agribusiness would become competitive and efficient in producing domestic food supplies and exports, and this objective was rigorously pursued in the form of technical, financial and marketing support to farmers and farmer groups, to agribusinesses, as well as to education, extension services and applied research throughout the country.



Grand Opening of Agribusiness Teaching Center 2000

In the summer of 1996, the USDA acquired a new focus aimed at complementing reforms in Armenia by establishing an office for coordinating programs directly related to the Armenian Agricultural Academy (AAA), the country's premier institution of agricultural higher education. Because education reform throughout Armenia was considered one of the country's top priorities, efforts were made to ascertain what programs could best help contribute to needed changes.

In 1999, Texas A&M University joined the USDA and the AAA to form the Armenian American Agribusiness Alliance, a partnership designed to develop agribusiness education within the Academy. This collaboration first supported graduate education in agriculture for Armenian students in the United States and, in a short time, gave rise to the creation of the Agribusiness Teaching Center (ATC).

The Armenian State Agrarian University (ASAU), or until last year, the Armenian Agricultural Academy (AAA), is a state higher educational establishment in the system of the Ministry of Education in the Republic of Armenia. The Academy was founded in 1930 and has undergone considerable changes since then. In 1994, a new institution was formed by merging the Yerevan Livestock and Veterinary Institute with the Armenian Agricultural Institute. Currently more than 4700 students are enrolled and 630 professors and staff are employed at the ASAU.

Texas A&M University is a land-grant, sea-grant and space-grant institution located in College Station, Texas. The university's enrollment includes approximately 44,000 students studying for degrees in 10 academic colleges.

Significant financial resources have been committed to the Partnership; the overall amount invested by the USDA since 1999 is approximately \$3.5 million, most of which has been coordinated through the leadership and vision of Texas A&M. An additional \$700,000 has been contributed directly by Texas A&M from indirect costs plus un-reimbursed professional time. Nearly \$100,000 has also been leveraged from outside grants and awards from organizations that include the Eurasia Foundation, IREX, Cafesjian Family Foundation, All Armenia Fund, IAMA and other international non-governmental organizations.

OBJECTIVES OF THE PHASE II PROJECT

- 1. Complete the formal creation of the ATC as an independent academic unit in the AAA with full rights and control over its policies and procedures relating to all academic activities, subject to the approval of the Academy Rector;**



Graduating
Class

2006
ATC Seniors

2. Identify and develop faculty leadership to take over management of the ATC on a day-to-day basis;



Dr. Vardan Urutyany, Deputy Dir. of Operations and Lecturer at ATC

3. Assure continued development of ATC faculty through advanced training;



Dr. Alex Simonyan, ATC professor of statistics and operations management, and wife Nushik, at State Capitol in Austin, Texas in January 2006

4. Provide continued involvement of Texas A&M faculty in teaching and advisory roles;



Dr. John Nichols, Armenia Project Director, with ATC class

5. Develop and implement a masters of agribusiness degree program and other complementary program activities in such areas as executive education, applied research and consultancy in agribusiness and food industry management and other priority areas consistent with the ATC and ASAU missions:



Dr. Gayane Gasparyan, Professor and Liaison to State Agrarian University of Armenia with ATC class

6. Identify and develop external resources to promote the mission of the ATC in concert with the strategic plans of ASAU and USDA



Lusine Mnatskanyan, Director of ASAU Career Center with assistants at local Fair

POSITIVE RESULTS

The collaborative efforts of Texas A&M University and the U.S. Department of Agriculture have yielded positive results in the modernization of Armenia's agribusiness education system over these past seven years. The notable objectives stated above were accomplished through a widespread **series of activities** as described below.

FORMAL CREATION OF THE ATC AS AN INDEPENDENT ACADEMIC UNIT

Integration with, and transition to, the University was highlighted with the official installation of the ATC as The Department of Agribusiness in December 2003 with Dr. Daniel Dunn as the new Director; the ATC curriculum is now recognized by the Ministry of Education; and written by-laws have been developed with the main parts adopted by the faculty. The ATC faculty worked with other faculty members in the ASAU to assure coordination and concurrence on content of the syllabi and sequencing of courses.

AGRIBUSINESS TEACHING CENTER GRADUATES

Year Graduated	Armenians	Georgians	TOTAL
2002	28		28
2003	27	2	29
2005	23	3	26
2006	25	2	27
TOTAL			110

Twenty-eight Armenians and six Georgians are classified as graduating seniors for the spring term of 2007, and twenty-two Armenians and six Georgians are enrolled in the 2008 class.



