



CENTRAL EURASIA LEADERSHIP ALLIANCE

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BIOGRAPHIES

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LEADERSHIP ROLE MODEL SPEAKERS

ISMAIL CEM

Ismail Cem, former Foreign Minister of the Republic of Turkey, was born in Istanbul in 1940 to a family with deep roots in Salonika, now in Greece, where modern Turkey's founder Kemal Ataturk was born. Mr. Cem's family fled to Istanbul in 1907. His passion for learning led him to study French and English and to earn degrees from Robert University, the Lausanne Faculty of Law and the Paris Institute of Political Studies. At the age of 23 he became an active journalist, both as editor and columnist, becoming in 1974 the youngest Director of the Turkish Radio and TV Corporation. He entered parliament in 1987, serving as a member of the Parliamentary Assembly of the Council of Europe (1987-1996). His appointment as Minister of Foreign Affairs took effect on June 30, 1997, and he resigned from his position on July 11, 2002. Taking after his father, who was a pioneer filmmaker, Minister Cem is a serious amateur photographer. He and his wife Elcin have a daughter.

BILL DEARSTYNE

William Dearstyne was a Company Group Chairman of Johnson & Johnson. He was responsible for Johnson & Johnson's medical device businesses throughout the Asia/Pacific region including Japan, China, Australia and Southeast Asia and for the worldwide business of Independence Technology, a Johnson & Johnson Company, providing products and services to people with disabilities.

Mr. Dearstyne joined Johnson & Johnson in 1976 as General Manager of Johnson & Johnson Singapore and then became Managing Director of Johnson & Johnson Malaysia. In 1981, he was promoted to Vice President, Johnson & Johnson International and in 1985 was named Company Group Chairman. From 1981-1987, he had responsibility for a number of Johnson & Johnson Companies in the Asia/Pacific area. In 1988, he was given responsibility for establishing the Company's business in the former Eastern Bloc; as a result of his work, the Company now has six subsidiaries there and a sizable and rapidly growing business.

Mr. Dearstyne earned a bachelor's degree from Bucknell University and an MBA from Syracuse University. He served as a first lieutenant in the U.S. Army from 1963 to 1965 as a member of the 8th Infantry Division - Airborne.

A native of Albany, New York, Mr. Dearstyne and his wife have two daughters and reside in Madison, New Jersey.

GABRIEL EICHLER

Gabriel Eichler is the founder and Senior Partner of Benson Oak, an investment-banking boutique. Until January 2001 he was Chairman of the Board, President & CEO of Slovakia's largest company, VSŽ Košice (Slovak Steelworks). At the request of the company's bank lenders, he was hired to save the company from bankruptcy. He managed the turn-around of the company, made it profitable and structured the sale of its steel business to US Steel. In 1994-1998 he was Vice Chairman of the Board of Directors and until the end of 1996 CFO of ČEZ (Czech Power Company). His main task was to organize the company to be able to finance a CZK 170 bn investment program. CEZ became the first company in post-communist Europe to get a rating (investment grade), first to access the Euromarkets and the US capital market. Earlier he spent 15 years at Bank of America, first in San Francisco, later (1992 – 99) as General Manager in various regions in Europe (living in Frankfurt, Vienna, Paris) and finally as Chief International Economist in the Bank's San Francisco

headquarters. He is a member of the Supervisory board of Slovenská sporiteľňa. He was Vice Chairman of the Supervisory Board of Československá obchodní banka (ČSOB) a member of the Supervisory Board of Česká pojišťovna (Czech Insurance Company) and a member of the Board of the EastWest Institute. In the early nineties he advised the Czechoslovak government on economic transformation.

Born 13 February 1950 and raised in Bratislava, then Czechoslovakia, in 1968 he left for the USA. He studied economics at Brandeis University, economics / international relations at the University of Chicago and economics at the University of Toronto.

Mr. Eichler is currently involved in setting up Springboard Technology Ventures, a new group that seeks to provide early stage capital to young technology companies the Czech republic and Slovakia.

JOHN EDWIN MROZ

John Edwin Mroz founded the Institute for EastWest Security Studies in 1981 and has served as President during twenty years of rapid growth and evolution. In the mid- 1980s, Mroz began expanding the Institute's mission beyond being an internationally known think tank on security issues. The changes resulted in a very different kind of institution evolved under the name Institute for EastWest Studies which focused on pro-active work in building civil society and market economies at both the policy and grass-roots levels. Under his leadership the Institute decentralized and expanded its work with centers promoting change and leadership development in Prague, Moscow, Kyiv, Budapest, Kosice, and Warsaw as well as New York. It's most recent center is in Belgrade. At its fall 1998 meeting in Moscow, the Board of Directors of the Institute simplified its name to the EastWest Institute and approved a plan to accelerate the expansion of work throughout Eurasia.

A unique combination of grassroots consensus building and high-level policy interaction have enabled the Institute to become a in national, regional, and international fora. The Institute consists of a staff of 80 women and men from 20 countries, and a network of more than 5,000 professionals from more than 40 countries.

Mr. Mroz has served as an advisor to the Commission of the European Union, The Council of Europe, and to numerous governments in Eastern Europe, Ukraine, Russia, the Middle East, and North America. He has received numerous international awards including Germany's highest award to a non-citizen for the Institute's role in facilitating German reunification. Mr. Mroz sits on several boards and is an active member of the Council on Foreign Relations

Mr. Mroz received an M.A. and M.A.L.D. from the Fletcher School of Law and Diplomacy, and he received an M.A. from Northeastern University. He completed his undergraduate education at the University of Notre Dame. Mr. Mroz is married to Karen Linehan Mroz. They have three children, Jonathan, Jessica and Jeffrey, and reside in Manhattan.

DUŠAN ONDRUŠEK

Dušan Ondrušek is the Director of the Center for Conflict Prevention and Resolution , Slovakia. This center, which is part of a network of 13 conflict resolution institutions "Partners for Democratic Change," is an international consultant and trainer in the fields of conflict resolution, collaborative planning and organizational development.

Mr. Ondrušek received his education at Comenius University in Bratislava where he received a PhD. in social psychology. Mr. Ondrušek also did a postgraduate fellowship at the Institute of Policy Studies at Johns Hopkins University in Baltimore, USA

Mr. Ondrušek coordinates and leads training sessions for various participants, which often includes representatives from GO's, NGO's, managers, judges, and mayors. Mr. Ondrušek has worked as trainer and consultant in more than 30 countries, mostly in Central and Eastern Europe. He has worked for diverse clients like OSCE, World bank, East-West Management Institute, and World Learning.

Mr. Ondrušek focuses his training/consulting work on human rights education, human rights teaching methodology, constitutionalism, civil society development, and prejudice reduction in the frame of governmental and nongovernmental context. Mr. Ondrušek is author and co-author of three books (connected with the civil society development and civil rights education methodology) and over 20 published articles mostly on the topics: development of altruism, civil society, effectiveness of the trainings, and cross-sector collaboration.

ARMEN SARKISSIAN

Dr. Armen Sarkissian is Director of the Eurasia Program at the Judge Institute of Management, Cambridge University's Business School, with expertise in state-building structures and free market transition processes in CIS countries. From 1976 to 1984 he was a professor of physics at Yerevan State University and subsequently Head of the Department of Computer Modelling of Complex Systems at the University's Department of Theoretical Physics. In 1984 he became a Visiting Research Fellow and later professor at the University of Cambridge. He is an honorary Senior Research Fellow, since 1991, at the School of Mathematical Sciences, Queen Mary & Westfield College, London University,

In October 1991, Dr. Sarkissian was invited by the President of Armenia to establish in London the first Armenian Embassy in the West. In addition to his diplomatic mission to the United Kingdom, he went on to become Senior Ambassador of the Republic of Armenia to Europe (Deputy Foreign Minister) and concurrently represented Armenia as Ambassador to the European Union, the Netherlands, Luxembourg, and The Vatican. In 1995-96 he was Head of Mission of the Republic of Armenia to European countries.

Dr. Sarkissian became Prime Minister of Armenia in October 1996. The key elements of Prime Minister Sarkissian's program were the focus on administrative reform, the fight against corruption, liberalization and privatization of the media, acceleration of market reforms and strengthening of democratic institutions. His program received wide support from the international community. He served until March 1997, when he resigned due to serious illness. He was reappointed Ambassador to the United Kingdom in 1998. He also served as Special Advisor to the Acting President of the European Bank for Reconstruction and Development, and as a Governor of EBRD from 1999-2000.

Against the background of a decade-long, dynamic diplomatic service and leadership, in 2000 Dr. Sarkissian established the Eurasia Research Program at the Judge Institute of Management, University of Cambridge. Under his directorship, the Program has already implemented a series of very successful projects in both England and the Eurasia region. Recently, he also co-founded the Eurasia House in London, which is involved in the process of bridge building in the vast geographic space extending from Eastern Europe to Russia, to the CIS and China.

