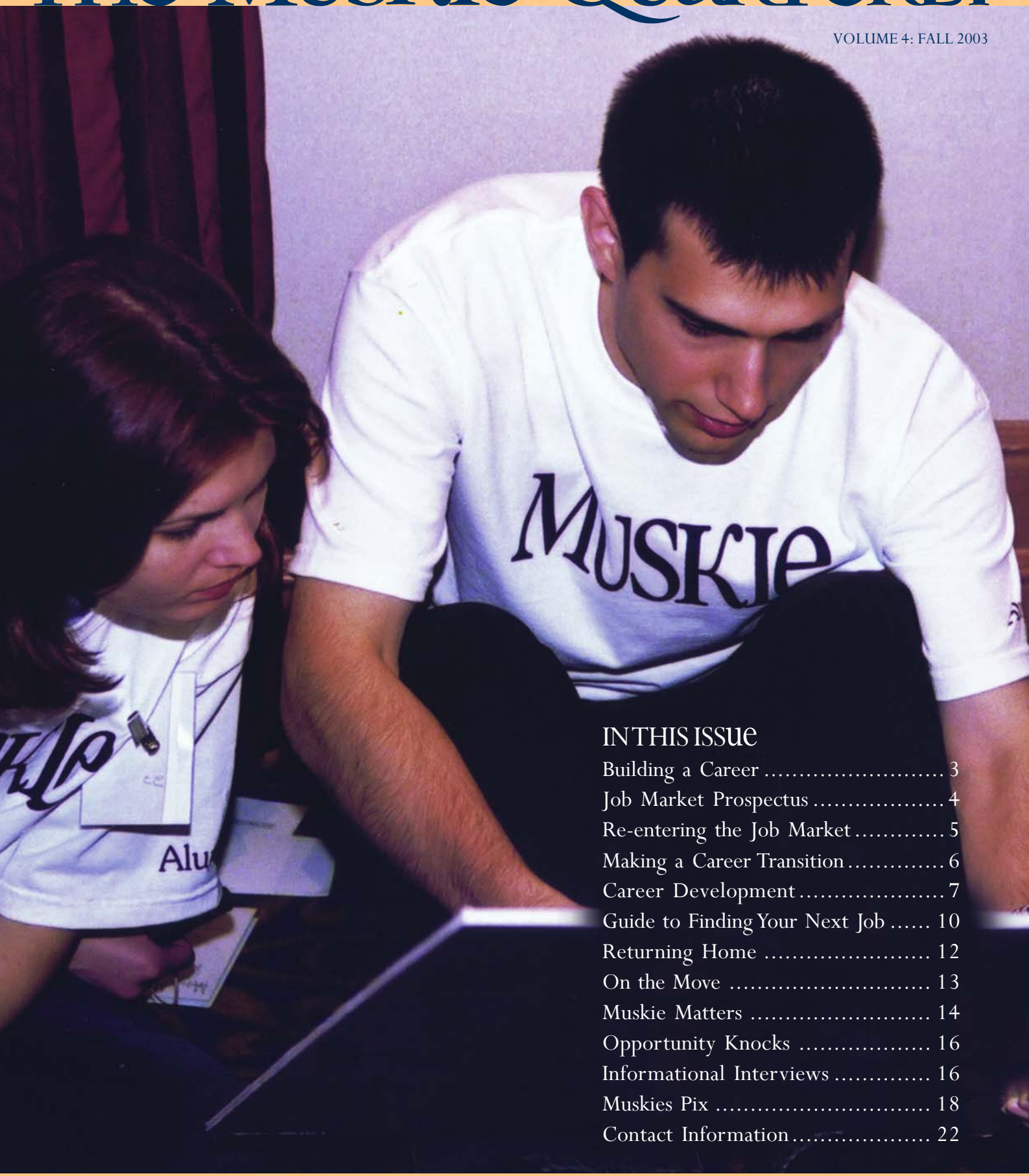
A PUBLICATION BY AND FOR ALUMNI OF THE EDMUND S. MUSKIE/FREEDOM SUPPORT ACT GRADUATE FELLOWSHIP PROGRAM

THE MUSKIE QUARTERLY

VOLUME 4: FALL 2003



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The *Muskie Quarterly* is a publication for participants in the Edmund S. Muskie/ FREEDOM Support Act Graduate Fellowship Program. Alumni and current Fellows are invited to share their Muskie experience, expand the Muskie network, and keep in touch with program administrators. MQ strongly encourages participants to contribute to this publication by submitting essays, short articles and photographs for the following regular features:

Perspectives ■ Topic for Next Issue: "Making the Most of Your Internship Experience." Current Fellows: Share your experience and valuable insights with new fellows. Alumni: Tell us how your internship helped your job search and your professional development. What advice do you have for other alumni and current fellows? Employers: Explain the value of internships from your perspective.

On the Move ■ Share your promotions, awards, achievements, conference participation, new jobs, volunteer activities, and other news with the Muskie community. Include a photo of yourself!

Muskie Matters ■ Highlight a recent alumni event in Eurasia or an interesting program activity in the U.S.

Muskie Pix ■ Send us your photos from alumni events, conferences, workshops, reunions, and professional, academic and community service activities. Number your photos and include a description with the names of those pictured. Hard copy originals will be returned to you.