ATC Graduation, June 2006

The four classes of students who have graduated from the ATC are demonstrating a strong commitment to work and achievement with the use of their college education. **Appendix 1** to this report gives a line by line listing of most of the graduates with their occupation and location noted. The great majority of students are working in Armenia in a variety of positions at such places as the Cafesjian Museum Foundation, HSBC Bank, Hovnanian International, Noyan Juice Production Lycos Europe, Tufenkian Hospitality Avan Villa Hotel, KPMG, Yeritsyan and Sons, Air Armenia Cargo Transportation Company, Bardiner Restaurant, Federation of Agricultural Associations, Yerevan Brandy, and K-Telecommunication Company.

Not only have several Armenian ATC graduates received opportunities to study in the U.S., many of them have traveled to other countries or stayed in Yerevan in order to work toward further training and higher education degrees. Included are two in Greece, six in Germany, two in the Netherlands, one in Moscow, one in Tbilisi, Georgia, three at the American University of Armenia, fifteen at the Armenian State Agrarian University, one at the French University in Armenia, and one at Yerevan State University.

GRADUATE STUDENTS SUPPORTED BY PARTNERSHIP IN THE U.S.

Graduates of U.S. Universities:

Vahe Heboyan – University of Georgia – Summer 2001 – M.S in Agricultural Economics, on faculty at ATC and graduate student at AAA, 2001 – 2004; currently working on Ph.D. in Georgia, U.S.

Artavazd Hakobyan – Auburn University – December 2001 – M.S. in Agricultural Economics, Operations Analyst, World Bank’s Environment and Agriculture Projects in Armenia.

Arsen Poghosyan – Texas A&M University – August 2002 – M.S. in Agricultural Economics, Ph.D. from AAA – 2005, now Bus. Adviser and Food Safety Spec. – Development Alternatives Inc.

Artak Poghosyan – Texas A&M University – August 2002 – M.S. in Agricultural Economics, Marketing Mgr. – Hovnanian International LTD, 2003-2004, Ph.D. from AAA – 2005, presently Community Development Worker for Basildon District Council, United Kingdom

Anahit Gevorgyan – Pennsylvania State University – May 2003 – M.S. in Food Science, Food Quality and Safety Project Research Assistant /USDA MAP

Armen Asatryan – Texas A&M University – December 2003 – Ph.D. in Agricultural Economics, Proj. Mgt. Coord. – Armenian Technology Group, 2004-2005; presently working on research projects in Yerevan; Chair of State Examination Com. for Dept. of Agribusiness, ASAU

Rafael Bakhtavoryan – Texas A&M University – Dec. 2003 – M. S. in Ag. Econ., Lecturer at ATC

Natalie Nazaryan – Ohio State Univ.– 2004 – M.S. in Ag. Econ.; working on Ph.D. in Colorado

Tatevik Zohrabyan – 2005 - Texas A&M Univ. – M.S. in Ag. Econ.; working on Ph.D. at Texas A&M

Alexan Shanoyan – University of Illinois at Champaign/Urbana – August 2006 – Master of Science in Food and Agribusiness Management; currently working on Ph.D. in Illinois

ARMENIAN GRADUATE STUDENTS INDEPENDENTLY FUNDED IN THE U.S.

Name	Place	Degree	Date
Artashes Khachatryan	Washington State Univ.	DVM Research Assistant	2006
Vahan Papyan	Fresno State University	M.B.A. in Finance	August 2005
Vardan Mkrtchyan	Texas A&M University	M.S. in Agricultural Economics	2008
Marianna Khachaturyan	University of Nebraska	M.S. in Agricultural Economics	August 2005
Anush Khojoyan	Clemson University	M.S. in Agricultural Economics	August 2005
Armenak Markosyan	Washington State University	M.S. in Ag. and Resource Econ. Ph.D. in Agricultural Economics	August 2005 May 2008
Armen Tsaturyan	Texas A&M University	M.S. in Agricultural Economics	2008
Gayaneh Kyureghian	Texas A&M University	Ph.D. in Agricultural Economics	May 2008
Natalie Nazaryan	Colorado State Univ.	Ph.D. in Agricultural Economics	May 2008
Vahe Heboyan	University of Georgia	Ph.D. in Agricultural Economics	May 2008
Tatevik Zohrabyan	Texas A&M University	Ph.D. in Agricultural Economics	May 2008
Alexan Shanoyan	Univ. of Illinois – CU	Ph.D. in Food and Agribus. Mgt.	August 2008

IDENTIFICATION AND DEVELOPMENT OF FACULTY LEADERSHIP FOR DAY-TO-DAY MANAGEMENT

Leadership of the ATC by an Armenian faculty has been reviewed with a gradual transition of responsibility for day-to-day decision-making. In the earlier days of the project, several local instructors were engaged as faculty to teach courses in economics, statistics, operations management, and related subjects. Key agribusiness courses in marketing, management, and finance were taught by a combination of returning, trained Armenian faculty and selected senior faculty invited from the U.S. The ASAU faculty members taught selected courses required by the ASAU. Courses for the Four Year and Five Year Programs are attached as **Appendix 2**.