In addition to his academic and research projects, Dr. Sarkissian is Senior Executive Advisor to the Board of Directors and Chairman of Alcatel, the French telecom giant, and a Senior Executive Advisor to the Chairman of BP, one of the largest oil companies in the world. Dr. Sarkissian is member and honorary member of a host of institutions and organizations, among them the National Academy of Sciences of Armenia, the International Institute of Strategic Studies, the Royal Astronomical Society, Fellow of Jesus College, Cambridge, and others. He has authored some 50 academic articles and three books on theoretical physics, astrophysics, computer modelling, political science, and transition economics. He is a frequent speaker at high-level conferences, seminars, and gatherings on issues, such as, leadership, political economy, security, geopolitics and other development in Eurasia.

CAMILLA SHARSHEKEEVA

Camilla Duishebayevna Sharshekeeva is the Provost of the American University - Central Asia (AUCA). The mission of the University is to promote civil society in this part of the world, to train a new generation of leadership for Central Asia and the CIS, and to introduce new pedagogical methods to Kyrgyzstan.

Camilla Sharshekeeva also served as a Minister of Education and Culture of the Kyrgyz Republic. Her appointment capped a twenty-year career in educational development and innovation in the Kyrgyz Republic, highlighted by her founding and leadership of the American University - Central Asia.

Camilla Sharshekeeva began her academic career as a student at the prestigious Moscow State Pedagogical Institute named after Mauriz Thorez, from which she received a Diploma in 1979. From 1979 until 1993, she taught English at the Kyrgyz State University, returning to the Moscow State Pedagogical Institute for three months of advanced study in 1984 and spending three months at the Department of Lexicography at the Kyrgyz Academy of Sciences in 1991. In 1989, she was awarded the rare opportunity to participate, with an elite group of other educators from the Soviet Union, in a three-month exchange program at Ealing College of Higher Education in London. This program, which included home-stays, was Mrs. Sharshekeeva's first trip to the West.

In 1993, Camilla Sharshekeeva and a group of colleagues at the Kyrgyz State University came up with the idea of teaching subject matter in the English language – an extremely innovative idea for its time and place. From this idea developed the Kyrgyz-American Faculty of Business, Law, and Humanities, of which Mrs. Sharhekeeva was named Dean. The school, known as KAF, and supported by USIA and IREX funding, was opened officially by the President of Kyrgyzstan, Askar Akayev, and the Vice-President of the United States, Al Gore, in December 1993. On November 11, 1997, a Presidential decree transformed KAF into an independent, private university, known as the American University in Kyrgyzstan and since December 2002 it is American University - Central Asia.

Mrs. Sharshekeeva has designed and taught, in English, courses in Leadership and in Organizational Behavior, as well as prepared a number of courses in English grammar, phonetics, and analytical reading. She is the author of a number of articles on various aspects of education, as well as three English textbooks, and is the co-author of a soon-to-be-published English-Kyrgyz dictionary. She is actively engaged in research on the intellectual and ethical development of students at the American University –Central Asia. She has a certificate from the Fundraising School at the Center for Philanthropy at Indiana University, and has been actively involved in AUCA's soliciting and receipt of major grants from the US State Department.

Mrs. Sharshekeeva is married and the mother of a son and a daughter.

CORE FACULTY MEMBERS



MARK C. MALETZ

Mark C. Maletz is a virtual associate professor of management and a research fellow at Babson College in Wellesley, Massachusetts. He is an internationally recognized thought leader in the areas of leadership development and organizational transformation. His research and consulting activities focus on helping companies improve their leadership capabilities and reshape their cultures with an orientation towards both values and performance. He has been responsible for more than 50 large-scale leadership development and organizational change initiatives in companies across a variety of industries, both in the Americas and in Europe.

Previously, Maletz was a partner at McKinsey & Company and a leader of the firm's organization practice. At McKinsey, he played a leadership role in numerous change-related and M&A engagements, as well as leading a major research initiative on "Managing in the Whitespace" (which resulted in an HBR article in February 2001). Maletz has pioneered experiential approaches to leadership development and the shaping of organizational culture. He has also developed a unique ability to work across levels of an organization and to bring new "lenses" (i.e. ways of seeing the world and workplace) to the organization.

He completed his graduate work in Cognitive and Computer Science at the University of Michigan and the Industrial Technology Institute. He is a board member and advisor to the EastWest Institute and the Boston Arts Academy and sits on the boards of three entrepreneurial technology businesses. He is married and lives in Boston with his wife, Ilana, and their three children



ZEYNEP AYCAN

Zeynep Aycan is an Associate Professor of Industrial and Organizational Psychology at Koç University. She completed her Doctoral Degree in Canada where she lived for five years. Having trained as a cross-cultural psychologist, Aycan examines the impact of culture on various aspects of business life, including leadership, work-family conflict, and international human resource management. She has conducted Post-Doctoral studies at McGill University, Faculty of Management where she taught 'Cross-Cultural Management' at the graduate and undergraduate levels. She has published three books: *Expatriate Management: Theory and Research* (Ed.; JAI Press, 1997), *Leadership, Management, Human Resource Practices in Turkey* (Ed.; Turkish Psychological Association, 2000); *Culture and Organizational Behavior* (with Michele Gelfand & Miriam Erez; Sage Inc, in press), and numerous research articles and book chapters. She is the founder and the

Editor (with Terence Jackson) of an academic Journal: International Journal of Cross-Cultural Management (Sage Publishing). Through this Journal, she enjoys working with authors from various countries and scientific disciplines on innovative approaches to cross-cultural management.

Aycan also served as a consultant or trainer to companies including Bechtel-Enka (JV in Kazakhstan), Phillip-Morris – SA, Migros - Turk, and Alcatel. She is the recipient of two prestigious awards (2001, 2003) from the Turkish Academy of Sciences for her contributions to national and international development of social sciences and practices in the area of management.

SIBF FACILITATORS



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Joel Cowan grew up in Cartersville, Georgia, graduating from Georgia Tech in 1958. His major past business interests have been in real estate development and corporate finance.

He is the founder of Georgia's new town of Peachtree City serving as its first Mayor beginning in 1959. He was also the chief executive of its development company through 1976. Peachtree City is widely known for its innovative lifestyle features such as 80 miles of paved cart paths, 20% open space, and an effectively administered sign and land use ordinance. Mr. Cowan also founded Phipps Plaza, Snapfinger Woods and Palmetto Dunes (Hilton Head) in addition to Peachtree City.

For the last several years his primary interests have involved working in the emerging economies of Eastern Europe, Russia, and China. He currently has an active presence in China focusing on home building, e-commerce, and merchant banking. He recently privatized a Chinese company, which was active in low cost housing and high technology.

He is a director of World Airways, Inc (NASDAQ) and a former director of Interstate General Company (ASE), Continental Airlines (NYSE) and IRT Property Company (NYSE).

He was former Governor Joe Frank Harris' Honorary Chief of Staff throughout his two terms. He served in various unpaid capacities for Governor Harris, including the Board of Regents of the University System of Georgia, Chairman of the Governor's Growth Strategies Commission and Chairman of the Board of the Department of Community Affairs. He was the founding Chairman of the Georgia Regional Transportation Authority, as well as the Governor's Development Council.

He is currently Chairman of the Fayette Community Foundation and a member of the Board of The Community Foundation of Greater Atlanta. He is a Director of the EastWest Institute in New York, Trustee Emeritus of the Georgia Tech Foundation. He is a former Trustee of The Georgia Conservancy, former Chairman of the Board of Rabun Gap-Nacoochee School, a former director

and Vice Chairman of the Georgia Chamber of Commerce and Central Atlanta Progress.

Mr. Cowan is a Presbyterian, has three grown children and five grandchildren. He and his wife have lived in Peachtree City since 1959.

On June 29th, 2001, he was appointed to be the founding Chairman of the Metropolitan North Georgia Water Planning District.

Joel Cowan Expertise

In business, I have developed and invested in all phases of real estate. In addition, I founded companies in several fields and financed others, including participating in ventures in Eastern Europe and China (homebuilding and technology). In civic activities, I have been quite active as a board member and advisor to various non-profit institutions that are involved in a wide range of activities. I have also served as advisor to three Governors in Georgia, serving in a number of unpaid leadership capacities and have substantial experience in public policy matters.



DAVID L. FORD, JR. (DAVE)

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During his more than 29 years of professional experience, Mr. Ford has successfully worked in the public and private sectors as an industrial engineer, educator, lecturer, manager, consultant, and business owner. He has held faculty appointments at Purdue University, Michigan State University, Yale University and the University of Texas at Dallas. Mr. Ford holds a B.S. degree in industrial engineering from Iowa State University and a Ph.D. in organization analysis from the University of Wisconsin - Madison.

He belongs to a number of professional associations and societies including the Academy of Management, NTL Institute for Applied Behavioral Science, Association of Social and Behavioral Scientists, National Forum for Black Public Administrators, American Society for Training and Development, American Society of Personnel Administrators, Institute of Certified Professional Managers, and the Organization Development Network. A native of Fort Worth, Texas, Mr. Ford enjoys travel, spectator sports, swimming, tennis, racquetball, jazz and sailing with his son, David Ford III.

David L. Ford, Jr. – Areas of Expertise

As an organization development (OD) consultant, my expertise lies in helping individuals, groups/teams, and total organizations develop their capacities for problem-solving and goal setting for future success. I have extensive experience in: (a) improving team functioning and inter-group relations; (b) designing organizational surveys for problem diagnosis of employment issues such as conflict management, communication breakdowns, diversity management, and leadership practices;

(c) organizational culture audits associated with change projects; (d) strategic focus development using future search conferences; and (e) individual coaching and counseling for role clarity, career planning and development, and work-life balance. I have also served on one corporate board and on several non-profit boards in the role of board chair.