Opportunity Knocks ■ Announce upcoming events and opportunities, such as reunions, re-entry seminars, and LIGP and SCOUT deadlines, for alumni in your region.

Topics for future issues of MQ ■ Help us keep MQ interesting and relevant. Tell us what topics you would like to see discussed or featured in future issues.

Deadline for submissions for the Winter 2003 issue: October 15, 2003.

Submission Information ■ Send all of your submissions, inquiries, and other communication about MQ to Sergey Votyagov in the Moscow office of American Councils. MQ submissions must be texts in English. Be sure to include your name, U.S. university, years of study, field of study, current position, employer, city and country of residence. Due to space limitations, not all submissions can be published. All text is subject to editing.

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THE MUSKIE QUARTERLY

FREEDOM SUPPORT ACT
Edmund S. MUSKIE Graduate Fellowship Program
Bureau of Educational and Cultural Affairs • U.S. Department of State

The *Muskie Quarterly* is sponsored by the Bureau of Educational and Cultural Affairs, U.S. Department of State, and is produced by American Councils for International Education: ACTR/ACCELS in cooperation with the Open Society Institute (OSI).

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Lilia Tverdun conducting a training session

BUILDING A CAREER

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What is a career? In Soviet times we were taught to be responsible employees, stick to one job, obey the organization's rules, and stay as long as possible (until retirement) with one organization. Then you would be considered a person with a big *staj*. This was basically what a career meant to our parents. Times change, and what may have seemed a golden era no longer exists. Today you can work for thirty years with an organization (if it exists that long) or you can move around to different companies to acquire more professional skills and apply them in different environments.

What is a good job? Getting a little bit more money than your friends? Yes, a good job pays well, but it also gives you satisfaction in what you are doing and allows you to apply the skills that you gain in your professional life. In my opinion, this is a career: You develop certain skills in one or many professional areas and then try to apply them in a way that brings you moral and material satisfaction. A career would also imply the idea that you are constantly progressing. This does not necessarily mean that you get from a secretarial position to being the CEO of the company. Progress is measured in different ways, and it is only you, as an individual, who can judge if you are progressing or not.

I started my career as an English teacher. I liked my job and I liked what I was doing. When I applied for a Muskie Fellowship, I applied in the field of education administration. I saw myself as a manager in my future career. While at New York University, I had the opportunity to choose a slightly different concentration: business education. I thought it was a good opportunity for me to develop new skills. I did, and made a change in my career. I became a business educator.

However, my education in corporate training seemed a bit useless. In Moldova at that time (1996), most local organizations had no idea what corporate training was. So, as John F. Kennedy said, instead of asking what my country can do for me, I asked myself, "what can I do for my country?" with the skills I had. I developed my career myself. I incorporated training into my jobs at every opportunity. As the manager of a large USAID project, I was doing training whenever and wherever possible! My colleagues liked that and soon I was preparing "spicy" training programs for them every month. I was doing things on my own. No one had asked me to provide training. I was going beyond my job responsibilities and developing my career. My bosses noticed, and I have been promoted, as well as awarded certificates of professional achievement from the U.S. and Moldovan governments.

> If you do not tell the world what you can do, then it is likely that no one will ever find out. Take the initiative and jobs will be created for you!

I have been hired as a training and development consultant for a USAID project. I also work as a freelance consultant and do training programs for other companies. I am not a novice anymore, and I consider it an achievement when you are *not* afraid to *not* have a job.

I do not know if I have convinced you, but I have tried to inspire you with the idea that the resources for your career are not OUTSIDE of yourself, but rather INSIDE of yourself. Ask yourself what you want to do. And DO it! Having the experience of living for one or two years in the U.S. sets you apart from many professionals with *staj* in your country. But, who knows that you have the skills? Only you know. If you do not tell the world what you can do, then it is likely that no one will ever find out. Take the initiative and jobs will be created for you! The jobs will take you step by step to the level you want to reach. If, however, upon your return from the U.S., you go to work as a freelance translator, only because you are fluent in English, and only because it is a highly paid job, you will never have a career.

I am happy with what I have and what I do, but I still have a thousand goals to accomplish in my professional career. The most immediate one is getting my Ph.D. in economics, which should happen in September of this year. Then, I plan to found a professional organization that can welcome people like us (alumni) and help us, as well as others, in our training and development.

Don't limit yourself to your degree and think that alone should open all the doors for you. Use your skills as

a door opener and you will have guaranteed success.

Some advice concerning career development:

- Start thinking about your future job when you start your studies in the U.S.
- Think of what you want to do upon return to your home country and start developing the right skills through your study and group projects at your university in the U.S.
- It is never too late to start preparing for your job, so if you are getting ready to depart for home, make inquiries about what is available in your country in your sphere of interest.
- When you prepare for your classes in the U.S., use materials and information from your home country. It will help you build on case studies and help you target the knowledge that you acquire in the direction that you might need upon your arrival home.
- You will not necessarily get the job you want upon your return home. You may feel disappointed in the beginning. Remember: no one is waiting for you with your dream job. You have to look for a job yourself. Also, remember that there are many people with good skills, yet you have to highlight the ones that seem to make you different from others.
- Take a job and then make your way through. Show that you can do more, even if in the beginning you are not happy with the title of your position, or you do not entirely like what you are doing. The job you want may not exist in that organization, so you have to show what you can do. Then, it may happen that a new job will be created for you.