Through these past six years, the educational quality and experiences of the faculty have continued to be impressive and have added to the high level reputation of the Agribusiness Teaching Center.

ARMENIAN FACULTY OF THE ATC

Name	Courses Taught	Degree
Vardan Urutyun	Financial Management, Financial Analysis	Candidate of Econ. Sci. (PhD equiv.) Yerevan State Institute of Economics
Astghine Pasoyan	Environmental Economics	MA in Environmental Management, Brown University, USA
Alexan Simonyan	Statistics, Operations Management	PhD in Statistics Moscow State University
Iveta Simonyan	Principles of Marketing, E-Commerce, Marketing Management	Indiana University of Pennsylvania
Vardges Hovhannisyan	Marketing of Ag Products, Intro. to Ag Economics, Macroeconomics	Candidate of Econ. Sci. (PhD equiv.), ASAU

Anna Yeritsyan	Marketing of Ag Products, Marketing Management	MBA, American University of Armenia
Vahram Ghushchyan	Macroeconomics, Microeconomics	Ph.D in Economics, University of Colorado at Boulder, USA
Gayane Kyureghyan	Macroeconomics, Microeconomics	MBA, AUA; PhD Student, Texas A&M University
Agassy Manoukian	Global Supply Chain Management., International Business	MBA, University of Toledo, USA
Karine Zurabyan	Financial Accounting, Managerial Accounting	PhD in Econ., Institute of Econ. of Nat'l Academy of Sci. of RA
Byuzand Dervishyan	Financial Accounting	Diploma, Yerevan Poly. Institute
Lousia Antonyan	Technical Writing	PhD Candidate, Yerevan State Pedagogical University
Arthur Grigoryan	Principles of Management	PhD Student in ASAU
Rafael Bakhtavoryan	International Trade	PhD Student in ASAU, MS in Ag. Economics, Texas A&M Univ.
Vahe Vanesyan	Political Science	MAE in Educational Leadership and Supervision, Ball State University; PhD student
Karine Margaryan	Political Science	MA in Pol. Sci., Int'l Relat., AUA
David Sargsyan	Business Law	MA in Pol. Sci. and Int'l Relations, AUA; LLM, University of Notre Dame, USA
Ruzanna Movsesyan	Calculus	MS in Industrial Engineer., AUA
Armen Mkrtchyan	Civil Defense	Cand. of Sci. in Economics, AAI
Vahe Heboyan	International Trade, Introduction to Agricultural Economics	MS in Agricultural Econ., Univ. of Georgia; PhD Student, UGA
Artavazd Hakobyan	Agricultural Price Analysis	MS in Ag Economics, Auburn University
Varuzhan Hochtanyan	Political Science	
Eduard Ghazaryan	Business Law	
Yeritsyan Sergey	Environmental Protection	
Milena Gevorgyan	English, Public Speaking	
Armine Sukiasyan	English	



Dr. Bishu Chatterjee with Armenian graduate students



Dr. Verne House 2001-2005

U.S. UNIVERSITY PROFESSORS INVOLVED WITH TEACHING OR CONSULTING IN ARMENIA

Dr. Daniel Dunn	ATC Director and Country Coordinator, 1999 - present
Dr. John Nichols	Project Director, Program Management and Strategy, 1999-present
Dr. Edwin Price	Asst. Vice Chancellor for Int'l Agriculture, TAMU, February 1999
Dr. Tim Schilling	International Program Coordinator, TAES, April 1999
Dr. Carl Shafer	Professor and Consultant, TAMU, April 1999
Dr. Emerson Babb	ATC Faculty, University of Florida, Fall 2000, Fall 2001
Dr. Bishu Chatterjee	ATC Faculty, California Tax Research Specialist, Spring 2001
Dr. Barry Carr	ATC Faculty, TAMU Commerce, September 2001 – May 2002
Dr. Verne House	ATC Faculty, Clemson University, 2002-2005
Dr. Judy Newton	ATC Faculty, American University of Armenia, Fall 2002
Mr. Jack Cocks	ATC Faculty, Univ. of Illinois Champaign/Urbana, Fall 2002
Dr. Stanley Carpenter	Professor, Higher Ed. Leadership, TAMU, Fall 2001, Fall 2002
Dr. Nancy Simpson	Director, Center for Teaching Excellence, TAMU, Fall 2002