WILLIAM F. HARTMAN (Bill)

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Bill Hartman grew up in Philadelphia, Pennsylvania and has resided in Atlanta, Georgia since 1985, which is now his home. His business experience is a combination of line management within the manufacturing sector and consulting in various product related sectors.

His manufacturing sector experience includes leadership positions within procurement, engineering, production, production control and materials management. This experience was gained at companies that made gasoline pumps and process control instrumentation. He is well versed in the manufacturing process as well as in management & leadership in both union and non union organizations.

Following his industry experience, he joined a software company where he led teams implementing financial, production, sales & marketing and materials management software. The primary focus of all of these implementations was to introduce change into organizations using software as a “catalyst”. While the software provided efficiencies and data that was more secure and accurate, the transformation of the people in the organizations was the primary benefit that companies received.

In 1990, Bill joined Ernst & Young’s Global Consulting practice as a Partner. His initial focus was on the manufacturing sector. He led teams of consultants that focused on “People, Process and Technology” improvements for his customers. The results included improvement in efficiency, revenue generation and risk reduction. Over time he took on more Management & Leadership responsibility within Ernst & Young (and Cap Gemini Ernst & Young which is the result of E&Y Consulting being acquired by Cap Gemini). He was a member of the Ernst & Young Partner Advisory Council (an internal board of directors for the partnership).

Prior to his retirement in 2002, he was Managing Director for the “Products” business unit. This Business Unit included; Manufacturing, Aerospace, Airlines, High Tech Manufacturing, Consumer Products/Retail/Distribution, and Energy & Chemicals, Utilities. The customers that he personally dealt with included: The Coca Cola Company, Bombardier Aerospace, Honda Motor Company, General Electric and Daimler Chrysler

In terms of personal skills, he had worked with executives, executive teams, middle management, and organizational units to rapidly embrace “change” as an ongoing necessity in business and professional evolution.

William F. Hartman (Bill) – Areas of Expertise

My expertise includes the following:

- Development and implementation of Business Plans (mission, goals, objectives, actions and budgets) for the following areas: sales, marketing, customer service, research & development, engineering, manufacturing and procurement for product and service based companies.
- Development and implementation of work plans for major transformational projects, including changes to People (assignments and team composition), Business Processes and Technology.
- The selection and effective use of outside consultants in supporting critical projects directed at improving business growth, efficiency and risk management.
- Coaching executives in the selection, motivation and rewarding of high performance teams, including conflict resolution and problem solving with the teams.
- Personal coaching regarding career planning and career management.



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Hattie Hill, Chief Executive Officer of Hattie Hill Enterprises, Inc., is a management consultant and professional speaker. Her firm specializes in Leadership, Customer Service, Teambuilding and Diversity. She is considered an expert on global leadership and diversity issues, and has shared her knowledge with audiences in 24 countries and with clients from a broad range of industries and professions.

Ms. Hill has been a businesswoman, entrepreneur, professional trainer and international management consultant for the past 20 years. She actively promotes quality and productivity in a changing workplace. From Europe to South Africa, the United States to the Caribbean, Ms. Hill has trained companies to incorporate high performance strategies to better prepare them for global competition in the 21st century. She was honored by the Dallas Business Journal as one of the top "Forty Under 40" Dallas business and community leaders for 1994. Further, Dollars and Sense Magazine honored Ms. Hill as one of the "Best and Brightest Businesswomen" and Successful Meetings Magazine recently named her one of their "Hot 25 Speakers" in the United States.

Ms. Hill understands the complexities of our diverse society and the challenges to creating a more global and multicultural workforce. She received her Master's degree in Counseling/Psychology. Ms. Hill is a graduate of both the Dale Carnegie Course in Professional Speaking as well as Leadership America. As part of her commitment to leadership and her community, she is Past President of the Board of Directors for Leadership America, Inc., Texas, the Board of the United Way of Metropolitan Dallas, the Board of Dallas' Better Business Bureau, the Women's Division of the Greater Dallas Chamber of Commerce and the Advisory Boards of the Women's Resource Center of the YWCA - Dallas. Ms. Hill serves on the Texas Incentive and Productivity Commission & was recently tapped to join the Society of International Business Fellows, serving as class President. Ms. Hill's recently published book, **Smart Women, Smart Choices**, teaches women to set limits and gain control of their personal and professional lives. Ms. Hill is the author of *Women Who Carry Their Men*, addressing the challenging issues faced by women and their life choices. Her new release, *Smart Choices That Will Change Your Life*, will be available in the spring of 2000.

Ms. Hill has a BA in Education and a Masters in Counseling/Psychology from Arkansas State University; she resides in Dallas, Texas.

Hattie Hill - Areas of Expertise

My expertise lies in understanding the complexities of our diverse society and the challenges to creating a more global and multicultural workforce. I specialize in customizing programs that address Leadership, Customer Service, Teambuilding and Diversity. I train people to incorporate high performance strategies to better prepare them for global competition. I have over twenty years experience as an international management consultant and professional speaker.



JOHANNES ADRIANN KEMPERS (HANS)

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Mr. Kempers is the retired President & CEO of AHOLD Real Estate Company, a developer and investor in shopping centers. He was responsible for all aspects of the company. Mr. Kempers has developed and been involved in more than 100 projects in many countries. He received his MBA from Erasmus University in Holland. Mr. Kempers and his wife Anita have two daughters Doreen and Helen. His personal interests are golf, skiing, and history.

Hans Kempers- Areas of Expertise

I have developed many projects from residential to commercial real estate, and I have done this in many countries, such as my native Holland, France, Austria, Spain and Germany, which all have different legal systems. I have worked in the USA since 1978. I have managed both small and larger companies. I can help to create real estate projects, value markets, and advise how to structure and finance these developments.



PAMELA KIECKER (PAM)

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As Executive Director of the Interactive Marketing Institute, Ms. Kiecker's responsibilities include executive recruitment, development of corporate sponsorships, and public relations for the Direct Marketing program, proposal development, research design and analysis and client relations for the research center. Ms. Kiecker received her BA in 1980 from Carleton College, her MBA in 1983 from Minnesota State University and her PhD in 1988 from the University of Colorado.

Her business achievements include Grant recipient, U.S. Dept of Commerce (1995); U.S. Dept of Education (1998); World Bank (1997); Virginia Center for Innovative Technology (2000); Distinguished Teaching Award Recipient, Direct Marketing Educational Foundation, Inc. (2000); Texas Tech University (1994); Distinguished Scholar Award, School of Business, VCU (1998); Beta Gamma Sigma Honorary Society, Faculty Fellow (1991) Ms. Kiecker is married to Steve Shaffner. Her personal interests are sailing, skiing, music (violinist), scuba diving, cycling, and Bridge.

Pamela Kiecker – Areas of Expertise

My business and academic experience and publications have focused on marketing strategy/marketing management for both public and private organizations, including issues focused on consumer behavior, marketing communications (advertising, personal selling, public relations, and direct marketing), and marketing/market research. My expertise is in the area of business-to-consumer marketing, although my interests also include business-to-business marketing. I have contacts with numerous Business Schools throughout the United States, Canada, Europe, and Asia, and I can serve as an advisor on graduate school admission processes and other formal professional development programs. Finally, I have experience writing grants and have received funding for programs focused on global business and new information technologies.



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Ms. Madden is an independent consultant to Internet and non-Internet based technology companies. She was Vice President, Public Records and Data Czar at ChoicePoint Inc. where she oversaw the development of an order tracking system, developed marketing plans for the legal market, pursued acquisitions in the record retrieval, online court information, and data creation area. Ms. Madden was also responsible for overseeing and coordinating the data acquisition, and for the creation of a chiropractor credential file. Ms. Madden also was an entrepreneur in residence at the DuPree School of Management at Georgia Tech.

In 1981, Ms. Madden co-founded Information America, Inc., which was the first company to offer on-line access to public records data. Until 1994, she served as president and co-CEO. She oversaw the company as it grew through angel and venture capital funding, was sold in an IPO, and then was bought by Westlaw. Information America, which offered an innovative service that changed the practice of law and private investigations, received an Inc 500 listing three years in a row, and Ms. Madden was a local finalist for Entrepreneur of the Year. As the leader of Information America, Ms. Madden was responsible for the company's profit, loss, and cash management. IA never ran out of money or used founders' credit cards. Ms. Madden led the strategic planning process for the company and was an active participant in brand building. She recruited new senior management of the company and managed relationships with outside investors, outside auditors, bankers, institutional investors, the board of directors, and strategic partners. She also served as a spokesperson in industry associations, trade groups, and professional associations.

Ms. Madden has also worked for the Internet startup companies fabric.com and eattorney. She is a board member and audit committee member of Synavant, Inc., a Nasdaq company. She is an advisor for Avenida America, Inc, a Hispanic business website, as well as LawDocsExpress, Inc., a remote paralegal service.