JOB MARKET PROSPECTUS

Irina Shestakova
Moscow, Russia
Syracuse University
Public Administration, 1997-1998

First, a little bit about myself. I earned my master's degree from the Maxwell School of Citizenship and Public Affairs, Syracuse University (New York) where I majored in public administration. My focus, however, was human resources management and information technology. I came back to Russia on September 1, 1998, two weeks after the August financial crisis. Needless to say, the labor market was tough. After five months of searching for a job, I accepted a position as project manager with one of the largest Russian recruiting and human resources consulting companies. I was responsible for managing personnel and salary survey projects. After one and a half years of working in that organization, I was offered a job with one of the "big five" consulting companies as a human resources consultant.

This is what I have learned from my own job search experience, as well as from working for a recruitment agency and a "big five" consulting company.

Differences between the labor markets

The labor markets in Russia and the West are very different. For example, in the U.S. there is a deficit of health care professionals and information technology staff. In Russia the demand is high for sales/distribution and production/manufacturing personnel. Also, salary levels in various business sectors are significantly different in the U.S. and Russia. You may be surprised to find out, for example, that in Russia jobs at certain levels in "big five" consulting companies are paid less than similar jobs in other companies, which is usually not the case in the West. Another example is banking jobs: in the U.S., the banking sector is not necessarily the highest paying and most prestigious sector to work in. In Russia, however, banking jobs have historically been prestigious and are usually well-paid.

True value of a Western degree

I do not want to disappoint you, but some Russian companies do not know what an MBA is (no, it is not the Moscow Business Academy) and why it is so cool to have one. Those employers who do know the value of a Western education may not have heard about the university you graduated from (you didn't know about its existence either before you got there, right?). Even companies that appreciate the benefits of a Western education still put a very high emphasis on previous work experience. Some Muskie Fellows who went on to obtain their master's degree directly after having completed their higher education in Russia may have had more difficulty in securing employment than those who opted to defer graduate school for a year or two to gain work experience.

Under the table or above the table?

Did you know that there are still Russian companies who pay "gray" salaries, i.e. they use tax-evasion schemes? Whether to reject a job offer from such a company is really up to you, but consider all the pros and cons before you do so. Some of the advantages of working for a Russian company, even if it uses a "gray" scheme, can be gaining professional experience and excellent career opportunities (see next section). Also, salary levels in Russian companies for certain managerial jobs are higher than in Western companies. A disadvantage of being paid under the table is that your official salary is lower than what you actually get. So if you have to present your income statement when applying for a bank loan, you may not qualify for the loan.

Russian company or Western company?

After the financial crisis in 1998, the demand for highly qualified personnel was so great in Russia that many

Russian companies sought out middle managers and professionals from Western companies by offering excellent compensation packages and career opportunities. Many professionals chose Russian companies over Western companies. Why? Some people say Russian companies provide more opportunities for growth and self-actualization. In established, large Western companies, especially at lower levels, job roles are well defined, and the level of responsibility is determined mainly by the job description. Russian companies can be more flexible in that respect. The level of responsibility is determined on an individual basis, and an employee's career progression can be faster than in a Western company. Western companies, however, often provide good training and professional development opportunities. An important thing to remember, though, is that Russian companies are sometimes more willing to provide career opportunities and responsibility to those who have previous experience with a Western company, so again work experience counts.

American company or European company?

My experience conducting salary surveys shows that, on average, American companies operating in Russia pay higher salaries and provide more generous benefit packages than European companies. Note: this applies to local nationals hired locally, not expatriates.

Recruitment companies are not good for everybody

Dealing with recruitment agencies may be a very disappointing experience, so before you send your resume to a recruiter, remember this: recruitment agencies may not be the best job search venue for you. For example, recruitment companies in Russia do not usually work with non-profit organizations or governmental institutions. So, Muskie Fellows who are looking for a job in the public or non-profit sector should consider other sources. Also, recruitment agencies are reluctant to work with candidates without previous work experience or those who frequently change jobs. In the next issue of the *Muskie Quarterly* I will talk about recruitment companies in Russia and how to make them work for you.

Equal employment opportunities?

You probably remember that the majority of companies in the U.S. are required to conform to equal employment opportunity (EEO) regulations, i.e. not to discriminate against candidates based on their sex, race, age, marital status, etc. That is why it may be shocking to see a job ad in a Russian newspaper (sometimes posted by a Western company) which lists "male, age 20-35," as one of the job requirements. I personally was asked about my marital status at an interview with a Western company. The question sounded like "Do you have a family?" So my response was, "Do you mean if I will be able to travel on business? No, I do not have any personal obligations that will prevent me from travelling." Note: EEO laws do not apply to Western companies conducting business abroad.

Resume, CV or autobiography?