CONTINUED DEVELOPMENT OF ATC FACULTY THROUGH ADVANCED TRAINING

Several Armenian faculty members have applied for grants and traveled to other countries for further training. Outreach to international audiences has been achieved through faculty and administrator presentations at professional programs and conferences in the Ukraine, South Africa, Switzerland and the United States.

YEAR	CONFERENCE	FACULTY
1999	Leadership Training at Texas A&M	Minister and Rector Tarverdyan and six AAA professors
2001	Research Semester at Texas A&M Leadership and Strategic Management	Vardges Hovhannissyan Rector Tarverdyan and four AAA professors
2002	Cochran Program at Texas A&M Leadership Development and Financial Resource Support	Susanna Mezhlumyan Sergei Meloyan
2003	Faculty Training Prog. in Agric. Econ and Agribusiness Training on Economics and Financing and Independent Study Project at the University of Guelph, Canada Career Center Training at Texas A&M	Four professors from AAA Vardan Urutyun Susanna Mezhlumyan
2005	Career Placement and Counseling at Texas A&M	Arpine Avetisyan

CONTINUED INVOLVEMENT OF TEXAS A&M FACULTY IN TEACHING AND ADVISORY ROLES

Local instructors are engaged as faculty to teach courses in economics, statistics, operations management, and related subjects. The key agribusiness courses in marketing, management, and finance are being taught by a combination of returning, trained Armenian faculty and selected senior faculty invited from the U.S. Returning post-graduate students and trainees will continue

to supplement the faculty as teaching assistants. Academy faculty members teach selected courses required by the Academy.

Educational Coordinator Dan Dunn and one other distinguished professor from the U.S. have taught a course each semester and provided counsel in teaching preparation techniques, working with students to facilitate independent research, participated in field trips and facilitated other involvement with local businesses. For English and speech studies, either a former Peace Corps or other NGO instructor has been available. Faculty members from several U.S. universities have contributed materials and guidance throughout the years. The University of Illinois evaluation project has included the ATC as one of its focal points for study.



Dan Dunn and ATC Graduate

A MASTERS OF AGRIBUSINESS DEGREE PROGRAM AND OTHER COMPLEMENTARY PROGRAM ACTIVITIES

The Academy's return to a five-year diploma program extended the first and second year agribusiness curriculum of the Academy to add a third year. The main impact of this was the increase in courses taught by 50%. Much of the teaching load increase has been accommodated through greater use of the Armenian faculty. A Master's program has been established in the Academy but not pursued in the ATC due to other priority requirements of resources.

CAREER CENTER - The Eurasia Foundation, supplemented with a grant from the Cafesjian Foundation, has provided the funding for the launch of this program. With a Director already in place, the main emphasis has been on establishing procedures and building the programs. The Center is separated from the ATC, but it retains oversight responsibility as it primarily serves ATC students while funding flows through the Academy

RESEARCH GROUP PROJECTS

Title	Purpose
Water Well Research Project	To show socio-economic impact of constructed and reconstructed water wells in 75 villages of Armenia
Economic Efficiency Analysis of Milk Marketing Cooperatives	To analyze importance of marketing cooperatives to member farmers
Rural Credit Institutions in Armenia: Credit Clubs	To study the challenges of agricultural and rural finance in Armenia
Market Assessment and Development in Organically Grown Produce	To conduct market assessment for organically grown produce in Yerevan

Bird Flu Study with DAI	To study bird flu challenges for Armenia
Sustainability of Agricultural Production in Armenia	To identify strengths and weaknesses of the sustainability of agricultural production through Response Inducing Sustainability Evaluations (RISE)
Conducting Assessment in the Commercial Poultry Sector Supply Chain	To reveal picture of current situation and long term implications for commercial poultry sector supply chain
Wine Consumers Behavioral Research	Surveys
Goat Cheese Market Research	Surveys
Turkey Meat Market Research	Surveys

TRAVEL GRANTS

The ATC Research Group is very active in applying to international educational and training organizations to get grants or some other additional financing for ATC's faculty development activities. They have been successful in obtaining resources to enhance education in their particular fields of study.