Ms. Madden currently is active in The Committee of 200, an organization of women business leaders. She was President of her Vassar Class for their 25th Reunion. She is on the Board on Library Services and has invested in a legal startup in the Northwest. She has done fundraising for 7 Stages Theatre, and Open Hand. Ms. Madden also does volunteer work as President of the Atlanta Chapter of the National Association of Corporate Directors and for the Bioterrorism Committee of the Business Executives for National Security.

Ms. Madden studied Mathematics as an undergraduate at Vassar University and did graduate study at Columbia University in Library Science. She has two children and her interests are reading, ice hockey and "surfing the net".

Mary Madden-Areas of Expertise

My expertise lies in data organization and utilization, managing for growth, technology, and fund raising for early stage companies. Data organization projects that I could help on relate to organizing a library card catalog to easier access, organizing non profit (NGO or Government) files to relate dissimilar records or to display more relevant information, and organizing participant records for administrative purposes. I am also the director of a public company and serve as president of a professional association of public company directors and have expertise in that area. I have mentored several women entrepreneurs. I have little NGO experience.



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Clark Plexico is President of Clark Plexico Consulting, Inc., a firm offering public policy and communications strategy for corporations, non-profits, and individuals; in addition, the company serves as advisor for international education efforts and legislative leadership development.

Based in Raleigh, North Carolina the firm works primarily with companies and non-profits helping them clarify their mission, sharpen their message, and achieve their public policy goals. By using political and business skills developed over twenty five years both domestically and internationally, Clark Plexico Consulting, Inc. also works with companies in preparing employees for overseas assignments by training them in understanding cultural differences between doing business in the United States and the companies' targeted country. The firm is available to work with individuals and companies outside the United States who wish to open a business in North Carolina or other southern states, and need assistance in devising an appropriate public policy/communications strategy for that region.

Mr. Plexico serves on many state-wide boards in North Carolina including the World Trade Center NC (Past Chair), Advisory Council to the Center for International Business Education and Research (CIBER) of the Fuqua School of Business at Duke University, Board of Trustees of Western Carolina University, World Affairs Council and International Visitors Center, the NC Progress Board (Executive Committee Chair), Partnership for Children (Vice-Chair), NC Museum of Art, Public School Forum, NC Citizens for Business & Industry (Chair of Education Committee), NC Council for Economic Education, and the Governor's Education First Task Force.

Mr. Plexico was formerly the President of Law and Government Affairs for AT&T in North Carolina and South Carolina. In those two states he was responsible for all public policy decisions affecting AT&T, and directed the company's legislative and regulatory efforts and corporate giving. In addition, Mr. Plexico was the Director of Political Organizations Advocacy in the nine-state southern region, and the national representative to the National Association of Attorney-Generals.

Clark Plexico is also a former State Senator in North Carolina and was the Chairman of the Education and Education Appropriations Committees in the North Carolina Senate, responsible for developing the state's education budget. Mr. Plexico was elected to four terms in the Senate, serving on committees in both the Southern Legislative Conference and the National Conference of State Legislators before joining AT&T as their state president.

Prior to entering politics Mr. Plexico lived and worked abroad for over ten years. He was the owner of an international real estate company based first in Tehran, Iran and then London, doing business in Europe, the Middle East and Southeast Asia. Before going into international business Plexico taught at Iranzamin, the Tehran International School.

Mr. Plexico earned his Masters degree in International Relations from the University of Southern California (London, England Program), his B.A. in Political Science from the University of the South in Sewanee, Tennessee, is a graduate of Middlebury College School of Arabic, and has studied Middle Eastern history and politics at Tehran University and Islamic philosophy at the Royal Academy of Philosophy in Tehran, Iran.

Plexico has also done work toward a PhD. in Government and International Studies at the University of South Carolina.

Clark Plexico Expertise

My areas of strength where I may be helpful are the following:

- 1) Governmental leadership development (primarily legislative).
- 2) Public policy and communications strategy for NGO's and corporations.

- 3) Working with policy makers and business leaders to improve their international skills and knowledge through cross-cultural training and international education initiatives.



W. LUCAS SIMONS (LUKE)

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Luke Simons is a 38-year veteran of the securities industry who worked his way up through the business. He is presently a Senior Managing Director with UBS PaineWebber and formerly Co-Senior Partner of J.C. Bradford & Co. (one of the Nation's largest independently owned investment-banking firms before the UBS PaineWebber/J.C. Bradford merger in June 2000.) Before joining J.C. Bradford in 1963, Mr. Simons, a native of Charleston, South Carolina, earned a Bachelor of Science degree in industrial management from Georgia Tech, a Master's in Business Administration from the University of Virginia, and served in the U.S. Navy. Mr. Simons has put his expertise to work over the years helping the Securities Industry Association shape industry policy. He has been a member of the SIA's Board of Directors, serving two terms as Treasurer, a member of its Legislative Policy Committee, and past chairman of its Regional Firms Committee.

Mr. Simons is also active in the Nashville community where Bradford is based. He currently serves on the Board of Directors of Junior Achievement, Nashville Health Care Council, Friends of Warner Park, Spoleto, The Frist Center for the Visual Arts, the SIA Regional Firms Committee, the NASD Regulation, District #5 Committee and the Hollings Cancer Center.

He is a member of Leadership Nashville, and a member of the Society of International Business Fellows. Mr. Simons also served on the Finance Committee for Alexander for President, and the Board of Trustees of Harding Academy and Harpeth Hall School; he was a member of the Board of the Nashville Ballet, Nashville Chamber of Commerce and a member of the University of Tennessee Development Council. He and his wife, Susan, have three daughters and four grandchildren.

Luke Simons-Areas of Expertise

Chief Operating Officer of a retail brokerage-investment banking firm with 3,000 employees, including 900 salesmen and an active investment banking department raising money for corporations in the Southeast. My real expertise was managing the egos and trade-offs of a large corporation.

I have contacts with a number of people primarily in the Southeast and primarily in business and to a lesser degree in the NGO arena. I would like to use these contacts to help any CELA participant. I have no background of financing for companies outside the United States.



JANE SHIVERS

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Jane Shivers is taking a work break to prepare for her next venture as an Integral Coach and teacher. After nearly two decades as Partner and Director of Ketchum, one of the top ten public relations in the world, Jane retired from the firm at the end of last year. Jane sold her eponymous Atlanta based firm to Ketchum in 1985 and led the office to its present rank as the largest public relations operation in the southeast and in the top 25 offices of firms in the country. Her areas of expertise include brand image development and marketing, reputation management, corporate issues and social responsibility, and leadership development.

Jane's career started at ABC in San Francisco followed by a three year role in helping develop the Semester at Sea program which now is housed at the University of Pittsburgh and the job of editor-in-chief of four weekly newspapers in California before moving to Atlanta. Currently Jane is serving as chair of the Society of International Business Fellows, a 500 member CEO and key executive organization whose members are engaged in global businesses. She also serves on the boards of The Woodruff Arts Center, The Alliance Theatre Company, The Rollins School of Public Health, The Georgia Conservancy, and the Board of Councilors of The Carter Center.

Jane is the former chair of the boards of Zoo Atlanta, The Piedmont Park Conservancy and The Midtown Alliance. She has been elected to the Public Relations Society of America Order of the Phoenix and the Georgia Hall of Fame. Jane is profiled in the book *Women Who Mean Business* which tells the stories of 70 women business leaders from throughout the United States. During this sabbatical, Jane is exploring future business ventures, providing consulting and coaching on a limited basis to executives seeking enhanced career achievement, and continuing to commute between bases in Tampa, Atlanta and Telluride.

Ms. Shivers is married to Bill Sharp, an international tax attorney. She is the mother of two sons, Clay and Will, and has three stepchildren, Amy, William Jr. and Allison.

Jane Shivers-Areas of Experience

I can assist you by reviewing and suggesting ideas in internal and external brand building, crisis and issues management, corporate reputation, employee communications, marketing, public education, and personal effectiveness coaching.



WILLIAM P. STARNES (BILL)

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Mr. Starnes joined the Society of International Business Fellows as a member of the Class of 1998. After serving as Texas State Membership Chair in 2000 and Vice Chairman for the 2001 IBF Program, he was selected to be Managing Director of SIBF effective July 2001.

From 1984 to 2000, Mr. Starnes was with the Trammell Crow organization. He became a partner in 1989 and Co-Managing Partner in 1997 of Trammell Crow International, which develops, owns, manages and leases real estate in Europe, Latin America and Asia with assets totaling over \$350 million. Mr. Starnes was responsible for determining overall business strategy, opening new markets, entering into joint ventures, approving new investments, and selecting new partners as well as overseeing the overall administration of the business from its headquarters in Dallas, Texas. He has traveled extensively to Asia, Europe and Latin America, and oversaw the opening of new offices in Japan, China, the Netherlands and Hungary.

Mr. Starnes began his career in academics as an Assistant Professor of Economics at Williams College in Massachusetts. He also has taught at Rice University and the University of Houston. After leaving academia, Mr. Starnes spent three years in general management for a small, family-owned wholesale distribution company. Having joined SIBF in 1998, Mr. Starnes participated in the IBF Program to Singapore, Kuala Lumpur, Beijing and Hong Kong. He also participated in the Fellows' International Conferences to Southeast Asia in 1999 and to South America in 2000. In addition, he has attended Annual Summits in Quebec City, Colorado Springs, Seattle and Newport as well as the 2001 Washington Briefing and 2002 Cuba programs. Mr. Starnes has served as a trustee for the Profit Sharing Plan for the Employees of Trammell Crow Company and is a member of the Urban Land Institute, FIABCI and the Dallas Committee on Foreign Relations. His personal interests include travel, reading and the movies. Mr. Starnes lives in Dallas with Donna, his wife of 28 years. They have one son, Jon.