I will not dwell on the technical differences between a resume and a CV – if you are not applying for an academic or scholarly position, you will need a resume. What I would like to point out is that the one page rule works not only in the U.S., but in Russia as well, so keep your resume short and to the point. Also, make sure your resume does not have any typos and grammatical mistakes. It is a good idea to have several different versions of your resume for different types of jobs where you can emphasize different work experience, courses and training that you have received. I also suggest skipping any personal details like marital status or number of children. And, please do not put the word "resume" at the top of your resume!

Practice makes perfect

Some people may disagree with me, but I think job interviews are an excellent means of boosting your self-esteem. The more interviews you have, the better your interview skills become and you will be better able to present your professional and educational experiences. Also, you will be able to hone in on the skills and qualifications that employers are looking for. Once you have scoped out the job market and have a sense of what employers are looking for, you may find that you need to obtain a specialized certification or attend certain courses. As they say, learning never stops.

Probably some of the conclusions and observations presented above are arguable, but they are based on my experience. I would love to hear from those of you who had a different experience or answer any further questions about what I have written. In the next issues of the *Muskie Quarterly* I will be talking about recruitment agencies, job-search resources in Moscow, and resume tips. So if there are any specific topics you would like me to cover, please let me know at my e-mail address ishestakova@hotmail.com.

RE-ENTERING THE JOB MARKET

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University of Nebraska at Omaha
Education, 1997-1998
2003 Muskie Alumni Leadership Award Winner
President, Scientific and Educational Center for National Development
Researcher and Lecturer, Department of Biology, Yerevan State University
Board Chair, Step by Step Benevolent Foundation

I have a special request to all alumni: share the experience with others and understand that in Armenia there is a need to promote the development of small and medium businesses. There are a lot of opportu-

nities for development in this field. I would also advise you to be involved in alumni activities and through these activities share your knowledge and experience with the public. Because our society is in a transitional period, we also need to provide the public with new information and knowledge, especially in the sphere of civic education.

Yulia Perevozskaya
Volgograd, Russia
Creighton University
Business Administration, 2000-2002
Consultant

Finding a good job is a challenge, especially in a weak economy and even more so in Volgograd. It takes a great deal of patience and persistent networking with everyone you know. You have to consider both the local and national job markets and many types of companies and positions.

While consulting positions or analyst positions in banks and energy companies may be of high interest, you should also consider marketing or sales positions with package goods and technology companies that may offer promotion opportunity. You can get help from recruiting agencies such as AS, RAID and TCGY. Their phone numbers are in the local American Councils office. Along with the education you gained in the U.S., you still need to translate your expertise to a Russian market – you need to know as much about potential employers' businesses as possible and approach them with the practical skills they will want. Do research on companies and network, network, network.

MAKING A CAREER TRANSITION

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Columbia University
Public Policy, 1994-1996
Regional Cooperation Specialist,
Uzbekistan Resident Mission of the Asian Development Bank

After graduating from the School of International and Public Affairs at Columbia University (New York), I started my career as a banker. I worked for three different branches of a major multinational bank from 1996 to 2000. The commercial banking experience was very interesting. You get exposure to a whole lot of industries and sectors of the economy where your clients operate when you do their credit risk analyses. You learn their problems and challenges and get a total picture of what is happening in the economy and how the business environment is changing. However, working for a foreign commercial bank has its shortcomings as well. The majority of foreign banks is mainly concerned with making a profit and does not pay particular attention to the broader development issues of the country. Realizing this, I wanted to do something that would be of interest for myself and contribute to the community at the same time. I wanted to spend most of my time on issues of development and the problems of Uzbekistan – a country making the transition to a market economy. And I managed to accomplish this.

Since 2001, I have been working for the Uzbekistan Resident Mission of the Asian Development Bank – first in the capacity of economic consultant and, since September 2002, as a consultant on regional economic cooperation. In order to make this career transition I had to undergo some brief retraining. I conducted nine months of postgraduate research at St. Antony's College of Oxford University between 2000 and 2001. This postgraduate research program improved my skills and qualifications as an economist.

There is no doubt that this career switch was a risky move. It was not easy either. To make this type of change one has to do a lot of research on the new career track, make new contacts, and establish oneself as someone worth taking a chance on. Some basic things you should find out before making a career change are: what the new job entails, what are its requirements, and how much it pays. Possible resources include industry publications, insider information through informational interviews with the companies where you want to work, and most importantly, alumni – people who actually do the job you want to do. In general, such a move requires a lot of hard work, as you have to be very industrious to do all the research about a new career track.

My long-term career goal is to advance to a senior level management position dealing with the economic development of Uzbekistan. I am interested in issues related to economic growth because I feel this is a pressing issue for my country. It seems that accelerated economic development will be one of the most important factors that will help reduce poverty and support democracy and the rule of law. Economic growth based on market principles will assist people to help themselves by creating jobs and by giving them an opportunity to become self-sufficient to support their families. I am especially interested in the role of international assistance and donor organizations in promoting a market economy and economic development. Making this assistance efficient is of paramount

importance to the economic transition and development.

I have always been conscious of the fact that my personal success was made possible through my participation in the Muskie/FSA Graduate Fellowship Program. Without this program the opportunities that I have today would be far fewer. As such, I feel a moral obligation to spread my knowledge, expertise and experience by sharing the benefits of my training with others. That is why I also lecture on the topics of economics of money and banking, international finance, and international banking at the Faculty of Economics of the National University of Uzbekistan.