Vardges Hovhannisyan with Curriculum Resource Centre representative in Budapest

TRAVEL GRANT OPPORTUNITIES

Date	Amount	Conference	Participant
2002—June	\$1,000 – International Food & Agribusiness Mgt. Assoc. (IAMA)	Annual Symposium – The Netherlands	Vardan Urutyan Vahe Heboyan
2003 – June	\$1,000 – IAMA	Annual Symposium – Cancun, Mexico	Vardan Urutyan Arsen Poghosyan
2004 – April	\$1,440 Individual Mobility Grant from ETF-Tempus	Agricultural Economics Society- London	Vardan Urutyan
2004 – June	\$1,000 – IAMA	Annual Symposium – Montreaux, Switzerland	Susanna Mezhlumyan Gayane Kureghyan Vardan Urutyan Vahe Heboyan Arsen Poghosyan
2005 – April – 3 yrs.	\$20,000 Soros Foundation/OSI	CEU Higher Education Support Program - Bulgarian	Vardan Urutyan Vardges Hovhannisyan Rafael Bakhtavoryan

2005 – June	\$1,000 – IAMA	Annual Symposium – Chicago, IL	Rafael Bakhtavoryan
2005 – August	International Association of Agri. Econ. (IAAE)	Annual Conference – South Africa	Vardges Hovhannisyan Vahe Heboyan
2005 – August	\$1200 – International Cooperative Alliance	11 th Annual Conference – Cork, Ireland	Vardges Hovhannisyan Vardan Urutyanyan
2005 – September	\$4,000 INTAS	5 th Autumn School on Theories and Practices of Rural Research – Finland or Poland	Vardan Urutyanyan Rafael Bakhtavoryan
2005 – December	Swiss College of Agriculture	Training in RISE software and application	Vardges Hovhannisyan Vardan Urutyanyan
2006 - January	All expenses Curriculum Resource Centre – Budapest	Course development on Rural Economics and Development Policy	Vardges Hovhannisyan Vardan Urutyanyan Rafael Bakhtavoryan
2006 – August	IAAE	Annual Conference – Australia	Vardan Urutyanyan

Several undergraduates from the ATC have also received travel grants and have had additional educational opportunities in such countries as Turkmenistan, Ukraine, India, and Germany.

INTERNSHIPS

Annual Summer Internship Programs through the ATC (Summers of 2001 - 2005)

Sponsored by numerous Armenian agribusiness firms involved in such activities as cheese making, wineries, fruit, vegetable and meat processing enterprises and NGOs. Internships also were arranged in the Republic of Georgia: Batumi Sea Port, Goat Breeding Farm, Tea Factory, Customs Department of Ajaria, and Batumi Chemical Pharmaceutical Factory.



Milk processing



Cheese factory

U.S. Students with Internships in Armenia

Becky Nyman, Texas A&M graduate student – Armenia, Summer 2001

Charlsea Ewing, Texas A&M undergraduate student – Armenia, Summer 2002

Armenian Students with Internships in the U.S.

Hayk Khachatryan – Farmers Cooperative of El Campo, Texas – Summer 2003

Sos Eghiyanyan – Farmers Cooperative of El Campo, Texas – Summer 2003

The establishment of the International Center for Agribusiness Research and Education (ICARE), an Armenian Foundation, created a new local administrative structure to manage resources for support activities previously included in the local budget and managed by USDA/MAP: to set up banking, to hire local accounting personnel, and to contract for transportation, housing and other necessary services.

EXTERNAL RESOURCES TO PROMOTE THE MISSION OF THE ATC

Over the past three years, several students from the Republic of Georgia (ROG) have been enrolled in the ATC. This relationship is expected to continue through the guidance of Rector Tarverdyan and his colleagues in Georgia. The USDA project in ROG has provided support for these students for living expenses and contribution to the cost of the teaching program. The ATC has provided the educational experience and work to provide appropriate internship experiences. In 2004 the first interns were placed in Poland and in the Ukraine, launching a broader network. These developments have been pursued to strengthen the regional dialogue and exchange regarding best practices in agribusiness education.

Arsen Somkhishvili, Georgian State Agricultural University Tbilisi, and Demna Dzirkvadze, ATC graduate and now with GSAU/Batumi Agricultural Institute, work with translating courses for GSAU, December 2005



ATC faculty and staff have continued to travel to the regions and to coordinate with USDA/MAP in their various projects in order to communicate with prospective students for the ATC experience in Yerevan. The faculty of the ATC has developed good contacts in the Republic of Georgia and continues to extend these as a basis for providing student experiences through field trips and the development of joint academic research projects. The project has sought to seek ways to support new USDA programs in the Republic of Georgia as they are developed.