William P. Starnes – Areas of Expertise

My background is in economics, international real estate, and nonprofit business associations. Based on my background, I can help with financial analysis and strategic planning for both businesses and nonprofits. I can also advise you on entering new markets, joint ventures, and alliances; planning educational programs; fostering networking relationships; and exercising influence without authority.



CHARLES MEADE SUTTERFIELD (MEADE)

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Mr. Sutterfield is a private equity investor primarily in emerging telecommunications and wireless communications entities. Mr. Sutterfield also serves as an advisor to Providence Equity Partners and Antares Capital and has informal arrangements with several other venture capital firms.

He was formerly a founder and President of PowerFone, Inc., the largest Specialized Mobile Radio (SMR) carrier in the major markets in Michigan and Ohio, which was sold to Nextel Communications in April 1994. Mr. Sutterfield's experience with the SMR industry began in 1986, when he purchased Johnson Communications Corporation (JCC). As President, he built JCC into one of the nation's largest SMR carriers with operations in Florida, Georgia and Tennessee; JCC was sold in 1993 as part of the Nextel Communications rollup.

Mr. Sutterfield's education includes a Bachelor of Electrical Engineering from the Georgia Institute of Technology in 1972 and a Masters in Business Administration from Harvard University in 1974, both with honors. His career in telecommunications started at that point with numerous positions in marketing, operations and management at Scientific-Atlanta and Rockwell International (formerly Collins Radio). During that time he worked primarily in the delivery of television, voice and data by satellite. His international experience during that time included two years as Sales Manager for the Europe, Middle East and Africa Region of Scientific-Atlanta, Inc. based in London and a year as the Director of Business Development for the Europe, Middle East and Africa Zone of the Transmission Systems Division of Rockwell International.

In a divergence from this background, Mr. Sutterfield was recruited by Kimberly-Clark in 1980 and within two years had achieved the position of vice-president and General Manager of the Service and Industrial Division, which was at the time a \$140 million business selling wipers and garments to commercial accounts. In 1984, Mr. Sutterfield left to become President of AllianceWall Corporation, the world's largest provider of porcelain enameled steel, which was subsequently purchased within a year. With the money from this transaction, Mr. Sutterfield began a search for an attractive telecommunications niche in which a company could be purchased, which led to the SMR industry and JCC.

Mr. Sutterfield serves as a member of the Executive Committee of the Alumni Association, a Trustee of the Alexander Tharpe Fund, a member of the Advisory Board for the Electrical and Computer Engineering School, and has served on the College of Engineering Capital Campaign Committee, all for the Georgia Institute of Technology. He is a member of the Academy of Distinguished Engineering Alumni of that Institution. In 1986 he was President of the Harvard Business School Club of Atlanta. He is the Chairman Elect of the Society of International Business Fellows, a Director of the Radio Club of America and a member of the Atlanta Business Roundtable. Mr. Sutterfield has also served in 1994 as Vice-Chairman of PCIA, an industry association for the Personal Communications Industry. He is also a founder in 2002 of the Central Eurasian Leadership Alliance, an outreach to emerging young leaders from Central Asia and the Caucasus to develop their skills through training courses and a mentoring network of leaders from the USA and Europe.

He is married to Susan Johnson Sutterfield with three grown stepchildren. His hobbies are tennis, travel and wine.

Meade Sutterfield-Areas of Expertise

In my career I have written and reviewed many business plans that outline new or existing business with the goal of being financed. I can help you by reviewing your ideas and plans, suggesting improvements and offering the prospective of a potential funding source. My contact with foundations is limited, so I have little expertise in proposals for NGO funding. Because of my technical expertise and contacts, I may also be able to find experts to determine feasibility of some technical implementations for businesses or NGO's.

CELA WORKSHOP PARTICIPANTS



SHAHIN ABBASOV
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Mr. Abbasov the Deputy Editor-in-chief of “Echo,” an independent daily and weekly newspaper in Azerbaijan. Previously, he held several positions at the “Zerkalo” newspaper, including Deputy Editor-in-Chief and Senior Correspondent. He also works as an Analyst & Consultant on Azerbaijan for the Control Risks Group Consulting Company in London.

Mr. Abbasov received a BA/MA from the Department of Economics and Ecology in Oil Industry at the Azerbaijan State Oil Academy. He has attended numerous training courses around the world including a “Course for Journalists” in Berlin and a “Seminar for top managers” in Hamburg, Germany.



ANVAR ABILAYEV
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Mr. Abilayev is currently working for the Kazakh government as Chief of the Department of Labor, Employment and Social Protection for Karaganda Region in central Kazakhstan. Before obtaining this position, Mr. Abilayev served in the Ministry of Social Protection of Kazakhstan. In 1995 Mr. Abilayev participated in a UN Conference on Public Administration and Social Development in Stockholm, Sweden. The workshop brought together specialist from 50 countries to share their ideas on how to improve administration for social development. In 2001 Mr. Abilayev participated in a seminar in Dusseldorf, Germany that focused on the rehabilitation of drug-dependent people.

In 1990 Mr. Abilayev received his M.D. from the Asfendiarov Medical School at Alma-Ata Medical University. In 1992 he got a Ph.D. in immunology from the Institute of Epidemiology, Microbiology, and Infectious Diseases in Almaty, Kazakhstan. In 2001 he obtained a Bachelor of Economics from Technical University in Karaganda. Mr. Abilayev has taken part in immunology and neo-natal resuscitation programs as well as a postgraduate course in gastroenterology and nutrition.



TURATBEK AIDYRALIEV

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Mr. Aidyraliev is the assistant to the parliamentary deputy of the Committee on Budget and Finance in the Parliament of the Kyrgyz Republic. Till April 2003 his primary affiliation was as Senior Economist for the Parliament Fiscal Analysis Group, Barents Group/KPMG Consulting LLC, USIAD, Kyrgyzstan. His main responsibility for the company has been to provide a quantitative analysis of legislative bills and proposals from the members of the Parliament. Mr. Aidyraliev has also worked as a Deputy Director for the Centre on Economic and Social Research and as a National Program Officer for UNDP.

In 1993 Mr. Aidyraliev graduated from the Almaty Institute of National Economy with a degree in Economics. He then went on to receive a Master of Public Policy from the Graduate School of Policy Science at Saitama University in Japan.



DINARA AKHMETOVA

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Ms. Akhmetova currently works for the World Bank/ Ministry of Environmental Protection of Kazakhstan on their Caspian Environment Program (CEP). She is the World Bank Lead Local consultant of Priority Investment projects Portfolio (PIPP) in the CEP frame. At the beginning of 2003, Ms. Akhmetova became a project leader on a United Nations Environmental Program (UNEP) technical assistance project to Kazakhstan. The purpose of this project is to develop methods, rules, and regulations regarding the monitoring of seawater quality. Ms. Akhmetova's previous employment includes 6 years at Karaganda State University in the faculty of economics.

Ms. Akhmetova studied from 1989 to 1994 at Karaganda State University under the Faculty of Economics. While there she specialized in logistical, material and technical resources management and wholesale trade organization. Ms. Akhmetova has received certificates from the World Bank in environmental evaluation in the Caspian Region and project-proposal expertise.



ANAIDA ALLAKHVERDYAN

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Ms. Allakhverdyan is a senior program officer at the Education for Sustainable Development Foundation, a non-governmental association in Yerevan. Ms. Allakhverdyan designs community development programs and conducts various training, fundraising, and marketing activities. Previously Ms. Allakhverdyan was a loan specialist at Anelik Bank. She has participated in a long list of volunteer activities. She is currently the President of the Board of the Alumni Association of the American University of Armenia. She is also on an advisory committee for an ongoing Civic Education Project in Armenia.

In 1982 Ms. Allakhverdyan earned a BA in English from Yerevan State Pedagogical Institute of Russian and Foreign Languages. From 1994 to 1997 she worked for an MA in Political Science and International Relations at the American University of Armenia. During 1995 and 1996 she was also studying International Relations and European Studies at the Central European University in Budapest.



ABDULLAHAD BADGHISI
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In 2000 Mr. Badghisi moved from Afghanistan to Samarkand, Uzbekistan where he took over his parents' business – the Bukhara Silk Carpets Joint Venture. He is manager of the business and personally oversees a factory that employs 450 people. Mr. Badghisi has made it his personal responsibility to manage and teach every new student carpet-maker in his business. Although currently living in Uzbekistan, Mr. Badghisi has retained his Afghani citizenship.

In 1993 Mr. Badghisi worked with the United Nations High Commissioner for Refugees as a translator in Mazar-e Sharif in northern Afghanistan. In 1995 he graduated Abu Ali Ibn Sina Medical Institute in Kabul, Afghanistan as a medical doctor. Mr. Badghisi practiced for some years as a General Physician in Afghanistan.