I believe that the teaching that I am doing is very important for the development of democracy and social transformation in my country. Currently, Uzbekistan is taking the initial steps towards democracy based on a market economy. Whether the country will be truly democratic and market-oriented depends on the next generation and its perceptions, ideas, capabilities and beliefs. It is the younger generation that will act as a catalyst for change and shape the future of the country. With this in mind, I would like to persuade as many people in Uzbekistan as possible to become believers in the principles of a market economy and democracy and help the next generation gain the skills necessary to identify the root causes of problems and develop permanent solutions to them. Teaching is uniquely positioned to accomplish this task.

> I feel a moral obligation to spread my knowledge, expertise and experience by sharing the benefits of my training with others.

CAREER DEVELOPMENT

An Unusual Look At Career Development

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New York University
Public Administration, 1994-1995
Ph.D. Candidate, INSEAD

How does one define the term "career"? When I ask my students, primarily mature, adult individuals, what they mean by this term, I get a variety of answers that are not necessarily compatible with each other. Is a career about moving up the corporate ladder, making more money, obtaining job security and stability, peacefully working until retirement, doing something exciting, learning new skills, gaining more responsibility, achieving a certain social status, leaving something behind for future generations, or something else? Depending on your definition of career, the strategies for career development will be different.

I like the definition offered by Greenhaus, Callanan, & Godshalk (2000) that sees a career as the pattern of work-related experiences that span the course of a person's life. With this less-limiting definition of a career (rather than any of those mentioned above), it is possible to talk about a variety of approaches to career development. In fact, work-related experiences can mean almost anything that each of us experiences in dealing with his or her non-leisure time. We can talk about achieving targets and goals set for us by our employer, starting up a business of our own, running for public office, realizing community projects, or progressing through government ranks. In the same vein, we can talk about starting a family, balancing work and personal responsibilities, taking a sabbatical to try something different, turning a hobby into an occupation (and vice-versa), writing a book, or going back to school.

One thing is for sure: an individual interested in developing a career must be honest with him- or herself in terms of *whose* career he or she is going to develop. Well, the answer, you would say, should be clear: one's own. Unfortunately, many people make career-related decisions based on what somebody else, not themselves, wants. This "somebody else" can be the family (with "we need more money" or "we need to see you at home more often"), peers and friends ("you should get a better-paid job with your American degree" or "you should stop killing yourself at work, you don't even have time for a basketball game with us anymore"), employer ("it's up or out here, so you have to increase your responsibility level" or "we really need you to start a new branch in city X"), or even mass-media, including periodicals that position themselves as writing about work- and career-related topics ("a successful career means driving a certain type of a car and wearing certain brands of clothes"). Well, career development, in the interest of *someone else*, is not the topic of this article. What I am trying to share are some of my views on how you can start thinking about developing a career of *your own*, without specific reference to your previous training or current occupation.

Traditionally, thinking about one's career development has been associated with a notion of getting to know what one wants next in his or her professional life. After an individual has identified his or her strengths, competencies, and interests, he or she should be able to take the appropriate steps allowing for the realization of the goal one has in mind. We all may be somewhat familiar with career services at universities that help students select possible occupations and organizations where they can seek employment. Academic advisors, based on our interests, suggest that we should be selecting courses that correspond to our professional interests. Career guides suggest courses of action necessary to get a job in a specific field and even at a specific organization. This all is fine. However, how sure can one be that he or she really knows

what his or her career goal is? Will we stay in the same occupation for the rest of our working life? Will we still enjoy what we are doing thirty years from now? Does the fact that we are good in accounting, information systems, non-profit grant writing, or journalism mean that our careers will be in the same field until retirement? Well, for those who subscribe to a narrow definition of a career (e.g., related to getting higher in organizational hierarchy, for example), the answer will probably be a yes. However, the less-limiting definition of a career as a pattern of activities allows for a career change, including a radical one.

Ibarra (2003) writes that in our professional life we shouldn't be waiting for a deep discovery of a real talent or set of interests that will be defining our career for the rest of our lives. Instead, she suggests that our working identity, or who we are in the world of work, depends on many possible selves, or alternatives in terms of what we might become, learn to do, be good at or not so good at. Many of these possible selves are determined by the circumstances we are in, our current and past experiences, and even luck. However, we shouldn't confine ourselves only to what we think we know about our competencies and talents. Career development is, to a great extent, about trying new things, meeting new people, learning something new, discovering new talents, and spending one's time differently.

Ibarra's model deals with a career and job change. She believes that to successfully change a career one has to first explore possible selves (even the wildest ones), asking ourselves who we might become. As a next step, the model suggests lingering between working identities while one gradually departs from the old identity and tries out possible new identities. This step may be difficult because a person needs to learn to live in the state of contradiction. The next step is to ground a deep change by achieving small victories in a new quality, exposing hidden foundations, and updating one's self-conception and future career goals.