Faculty from
Georgia State
Agricultural
University and
GSAU/Batumi
Agricultural
Institute



The long term development of the ATC could be enhanced if significant external funding sources could be identified and developed. Project personnel have participated in presentations to potential donors, after they are identified, in order to help advocate opportunities in the ATC. Other funding opportunities will also be pursued. The Eurasia Foundation, the German Government International Education Fund, the U. S. Department of State, the Black Sea Fund (IREX) are all examples of initiatives already undertaken with some success. Other NGOs and Foundations will be targeted in concert with the AAEF to seek funding for key programmatic support.

At a recent graduation, Dr. Bill Miller, former director of MAP asserted, “Knowledge and competence are the moving forces to globalization.” The Agribusiness Education Partnership project has developed a recognized, superior learning experience in Armenia. The challenge has been met and the students are satisfied.



“In the ATC, I saw what you could rarely see in other Armenian universities: professors open and ready to help, a computer lab with Internet, up-to-date textbooks, and a pleasant learning atmosphere.”

Arman Khojoyan

AGRIBUSINESS TEACHING CENTER

Graduates of 2002

Name	Occupation/Location
Anahit Sargsyan	ACDI VOCA/ Project Coordinator
Anushavan Harutyunyan	Master student in European regional University
Armen Gasparyan	Noyan juice production Head Sales Department
Arthur Galoyan	Has own business in audio and video services
Arthur Muradyan	Lycos Europe/ Web developer
Christine Balayan	Homestay mother
Diana Seiranyan	Artsakh bank/ Customer support
Gohar Nahapetyan	Federation of Agricultural Associations Research Manager
Hasmik Khachatryan	Agrian Armenia/ Data Indexer
Karen Dovlatyan	Makur erkat CJSC/ Accountant
Karen Sargsyan	ACBA Credit Agricole Bank Plastic Card Department
Lusine Machyan	Tufenkian Hospitality Avan Villa Hotel Administration
Lusine Mnatsakanyan	CPCC / Director
Marina Safaryan	Baron Ltd/ Accountant
Marine Galstyan	Homestay mother
Michael Halebyan	KPMG/ Auditor
Narine Ter-Hovhannisyan	Homestay mother
Natali Nazaryan	PhD student in Colorado
Ruzan Voskanyan	Agrian Armenia/ Data Indexer
Stella Kocharyan	Homestay mother in Africa
Tigran Hakhnazaryan	Federation of Agricultural Associatians Project Coordinator
Vahan Papyan	Lives in Fresno
Vahe Asatryan	Yeritsyan and Sons/ Manager
Vardan Adamyan	Duty free shops/ Marketing Assistant

AGRIBUSINESS TEACHING CENTER

Graduates of 2003

Name	Occupation/Location
Albert Hovakimyan	Air Armenia Cargo transportation company Manager
Anna Karapetyan	Extension Department of ASAU/Youth clubs
Anush Khojoyan	Lives in the US
Armen Tsaturyan	Working on M.S./Texas A&M University
Armenak Markosyan	PhD student in Washington State University
Armine Hovsepyan	US Embassy Commissary /Assistant
Christ Melkonyan	PhD student in University of Hohenheim
David Badalyan	PhD student in ASAU
Edgar Vardanyan	Agrian Armenia/ Team leader
Gayane Pirverdyan	MS student in ASAU
Gevorg Mkrtchyan	Bardiner restaurant/Manager
Hayk Davtyan	ATC/ GSO
Hayk Khachatryan	PhD student in Washington State University
Karapet Khachatryan	Privayte enterprise in Echmiadzin/Accountant
Karen Gabrielyan	Lives in the US
Liana Abajyan	Jewelry company in Moscow/Deputy Director
Lilit Arakelyan	ASAU Chair of Finance and Credit /Assistant
Lusine Adamyan	Intracom International/Inventory Assistant
Marianne Khachaturyan	PhD student in University of Nebraska
Monika Hovhannisyan	Homestay mother
Sos Yeghyan	Lives in Canada
Stella Hovhannisyan	Agrian Armenia/Data indexer
Tatevik Zohrabyan	PhD student in Texas A&M
Valentina Yenokyan	MS student in ASAU
Vardan Mkrtchyan	Working on M.S./Texas A&M University