ZHANNA BAKAUOVA
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Ms. Bakauova is a United Nations Coordination Officer in Almaty, Kazakhstan. As a Coordination Officer, she assists in the formulation and implementation of joint UN projects, researches and drafts joint reports, and organizes conferences, trainings, and round-table discussions. Before her job with the UN, she headed a TV and radio broadcasting company from the outset of its establishment.

Ms. Bakauova received her diploma in Teaching English as the Second Language from

Kazakhstan State University for World Languages in 1994. In 1996 she graduated from the Monterey Institute of International Studies in Monterey California with an MA in International Policy Studies.



JANEEL BAYASTANOVA
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Ms. Bayastanova works for the American Bar Association as a part of the Central and East European Law Initiative (CEELI). The Central European and Eurasian Law Initiative (CEELI) is a public service project of the American Bar Association designed to advance the rule of law by supporting the law reform process. As a Senior Program Assistant, Ms. Bayastanova facilitates meetings, round tables, and conferences to promote legal programmatic activities. For the past two years she has been monitoring joint activities with the Initiative Strategic Institute under the Administration of the President of the Kyrgyz Republic in order to develop the Criminal Code and Criminal Procedural Code. In 1997 with Ernest & Young, Ms. Bayastanova worked with the Swiss Dormant Accounts project in Budapest as a consultant. Then in the spring of 1998 she was Senior Assistant to the Banking Supervision Advisor in the National Bank of Kyrgyzstan.

From 1989 to 1995 Ms. Bayastanova studied at Kyrgyz State National University in the Department of English and Foreign Literature. (Her thesis discussed the problem of genre in “Adventures of Huckleberry Finn” by Mark Twain.) From 1993 to 1994 she was at Mississippi College in the USA., then in 1998 attended the Kyrgyz–Russian Slavic University School of Law for 3 years. She worked in the Department of Criminal Law, writing her thesis on International terrorism.

AISULUU BEDELBAEVA
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In May 2003 Ms. Bedelbaeva was jointly appointed by the Donor Community in Kyrgyzstan and contracted by the Swiss Cooperation Office as Donor Coordination Specialist. In this role she improves inter-donor and government-donor coordination in Kyrgyzstan. Before taking this job, Ms. Bedelbaeva spent a year as a communications specialist for the International Finance Corporation (IFC). She has also worked as Program Coordinator for the Soros Foundation, a Webmaster for the International Foundation for Election Systems, and a Program Assistant for American Councils for International Education.

Ms. Bedelbaeva studied Environmental Studies/Ecology at the Kyrgyz Agricultural Academy in Bishkek. She also received a Master of Science in Education Leadership from Drake University in Iowa, USA. Ms. Bedelbaeva has participated in numerous workshops including “Training of Trainers,” “Strategic Communication Training,” and “NGO Management & Development.”



ANJELA BEGJANOVA
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Ms. Begjanova is Public Affairs Specialist for the US Embassy in Ashgabat, Turkmenistan. She concurrently serves as Vice President of the Union of Economists in Turkmenistan. Prior to her work with the US Embassy, Ms. Begjanova had been the principal at both the International High School of Economics and the State Republic School for Young Businessmen in Turkmenistan.

In 1984 Ms. Begjanova graduated from the Moscow Institute of National Economy with a degree in Economics. In 1989 she received a Certificate in Personnel Management Instruction from the Tallinn School for Managers (Estonia). From 1996 to 1997 Mrs. Begjanova did post-graduate work at Turkmen State University on the subject of U.S. interests in Turkmenistan



ALISHER DJUMANOV
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Mr. Djumanov is the managing director and co-founder of Carhill Asset Management, an investment banking and advisory boutique in Uzbekistan. He has worked there since September 2001. Previously, Mr. Djumanov was a Manager at Ernst & Young's offices in Moscow and Tashkent. He was also a Banking & Finance Consultant at Booz-Allen & Hamilton in Tashkent.

In 1994 Mr. Djumanov graduated from Tashkent Oriental Studies Institute in Uzbekistan with a B.A. in Middle Eastern Studies. In 1994 he did research at Oxford University's St. Cross College. He was the first national of post-independent Uzbekistan to study at Oxford and the youngest visiting fellow at St. Cross. In 1996 Mr. Djumanov received a Master of International Affairs from Columbia University in New York.

KRISTINA GALSTYAN
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Ms. Galstyan is a Rule of Law Attorney for the American Bar Association's Central European and Eurasian Law Initiative (CEELI). Her duties for the project include drafting legislation and organizing conferences. In the past, Ms. Galstyan has held jobs for UNDP, World Bank, and several universities. Parallel to her CEELI work, she serves as a member of the Global Alliance for Justice Education and the Association for Women's Rights in Development.

In 1994 Ms. Galstyan received a diploma in English for her undergraduate studies at Yerevan State University. She worked as an editor at ArmenPress Armenian State News Agency, before going on

to the American University in Armenia where she studied Political Science and International Relations, and was research assistant at the university's Center for Policy Analysis. In 1998 she graduated from Central European University in Budapest with a Master of Laws. She is currently continuing her education in law at Gladzor University in Armenia. She expects to receive a diploma in Law in 2004.



NIKA GILAURI
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In February 2003 Mr. Gilauri began working as a Financial Controller for the Georgian State Electricity System company. Mr. Gilauri is serving as a senior team member on the management project to restructure and manage the largest company in Georgia. From August 2000 to December 2001 Mr. Gilauri was the Deputy CFO of Telecom Georgia. This position required him to study the privatization process of telecommunications sectors in over 35 countries and to create a new privatization model for "Telecom Georgia."

Mr. Gilauri received his education from Tbilisi State University, the University of Limerick in Ireland, and Temple University. At Tbilisi State Mr. Gilauri participated in a two-year course in International Economic Relations with concentrations in mathematics and economics. At the University of Limerick he received a Bachelor's degree in Business Studies with a major in economics and finance. His thesis was titled: "Republic of Georgia – Analyses of the Economy in Transition." Mr. Gilauri then went on to Temple University's Fox School of Business & Management, and also studied in Paris and Tokyo en route to receiving his International MBA.



MARAT GURT
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For the past 6 years Mr. Gurt has worked as a correspondent for REUTERS in Turkmenistan. Since 1997 he has also worked in cooperation with the BBC. He was previously employed as a correspondent for the Bishkek-based regional weekly Central Asian Post and the Almaty-based regional weekly Asia. From 1984 to 1990 Mr. Gurt studied History at Turkmen State University.



GARIK HAIRAPETYAN

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Mr. Hairapetyan is currently working as a senior expert on European Union Tacis Programme “Support to National Co-ordinating Unit” in Armenia. This position allows him to assist local authorities on managerial issues, take part in programming activities, and manage the project’s budget and support staff. Mr. Hairapetyan’s previous employment includes a one-year stint as an administrative manager for Intermotor Armenia, a General Distributor for DimlerChrysler. He also served for 5 years as a General Services Office (GSO) Assistant at the US Embassy in Yerevan. Mr. Hairapetyan currently holds a seat on the Board of the British Alumni Association and he is Vice Chairman of Central European University Alumni of Armenian NGO “Toward Open Society and Europe.”

Mr. Hairapetyan began his education at the Architectural University of Armenia in 1987. He received a BA in Construction Engineering in 1992. From 1996 to 1998 he studied at the American University of Armenia where he received an MA in Political Science and International Relations. Mr. Hairapetyan continued his education from 1998 to 1999 at Central European University in Budapest. He graduated from there with an M.A in Political Science. Since September 2001 Mr. Hairapetyan has been attending Saint-Petersburg University of International Economic Relations in Armenia where he is expecting to receive his MBA by the end of 2003.



ARA HAMAZASPIAN

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Mr. Hamazaspian is the Yerevan Representative for the Izmirlian Foundation, a Geneva-based organization that strives to improve the lives of Armenians throughout the world. Mr. Hamazaspian is responsible for identifying and screening investment opportunities in Armenia. He also represents the Izmirlian Foundation in the “Black Sea Trade and Development Bank Joint Finance Facility” and the “Izmirlian-Eurasia Foundations Loan Program.” Mr. Hamazaspian is also an Associate Professor at in the Department of Economics and Management at the Yerevan Institute of Architecture and Construction. He has previously held positions with the British Embassy in Armenia and the Eurasia Foundation Loan Program.

Mr. Hamazaspian did his undergraduate studies at the Yerevan Institute of Architecture and Construction in the Economics and Management department. In 1994 he received an MBA from the American University in Armenia. Then in 1997 he went on to receive a Ph.D. in Economics from The National Academy of Sciences of Armenia with a thesis titled, “Possibilities of Establishing Investment Funds in Armenia.”



NIGMET IBADILDIN

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Mr. Ibadildin divides his time between lecturing at the Kazakhstan Institute of Management, Economics, and Strategic Research, and serving as a contributing editor to the Kazakhstan Monitor, a weekly newspaper focusing on the oil industry and business in Kazakhstan. Since 1988 Mr. Ibadildin has been doing freelance work for organizations such as USAID, the US Embassy, and Kazakhstan's Center for Nonproliferation. Mr. Ibadildin is the author of over 20 academic publications.