In my opinion, the same model can also be applied to the notion of career development even when one is not changing jobs. Development is about dynamics, and so career development is about the constant crafting of a new working identity: who we are in the world of work. An individual considering how to develop his or her own career might ask "Who might I become?" The answers for a hypothetical professional in a hypothetical organization could be:

- Develop competence in what I am doing now and become a unique specialist in my area.
- Gain wide expertise and become a generalist in a related field.
- Develop managerial, rather than professional, expertise and turn into a general manager.
- Take my expertise with me and become an employee in another organization.
- Become my own boss through opening a business or becoming a consultant.
- Switch sectors (from commercial to non-profit or government, or vice-versa).
- Become a homemaker.
- Become a writer in my discipline or in something different (e.g., philosophy or fiction).
- Become a professional in a completely different field.

As the next step, one should start experimenting with new possible identities and change the professional networks one is accustomed to. For example, if the goal is to develop managerial competence, a person seeking such a goal should start looking for opportunities to act as a manager. This can be achieved through involvement in projects, substituting for managers on vacation, shadowing a manager, or taking up management responsibilities outside of one's job (e.g. in a community initiative, professional association, or even within a social group). The latter strategy is particularly appropriate when the circumstances at work prevent the person from trying out his or her possible managerial self. Simultaneously, one has to develop a new network of relationships; rather than spending professional and social time with people at the same professional level, he or she should try to establish connections with people who have managerial responsibilities, both within and outside the current place of employment. By trying on a possible managerial identity a person may learn how comfortable he or she feels in that role. This is the time when it's OK to oscillate between the managerial identity and that of a specialist. At times, one may even regret accepting a management role if he or she is giving up some of the professional responsibilities one is accustomed to. If, however, the person is comfortable with the newfound identity, it is necessary to gradually give up the old one and resist the temptation of going back into the professional realm. Eventually, the newly-minted manager should reassess how comfortable he or she is in the new role, and what the next steps or goals might be.

In the case of a planned, radical career change, actions might include what Ibarra calls "crafting experiments." Rather than immediately jumping into new waters, it is advisable to develop a side project. Examples of such projects could include:

- Participating in an internal organizational task force on a topic that is new for you.
- Taking a class in a new discipline.
- Teaching a class in a (relatively) new field for you.
- Acting as an internal or external consultant.
- Finding an internship.
- Doing freelance work.
- Practicing writing on a new topic for a professional or popular publication.
- Doing volunteer work in a new field.

- Running a freelance project (sometimes without pay, just for the sake of experiencing a new field).
- Starting your own small-scale organization in the field that you want to explore.

As in the previous example, it is necessary to develop a new network of relationships so that you can be in touch with people who are not in the field that you are considering abandoning, but rather in the field that you want to enter. Through interaction with these people and your own experimentation you should eventually find to what extent the possible self of a new type of work is suitable for you. If it is, you can move into the new field, and establish yourself in a new environment. If not, then you may find yourself at least temporarily comfortable where you are now in terms of an occupation, or start crafting new experiments.

One thing is for sure: developing your career should be *your* responsibility. You can not totally entrust your employer with it, as your employer will be developing what he or she thinks your career should be. If you want to build *your* career, go and craft your own experiments (and if your employer agrees to help you, that's even better). That's the only way of finding out whether the new route is good for you.

We spend most of our time working, and so we may as well be happy about how we spend this time. As happiness means different things to different people, so do career success and career development. To be happy, or at least to try to be, start crafting experiments in terms of what career development means for you!

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Advice From Uzbekistan

Umid A. Aripdjanov
Tashkent, Uzbekistan
Case Western Reserve University Law, 2001-2002
Counsel, USAID/Pragma

"Plan well beforehand, network all the way through, and do not panic. Keep in mind that for people like us something good always comes up. Just be a little patient, if you do not get what you want, it does not mean that your journey is pointless."

My first suggestion is to explore the job market before you leave the U.S. There are good Web sites that you may consider worth looking at for possible employment, such as www.uzjobs.com. The job announcements are posted fairly often and you can keep your eyes open for a suitable position. Always remember that you can say "no" at any moment after you have applied, but you could be stuck jobless if you ignore decent opportunities. Right now the economic situation in Uzbekistan is far from exuberant. Publicly funded projects and programs may be a safe harbor to dock in while waiting for a big fish to come along. You may wish to visit the Web sites of USAID, the United Nations and its specialized organizations, or Western corporations that are active in Uzbekistan. Apply while you are in the U.S. and go on interviews even if you do not plan to work for a particular employer.

The suggestions above should be reinforced with networking. Take every chance to network. Attend professional conferences, seminars, and workshops at your university even if you are overwhelmed with assignments. Talk to your professors. Do not be too shy to introduce yourself to them. During informal or out-of-class meetings, approach those professors who are still connected somehow with a legal practice, i.e. former or current partners of international law firms, or counsels for

Umid Aripdjanov at the round-table, "Strengthening Civic Education," held in March in Tashkent with participation of PiE, JFDP and CEP alumni

transnational corporations, international finance, or non-commercial institutions. There are three international law firms represented in the Uzbekistani market of legal services: Baker & McKenzie with headquarters in Chicago; Chadbourn & Parke, headquartered in Washington, D.C.; and Denton Wilde Sapte, headquartered in London. When searching for a summer internship, make it clear that you are applying for an unpaid internship. Be friendly with your JD classmates; hang out with them. You never know how things can turn out. Do not forget to network within the Muskie community as well; this is how I got my job. I got acquainted with a Muskie Fellow from Kazakhstan who gave me a strong recommendation when I applied for a job in the Tashkent office of the project she works on. Make connections in the U.S. while you have a chance!