AGRIBUSINESS TEACHING CENTER

Graduates of 2005

Name	Occupation/Location
Anush Abgaryan	Square 1/ Operations Manager
Arthur Grigoryan	ATC lecturer/ ASAU PhD student
Arthur Rshtuni	Military service
David Nersisyan	Looking for a job
David Sirunyan	CRRS office/ Office Manager
Demna Dzirkvadze	Strengthening Higher Education in Georgia Project Coordinator
Garnik Sevoyan	Student CAH-Dronten Netherlands Int'l Rural Development Program
Gayane Matevosyan	MMM (eurodoors and windows) Assistant in Marketing Department
Gnel Gabrielyan	Military service
Gohar Darbinyan	Looking for a job
Hakob Chobanyan	Federation of Agricultural Associations Marketing Assistant
Irakli Khakhva	Batumi Agrarian University Teacher of Computer classes
Julieta Harutyunyan	Real Estate Agency/ Assistant
Levon Aivazyan	Military service
Liana Avagyan	Elite Group (construction company) Marketing Assistant
Lilit Zakaryan	Ardshininvest bank/ Teller
Lusine Ghazaryan	Yerevan Brandy Company/ Finance Department
Naira Tvalchrelidze	Master student in University of Vahenshtefan Germany
Olga Harutunyan	
Ripsime Kirakosyan	K-Telecommunication Company Finance Department
Sofia Babayan	Lives in the US
Suren Aloyan	Military service
Susan Harutyunyan	Homestay mother
Svetlana Babayan	Lives in Russia
Vardan Vardanyan	HSBC bank/ Teller
David Ubilava	PhD student in Purdue University

AGRIBUSINES TEACHING CENTER

Graduates of 2006

Name	Occupation/Location
Ani Movsisyan	Cafesjian Museum Foundation/ Assistant
Rosa Gevorgyan	PhD student in Washington State University
Karine Stepanyan	
Sona Hayrapetyan	HSBC bank/ Assistant
Lidia Baroyan	H2Economy/ Assistant
Vahe Grigoryan	Enterprise Incubator Foundation/ Marketing Department
Ani Kirakosyan	PhD student in ASAU
Marine Alaberkyan	
Tatevik Gevorgyan	PhD student in ASAU
Karen Hovhannisyan	Hovnanian International/ Operations Assistant
Naira Zakaryan	Star Supermarket
Nune Manasyan	
Anna Grigoryan	Erebuni Biosites (chemical production)/ Deputy Director
Narek Vardanyan	PhD student in ASAU
Ani Mukoyan	Arm Project Institute/ Economist
Lusine Vardikyan	HiTechGateway/ Consumer support
Nino Olgesashvili	
Paata Brekashvili	Ministry of Agriculture of Georgia/ Project Coordinator
Marianna Gharibyan	Boomerang software/ Marketing Department
Kamo Mkhitarian	PhD student in ASAU
Lilit Sargsyan	Nikita Mobiles Assistant and PhD student in Nat'l Academy of Sciences of RA
Karen Mikayelyan	
Suren Hayrapetyan	Shoes world/ International relations department
Margarita Hambardzumyan	
Shavarsh Sahakyan	Military service
Ashot Vardanyan	Military service
Hayk Ghazaryan	Cafesjian Museum Foundation

AGRIBUSINESS TEACHING CENTER 4-YEAR CURRICULUM

The ATC curriculum is comprised of a set of required courses and internships. The list of courses is reviewed annually with courses dropped and added to keep the curriculum up to date. The core courses* will continue to teach management, marketing and finance. ATC will offer elective courses and seminars when opportunities occur.

All students graduating from ATC should have completed 100 credits. The normal process would be to take the following:

Summer (end of 2 nd year) ---	8 credits
Fall year three -----	20 credits
Spring year three -----	20 credits
Summer (end of 3 rd year) ---	5 credits
Fall year four -----	20 credits
Spring year four -----	20 credits
Summer (end of year 4) -----	7 credits

Summer (Pre-enrollment)

Agbu 200	2 credits	Computers and Information Technology Applications
Agbu 201	2 credits	Business English
Agbu 202	2 credits	Introduction to Agricultural Economics
Agbu 203	2 credits	Public Speaking

Third year (Fall semester)

Agbu 300	4 credits	Linear Algebra and Calculus
*Agbu 301	4 credits	Principles of Management
Agbu 302	4 credits	Financial Accounting
Agbu 303	4 credits	Statistics
*Agbu 304	4 credits	Marketing of Agricultural Products

Third year (Spring semester)

Agbu 305	4 credits	Intermediate Microeconomics
Agbu 306	4 credits	Operations Management
Agbu 307	4 credits	Managerial Accounting
Agbu 308	4 credits	Technical Writing
*Agbu 309	4 credits	Principles of Finance and Taxes