In 1995 Mr. Ibadildin graduated from Kazakh National State University with a major in Philosophy. In 1998 he received an M.A in International Relations from California State University at Fresno. He is currently working on his dissertation at Moscow State University of International Relations on the topic: "Oil and Politics in Kazakhstan."

MAKA IOSELIANI

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Ms. Ioseliani is currently serving as Dean of the Georgian Institute of Public Affairs - School of Public Administration. Her previous employment includes five months as an Information Officer in the Israeli Embassy and one year as a Project Coordinator for the United Nations Development Program (UNDP).

From 1986 to 1991 Ms. Ioseliani studied at the Faculty of Russian Language and Literature at Tbilisi State University. In 1993 she took part in Simultaneous Interpreting Courses at the Georgian Institute of Foreign Languages. In November of 2000 she received her Master's Degree in Public Administration from the Georgian-American Institute of Public Affairs.

GULBAKHAR IZENTAeva

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Ms. Izentaeva is an Administrative and Financial Officer for the American Red Cross in Karakalpakstan, north-western Uzbekistan. She also serves as a country representative for Women in Europe for a Common Future (WEFC), a Netherlands-based organization that stimulates cooperation between women in NGOs from Europe and the CIS on the issues of environment, health, and sustainable development. Previously Ms. Izentaeva has held jobs as a teaching assistant at the University of Delaware, a Legislative Fellow in the Delaware General Assembly, and as a Program Assistant for UNDP.

Ms. Izentaeva did her undergraduate studies at Kyiv State University in Ukraine. From 1999 to 2001 she earned an MPA at the University of Delaware. Then from 2001 to 2002 she continued her education at Delaware studying economics in the MA program. In March 2003 she was invited to

make a presentation to the World Water Forum in Kyoto, Japan. Her presentation was on women, poverty, environment, and the economics of water in the Aral Sea Region.



ALMAZ KADYRKULOV

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Mr. Kadyrkulov is the Deputy Director at DEBRA (Debt Enterprise Banking Resolution Agency). The government of the Kyrgyz Republic established the debt resolution agency in 1996 to facilitate bank resolution through the conservation and liquidation of assets of failed banks. Before taking on this job, Mr. Kadyrkulov was a Senior Specialist in the Finance Department of the Office of the Prime Minister of the Kyrgyz Republic. He also worked for four years as a Senior Specialist in the Audit Department of the State Tax Inspection Agency.

Mr. Kadyrkulov did his undergraduate studies at Kyrgyz State National University from 1991 to 1995. He studied at the Faculty of Economics and received Finance and Banking Specialization Diplomas. He then continued his education at the National Graduate Institute for Policy Studies in Shanghai, China.



NOZIMA KAMALOVA

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Ms. Kamalova chairs the Legal Aid Society NGO in Tashkent. She is in charge of the overall management of the board, operational management of projects, and monitoring financial planning. Since 1992 she has been a part of HEAD, which provides legal advice for women's rights and civil cases in Uzbekistan. From 1983 to 1992, Ms. Kamalova was a lawyer on the Tashkent Board of Lawyers.

Ms. Kamalova attended the State University of Uzbekistan from 1978 to 1983 receiving a Diploma in Law. In 1997 she attended the International Summer School on Human Rights in Warsaw. In 1999 she also took part in the Organization for Security and Cooperation in Europe (OSCE)'s training of election observers. In 2002 she received a diploma for advanced courses on human rights from the Helsinki Foundation. Ms. Kamalova has published extensive material on the legal questions of migrants, refugees, and stateless persons in Uzbekistan.



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Mr. Karimov is country director and Strategic Technical Assistant for Results with Training (START) Project in Dushanbe, Tajikistan. His primary responsibility is to supervise and manage training services in Tajikistan as requested by USAID. Mr. Karimov's prior employment includes five years as a professor in the language Department of Tajik State University.

Mr. Karimov received both an M.A in Oriental Languages and a Ph. D in Philosophy from Tajik State University. He is also currently working on an M.A in Law and a Ph.D. in Sociology. He holds positions on the board of the Center for Citizen Education and NGO Media Tajikistan. He is also the Director of the Business Initiative Center in Dushanbe.



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Ms. Khidoyatova is currently director of Elsut Cotton Production company in Uzbekistan. This newly opened firm buys cotton from farmers and processes it into marketable cotton. From 1998 to 2003 she was the general director of Buyuk Simolar, an export-import company in Tashkent.

Ms. Khidoyatova is a charter member of the Defense of Human Rights in Uzbekistan. Since 2000 the organization has provided assistance to local and foreign citizens. She acts as a liaison with governmental organizations for the organization. Educated in Uzbekistan, she earned an MA in History at Tashkent University.

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Mr. Kolelishvili currently holds several positions at the JSC Cartu Bank in Tbilisi. He is an advisor to the Chairman of the Board, a Member of the Board of Directors, and a Member of the Credit Committee. Mr. Kolelishvili also works for JSC British-Caucasian Insurance Company where he is an Advisor to the President & CFO. Before taking on these jobs, Mr. Kolelishvili held several positions at the Georgian-American joint stock company Absolute Bank.

From 1991 to 1996 Mr. Kolelishvili studied at the Faculty of Economics at Tbilisi State University. From 1996 to 1997 he studied at the Institute of Political Sciences of Strasbourg (Robert Schuman University). He is currently taking ACCA (the Association of Chartered Certified Accountants) courses as well as working towards a Ph.D. in political economy at Tbilisi State University.



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Ms. Lomadze is Economic Expert for the US Embassy in Tbilisi, Georgia. She has also worked as an administrative assistant for USAID Tbilisi and as a program assistant for the USDP Project. In the past two years Ms. Lomadze has taken part in several training courses at the Foreign Service Institute at the U.S. Department of State. This list of courses includes, "Training for Foreign Service Nationals in Economic issues", "Trade Agreement Implementation", and "Training for Foreign Service Nationals in Environment, Science and Technology Issues."

From 1980 to 1985 Ms. Lomadze studied Economics and Social Geography at Tbilisi State University. Then from 1990 to 1992 she studied at the Institute of Foreign Languages. Ms. Lomadze is currently enrolled at the Association of Chartered Certified Accountants. She has already passed the Foundations stage and expects to pass the Certificate stage in December 2003.

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Ms. Makatova is director of Asia Adventure Tours in Almaty, Kazakhstan. Asia Adventure tours is an adventure travel company that offers climbing, hiking, and rafting trips throughout Kazakhstan and China. Ms. Makatova is responsible for managing the company's guides, interpreters, drivers, and marketing group. A certified mountaineering guide with years of experience organizing and leading hiking, helicopter, skiing, and white water rafting trips, she has been referenced in both the Lonely Planet and Cadogan guidebooks. Prior to founding her company, Ms. Makatova spent 2 years as an Administrative Manager of the Central Asian American Enterprise Fund (CAAEF). There she coordinated visas, dealt with customs, managed office maintenance, and translated documents.

Ms. Makatova graduated from Kazakh State University of World Languages in 1992 with a B.A. in English. She is currently studying Business and Management and International Relations at Turan University, a private university in Kazakhstan, expecting to get her degree in May 2004. In her spare time Ms. Makatova has taken graduate courses in Money & Banking, Macroeconomics, and Organizational Behavior. In May 2001 she participated in "Tourism and Travel", a special American Business International Program organized by the Department of Commerce in Washington, DC.

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Since 2001 Ms. Mamedova has held the position of Coordinator for the Network Women's Program in Azerbaijan. The Network Women's Program, a part of the Open Society Institute, promotes the advancement of women's human rights, equality and empowerment as an integral part of the process of democratization. Ms. Mamedova is in charge of coordinating, implementing, and monitoring

projects. Before her work with the Network Women's Program, she was employed as a Market Manager for "Consulting and Business" magazine.

Ms. Mamedova received her degree in Sociology from Baku State University in 1997. Since then she has participated in several training courses and workshops including the UNIFEM "Regional Campaign on Elimination of Violence against Women" workshop in June 2000. She is presently a member of the Open Society Institute Assistance Foundation in Azerbaijan.



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Mr. Mammadov serves as Deputy Chairman of the National Independence Party of Azerbaijan. As Chairman, Mr. Mammadov is responsible for the party's public profile as well as producing a weekly party newspaper. Previously, Mr. Mammadov served as Etibar Mamedov's campaign manager during Azerbaijan's 1998 Presidential election. Mr. Mammadov also spent three years working for the International Monetary Fund.

Mr. Mammadov received a diploma in History/Political Science from Moscow State University in 1993. He also received a Master of Arts in Political Science from the Central European University in 1998. In May 2001, he was member of a political delegation from Azerbaijan that met with the United States' new Republican administration. The trip included meetings at the White House, the National Security Council, and the Department of State. In November of 2002, Mr. Mammadov was a member of a political delegation from Azerbaijan to the Conference of Centre-Right Political Parties of the CIS and Eastern Europe that took place in St. Petersburg. Most recently, in June 2003, Mr. Mammadov was a member of a political delegation from Azerbaijan at the Executive Meeting of the International Democrats Union, which took place in Thessaloniki, Greece.



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Ms. Mammadova has spent the past year as a Program Assistant at the Azerbaijan office of the International Republican Institute (IRI). In this capacity she provides political consulting to the foreign staff, acts as a liaison to the local political parties, and supervises the work of local staff. She also is a part-time Lecturer at Khazar University in Baku, Azerbaijan.