Do not get angry if you are turned down by the Russian offices of international law firms. The legal market in Moscow is tight and law firms are more inclined to hire recent graduates from Russian law schools than a graduate from somewhere else. In Tashkent, however, the situation is quite different and our LL.M. degree shines brightly.

As far as career perspectives are concerned, connections are still the best way to get hired on a USAID project. Experience and connections will prevail in most cases. A three-year USAID judiciary reform project will be launched in September. You may also want to consider applying for a SCOUT grant. Even though the stipend for teaching is modest, having teaching experience looks

great on a resume. If you are concerned about your communication skills, you may want to apply for a position with Westminster International University in Tashkent. They are short of law faculty members and would love to hire anyone with your educational background.

Ilkhom Azizov
Tashkent, Uzbekistan
Northwestern University
Law, 1992-1993
Attorney at Law, Azizov & Partners

It is well-known that success in job hunting is based on a combination of professionalism and the ability to communicate, therefore my recommendation for those returning to their homeland is the following:

- Continue your self-education in the area in which you are looking for a job.
- Communicate with colleagues and other professionals; ultimately, a good recommendation may be very helpful in finding a job.

In Uzbekistan salaries with government entities, including higher educational institutions, remain lower than in the private sector. One of the solutions to this problem could be a combination of two jobs. Don't forget this opportunity, even though there may be certain limitations to having two jobs.

I also would like to note that today there are more job opportunities in Tashkent with international and foreign institutions (funds, banks, NGOs, etc.) than with private businesses. In certain large corporate entities there is a demand for professionals (lawyers, economists, accountants and auditors), but competition is very high in this sector, as it has considerably shrunk in the last few years. Be ready for a tough contest. Value your connections, as they will definitely help at the start.

Arsen Babayev
Tashkent, Uzbekistan
University of Minnesota
Education, 2000-2002
Program Coordinator, Open Society Institute – Uzbekistan

Please note that finding a job back home is not an easy thing to do. Having no job can be really frustrating and securing employment can take up to a year. Therefore, a few months before you return home from the U.S., you should check employment opportunities available in your home country. Contact your friends and former colleagues at home to find out if they know of any job openings. In Uzbekistan, you can check current vacancies at www.uzjobs.com. One of the best ways to secure employment is to get in touch with current Muskie Alumni who are employed, as they are in a better position to guide you in your job search and help you find a job. My advice to you is: be ready to take a job that might not exactly live up to your personal and professional expectations, gain experience, and get to know people. Then you will have a better chance to get a better job.

Share Your Experience

Olga Salnikova
Omsk, Russia
Rutgers University
Education, 1997-1998
Head of International Cooperation Office, Omsk State Technical University

For me it has been important to be involved in the alumni community. I have participated in many alumni activities including conferences, training seminars and job fairs. Every time, I felt that special attention should be paid to life-long learning in the broad sense of the term. Training and teaching initiatives that encourage the sharing of experiences are supported by a number of alumni grants such as SCOUT and LIGP, and IATP centers.

Support for alumni projects and conferences encourages collaboration between alumni in different regions of the Russian Federation. Re-entry workshops and conferences are just two examples of building the alumni network.

Sometimes alumni may feel that it is difficult to integrate this international experience into the local environment, and many things in Russia have changed while they were away. Many alumni feel the need to tell about their fellowship experience when they return home, and these efforts may be supported by SCOUT grants.

THE HARVARD BUSINESS SCHOOL GUIDE TO FINDING YOUR NEXT JOB

by Robert S. Gardella

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Searching for a job is one of the most important things that professionals do, and they are doing it much more frequently. The changing employer/employee contract, the lack of job security, the increasing pace of change in the workplace, advances in technology, globalization, and even the quest for a better work/life balance are all creating significant movement in the marketplace for jobs. Another prominent factor has been the overall strength of the U.S. economy since the recession in the early 1990s. People are changing jobs because of the opportunities that have been created and, for some, because of the fear

that they will miss out on opportunities now available.

Although the job search is a crucially important process for most professionals, it is also one of the most feared, misunderstood, and mishandled activities, even by otherwise intelligent, accomplished people. The good news is that you can get better at this process.

Let me start with a simple but powerful, and I hope empowering concept: There is only one answer to almost all job-search questions – "it depends."

"It Depends" Is the Answer

Searching for a job is an art, not a science; there are few absolutes. Everything depends on the individual and the situation. This point has been demonstrated repeatedly to me in working with thousands of job seekers at widely varying employment levels over the past decade.

Although the job search is an art, there are effective search methodologies and approaches; most are applications of common sense. They often reflect the Golden Rule—doing unto others as you would have them do unto you. You also need to consider how any job-search action you take might be perceived at the receiving end.

A few years ago, a friend of mine found a book on this topic that was published in 1937. The book did not mention faxing your résumé, having it scanned in, or surfing the Internet for hobs, but most of its advice was still valid sixty years later.