Third year (Summer)

Agbu 310	5 credits	Internship I
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Fourth year (Fall semester)

Agbu 400	4 credits	Intermediate Macroeconomics
Agbu 401	4 credits	E-Commerce
*Agbu 402	4 credits	Financial Analysis
Agbu 403	4 credits	Agro-Ecology and Environmental Protection
Agbu 404	2 credits	Agricultural Cooperatives
Agbu 405	2 credits	Agricultural Insurance

* Core courses are marked with asterisk

Fourth year (Spring semester)

Agbu 406	2 credits	Agribusiness Law
Agbu 407	4 credits	Natural Resource Economics
*Agbu 408	4 credits	Strategic Management
*Agbu 409	4 credits	Marketing Analysis
Agbu 410	4 credits	World Economics
Agbu 411	2 credit	Business Ethics

Fourth year (Summer)

Agbu 412	2 credits	Agribusiness Entrepreneurship
Agbu 413	5 credits	Internship II

Preparation for State Exam and Diploma Work

Agbu 400 Electives

3 credits	Econometrics
3 credits	Agricultural Price Analysis
3 credits	Agricultural Policy
3 credits	International Business and Global Supply Chain Management

AGRIBUSINESS TEACHING CENTER 5-YEAR CURRENT CURRICULUM

The ATC curriculum is comprised of a set of required courses and internships. The list of courses is reviewed annually with courses dropped and added to keep the curriculum up to date. The **core courses*** will continue to teach management, marketing and finance. ATC will offer elective courses and seminars when opportunities occur.

All students graduating from ATC should have completed 129 credits. The normal process would be to take the following:

Summer (end of 2 nd year) ---	6 credits
Fall year three -----	20 credits
Spring year three -----	20 credits
Summer (end of 3 rd year) ---	5 credits
Fall year four -----	20 credits
Spring year four -----	19 credits
Summer (end of year 4) ----	5 credits
Fall year five -----	19 credits
Spring year five -----	15 credits

Summer (Pre-enrollment)

Agbu 200	2 credits	Computer and Information Technology Applications
Agbu 201	2 credits	Business English
Agbu 202	2 credits	Introduction to Agricultural Economics

Third year (Fall Semester)

Agbu 300	4 credits	Linear Algebra and Calculus
Agbu 301	4 credits	Public Speaking
Agbu 302	4 credits	Financial Accounting
Agbu 303	4 credits	Statistics
*Agbu 304	4 credits	Principles of Management

Third year (Spring Semester)

Agbu 305	4 credits	Intermediate Microeconomics
Agbu 306	4 credits	Operations Management
Agbu 307	4 credits	Managerial Accounting
Agbu 308	4 credits	Technical Writing
*Agbu 309	4 credits	Principles of Finance and Taxes

Third year (Summer)

Agbu 310	5 credits	Internship I
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* Core courses are marked with asterisk

Fourth year (Fall Semester)

Agbu 400	4 credits	Intermediate Macroeconomics
Agbu 401	4 credits	World Economics
Agbu 402	4 credits	Agro-Ecology and Environmental Protection
Agbu 403	4 credits	Marketing of Agricultural Products
Agbu 404	2 credits	Business Ethics
Agbu 405	2 credits	Agricultural Cooperatives

Fourth year (Spring Semester)

Agbu 406	4 credits	Agribusiness Law
Agbu 407	4 credits	Natural Resource Economics
*Agbu 408	4 credits	Principles of Marketing
Agbu 409	4 credits	Agribusiness Entrepreneurship
Agbu 410	2 credits	Civil Defense
Agbu 411	1 credit	Seminar

Fourth year (Summer)

Agbu 412	5 credits	Internship II
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Fifth Year (Fall Semester)

*Agbu 500	4 credits	Financial Analysis
*Agbu 501	4 credits	Strategic Management
Agbu 502	4 credits	E-Commerce
Agbu 503	4 credits	Agricultural Price Analysis
Agbu 504	3 credits	International Business

Fifth Year (Spring semester)

*Agbu 505	4 credits	Marketing Management and Analysis
Agbu 506	4 credits	Agricultural Policy
Agbu 507	4 credits	Political Science
Agbu 508	3 credits	Global Supply Chain Management

STATE EXAMS (2)

Fifth year electives

3 credits	Econometrics
3 credits	Agricultural Price Analysis
3 credits	Money and Banking
3 credits	Global Supply Chain Management
3 credits	International Business