In 1998 Ms. Mammadova received a BS in International Relations from the School of Law and Social Sciences at Khazar University. In 2000 she received her MA in International Relations/Law also from Khazar University. In April 2003, she was awarded a Library Research scholarship from the School of Advanced International Studies at John Hopkins University, USA.



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Mr. Mtchedlishvili is a Principal Consultant for PA Consulting. He joined the company in October 2000. Mr. Mtchedlishvili is responsible for the overall management of a four-year Georgia Energy Security Initiative Program (GESI). GESI is a USAID project in which PA Consulting is the prime contractor. The project's goal is to increase the supply of energy in Georgia on a sound commercial basis. Mr. Mtchedlishvili's work on this project gives him experience in the areas of: wholesale market reform, policy support, and social mitigation work. Mr. Mtchedlishvili's previous work experience includes a 2-year stint as a Senior Financial Analyst at the European Bank for Reconstruction and Development.

Mr. Mtchedlishvili received his education from universities in three different countries. He attended Central European University in Budapest, Central European University in Prague, and the Georgian Technical University in Tbilisi. He has a degree in Transition Economies, an M.A. in Economics, and a B.Sc. in Electrical Engineering.



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Mr. Mukhamadiev is the Vice-president of the Red Crescent Society of Tajikistan. The Red Crescent Society has been intensively involved in the implementation and promotion of relief programs, disaster preparedness, and human values. Previously Mr. Mukhamadiev was product manager of the Hungarian Pharmaceutical Company "Richter Gedeon."

Mr. Mukhamadiev attended Tajik State Medical School from 1986 to 1992. From 1994-1997 he participated in a post-graduate correspondent course at the State Scientific Center of Social and Forensic Psychiatry in Moscow. For the past four years Mr. Mukhamadiev has been taking doctorate correspondent courses at the State Scientific Center of Social and Forensic Psychiatry in Moscow.



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Mr. Muratov currently holds the position of Deputy Director for the USAID Commercial Law Project in Tajikistan. The overall objective of this project is to create and strengthen the legal environment for a market economy. Mr. Muratov's main responsibilities include supervising and managing a ten-person office, drafting a Civil Code and providing legal advice and opinions on various matters for the Ministry of Justice. Prior to this job, Mr. Muratov was legal advisor to the International Committee of the Red Cross in Tajikistan. From 1991-1999 he also worked as a professor of law at Tajik State National University.

From 1986 to 1991 Mr. Muratov studied law at Tajik State National University. From 1992 to 1995 he attended post-graduate courses at the same institution. In 1996 he studied human rights law at the University of Birmingham (UK). Since then, he has furthered his experience by supervising the 1998 elections in Bosnia and Herzegovina, taking part in the Warsaw Human Rights training program, and by attending a Judicial Training Seminar at the National Judicial College in Reno, Nevada.

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Ms. Nosirova is the director of the Tajikistan Centre for Citizenship Education. She began working with the organization in 1996. Since 1993 Ms. Nosirova has also been a permanent member of a civil initiative called the Inter-Tajik initiative.

In 1982 Ms. Nosirova graduated from the Pedagogical University of Tajikistan with a Bachelor of History degree. In 1986 she received her Ph.D. in History. Ms. Nosirova has taken part in several international seminars and workshops. These include the International Civic Society Exchange in San Juan, Puerto Rico, the Tajikistan Workshop at the University of Nebraska, USA, and the Women's Summit 2001 in Hong Kong.



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Ms. Ponomareva works for the United Nations as Human Resources Examiner in the Uzbekistan Country Office. She supervises the overall activity of the HR Unit and identifies the training needs of supervisees. In 2002 Ms. Ponomareva worked as the Office Manager for SOG Invest Financial Industrial Group in its Central Asia office. There she coordinated the implementation of the overall administration and had control of RO's activities, general development of projects. Ms. Ponomareva has also worked as a Senior Executive Assistant to the European Bank for Reconstruction and Development and as an Assistant to the General Director of the Ministry for Foreign Economic Relations.

From 1989 to 1994 Ms. Ponomareva studied at Uzbek State University of World Languages in the Faculty of English. In 1994 she went through a short-term training program in Tokyo at the Headquarters of Mitsubishi Corporation. In 1997 and 1998 she participated in several in-house training courses at EBRD Headquarters in London.



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Ms. Salamatoeva is Cluster Task Manager for the UNDP Political and Administrative Local Governance Program in Bishkek. The Political and Administrative Local Governance Program has two priorities: promoting effective governance and integration of society. Ms. Salamatoeva is responsible for managing day-to-day program implementation, conceptualization, and exit strategies. Salamatoeva has previously held several other positions with UNDP including Decentralization Component Coordinator and National Program Assistant.

From 1989 to 1996 Ms. Salamatoeva studied at the Kyrgyz State Medical Academy to become a Doctor - General Practitioner. From 1996 to 1997 she interned at Republican Clinical Hospital in its Anesthesiology and Intensive Care Unit. Then from 2000 to 2002 she worked for an MPA in Public Administration from the Academy of Management under the President of the Kyrgyz Republic. Over the years, she Salamatoeva has participated in several training programs. These include three workshops organized by UNDP titled "Monitoring and evaluation," "AG fund Training," and "Social Mobilization, Participatory Planning."



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Mr. Shadiyev is Public Relations Office for Dragon Oil Ltd in Turkmenistan. Dragon Oil is an independent oil and gas exploration and production company. Mr. Shadiyev helps the company with office management, public relations, and translations. Before his work with Dragon Oil, Mr. Shadiyev was the Department Head at Turgut Ozal Turkmen Turkish High School for 2 years and at "Bashkent" Computer & Language Center for five years.

From 1994 to 1998 Mr. Shadiyev attended Turkmen State University. He graduated from there with a Bachelor's degree in English Philosophy. Since September 2001 Mr. Shadiyev has been studying at Moscow State Aviation Institute and working towards a Masters Degree in Finance.



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At the beginning of this year, Mr. Trushin took over the position of Senior Economist for the USAID - BearingPoint Uzbekistan Economic Reform Project. Mr. Trushin performs economic policy research, gives seminars, and provides research assistance. Before taking on this job, Mr. Trushin was a Consultant for the International Trade Group - the Development Economics Research Group of the World Bank. He has written 23 monographs, articles, and book chapters on international trade and economic reforms and development.

From 1991 to 1996 Mr. Trushin studied Electronics Engineering at Tashkent State Technical University. In 1999 he received a Doctor of Philosophy in Economics from the Institute of Macroeconomic and Social Studies, Uzbekistan. His dissertation was titled "Export-Oriented Development for a Transition Economy (with policy recommendations for Uzbekistan)." In 2002 Mr. Trushin received a Master of Arts in International Development Policy from Duke University. His Master's project was titled "Promotion of Openness to Trade in Uzbekistan: A Holistic Approach."



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Ms. Turaeva is Counselor at the Department of European and American Countries at the Ministry of Foreign Affairs in Tajikistan. She is responsible for advice on bilateral and multilateral relations, developing bilateral inter-state agreements, and preparing various analytical reports and papers. Ms. Turaeva also works part-time as a teacher at the Tajik-Russian Slavonic University. Before joining the ministry she worked for nine years with the UN in Dushanbe.

Ms. Turaeva participated in numerous UN workshops trainings, ranging from General Administration and Human Resources to UNDP corporate workshops, taking her to UN offices around the world including New York, Moscow, Tashkent, Ankara and Almaty. Ms. Turaeva is currently completing studies in economics and business management at Tajikistan Tax-Legal Institute.



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Since February 2001 Ms. Urzhumova has served as an Economic and Actuarial Advisor for the Pragma Corporation's USAID Financial Sector Initiative Project (FSI) in Almaty. The FIS project trains and certifies bankers in the basics of mortgage lending. She is also a member of the Actuarial Licensing Committee, Chairman of the Actuarial Society of Kazakhstan, and an advisor to the Kazakhstan Actuarial Center.

In 1985 Ms. Urzhumova graduated from Kazakh State University with a Master of Science in Mathematics. From 1985-1988 she attended post-graduate school at the Institute of Mathematics & Mechanics under the Kazakh National Academy of Sciences. In 1997 she received a Master of Arts in Economics from Ohio State University, USA. Ms. Urzhumova has attended numerous actuarial courses and seminars and took part in three Citibank training workshops.



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Mr. Yenokian is the director of the Armenian Center for Political and International Studies, an independent Yerevan-based think-tank. Mr. Yenokian also serves as local representative for "Central Asia and Caucasus," a Journal of Social and Political Studies. Furthermore he is associate professor of International Relations at Yerevan State University where has been teaching for five years.

Mr. Yenokian studied Physics at Yerevan State University from 1977 to 1982. From 1984 to 1987 he did post-graduate study on the physics of semiconductors at Yerevan Polytechnic Institute. In 1994 Mr. Yenokian received his MBA degree from the American University of Armenia. Then from 1995 to 1996 he studied international relations at the Harriman Institute of Columbia University in New York. Mr. Yenokian has taken part in numerous training programs around the world and he has been a visiting scholar at major universities. He is the author of about 400 editorials and news stories in the Armenian and international mass media.