People often have problems applying search methods because of the emotional component involved. It is hard to be "objective" when your life, career, and future seem to be at stake. Some job seekers overlook, or don't seem to full appreciate, that the search process is both an intellectual and an emotional one.

The job search also is a marketing and sales process, and most job seekers are not experienced with, or comfortable in, those disciplines. And even those who are experienced in these areas—people who find it easy to market a specific product or service—often have difficulty applying these disciplines to their own search.

There are no magic bullets in the search process. Determination, effort, patience, perseverance, timing, and luck all can play key roles in your eventual success. Many job seekers hope to find one or two things they can do to guarantee getting a job or their dream job. There are no guarantees, unless you start or buy a business. You will have a job, but only if your business prospers.

Anything you do in the job search, no matter how many sources recommend it, will make a good impression on some and not on others. It is highly unlikely that you can "do the right thing" for everyone you encounter in your search. Your goal is to impress those people you might want to work for or with, who might lead you to a job or offer other help in your search. Be yourself in the job search, but be sure it is your best possible self.

Adapt all job-search advice to your own personality, style, and approach. Ignore advice that does not work for you, but don't avoid the tougher tasks in hob search, such as contacting strangers or near strangers. The real applicability of the "it depends" concept comes in how you understand and apply the ideas and techniques found in how-to books like this one and in many other books, articles, Internet sites, and job-search resources, as well as those suggested by friends, network contacts, career counselors, and outplacement consultants.

A Harvard Business School alumna whom I helped in mid-1998 was doing her first post-HBS job search, leaving a company involuntarily after twenty years. Perhaps she said it best: "People give all sort of suggestions and advice [in the job search], some aspects of which appear to be at odds with other. The individual's responsibility is to sort it all out and to determine what to do given the circumstances. 'It depends' is a little scary at the beginning (if I really knew already, I wouldn't ask) but is liberating and even empowering as I go on (after my ego bounces back and starts functioning as a problem-solver again.)"

But Networking Is Key

The bottom line in the job search is that most people find jobs through friends, relatives, colleagues, classmates, and other acquaintances (by networking). It was in the past, is true now, and will be for the foreseeable future, despite the apparent belief of some that searching for a job over the Internet is fundamentally changing the search process. Networking is not the only way to find a job, but statistically it is by far the most effective technique. And the higher you go in organizations, the more important it becomes.

This book makes a wide variety of suggestions for how to be your best possible self throughout the search process. Become a student of this process. Learn and implement effective job-search methods, and build a personal network to help you now and in the future. Given current economic predictions, you will be looking for a job again and probably sooner and much more often than you would prefer.

This book (product #2239) can be purchased by calling HBS Publishing at 1-800-545-7685 or by visiting www.harvardbusinessonline.org ($16.95 plus shipping).

RETURNING HOME

Keep Planning

Alexander Chirkov
Minsk, Belarus
Duke University
Public Policy, 1999-2000
USAID

Keep planning. You have returned home (welcome to the club!), full of new knowledge, energy, ideas and ambition. Probably you have already developed a plan of re-integration into the new old reality, or even several plans. And probably you're ready to face challenges of different kinds, like a job search or a radical change in your living environment, and managed to psychologically prepare yourself for potential ups and downs. It certainly will not be a revelation to say that all your plans may or may not work out. What matters most? Luck, hard work, or the "old boys network?" The right answer seems to encompass all of these; the trick is to find a balance.

Experience shows that when you are fresh and hopeful, you do not like to get advice and often choose to learn by your own successes instead. Besides, you prefer tangible support, not just words. To be perfectly honest, I have never read any guides for returnees myself. I received several in the past yet they all rest untouched. Self-confidence is not a bad thing in itself but if everything suddenly goes wrong and later gets worse still, hesitation and disappointment can start to threaten your peace of mind and damage your ego. You still believe in yourself but feel almost physical pain when your effort and time are wasted, and when your sacred knowledge obtained far from home dissipates without being properly employed. Ambition can hurt, but swallowing your pride in such a situation is hardly a good choice. It is so easy to withdraw into yourself and thereby close the doors to other opportunities. Does planning matter when all your bright plans are being ruined and you think you are failing?

A friend of mine confided to me ironically that she often cannot implement much of what she plans. She blames herself for poor planning, but that does not prevent her from being a rather successful businesswoman. I think she simply sets very high goals, which is most likely your case, too. When everything is changing so quickly, then planning turns out to be not only a tool, but also a result. Planning should still be rational. Recently, I have come to agree with a prominent statesman of the last century who once said, "Plans are useless, but planning is indispensable." If your personal planning does not materialize into a Plan, who cares? Life is not static and you at least remain mentally active and keep afloat during the process. This recipe also helped me during unstable times in the past, and I would resort to it in the future. So, regardless of your current situation, just keep planning.

Five Tips on Starting Your Job Search

Vadim Isakov
Tashkent, Uzbekistan
University of North Carolina at Chapel Hill
Journalism and Mass Communications, 2000-2002
Follow-on Specialist, Academy for Educational Development

You are back in Uzbekistan, a country you visited only briefly, or not at all, for the past two years. You still can't believe that the U.S. is not part of your daily routine and your American buddies are ten thousand miles away.

After a warm welcome from your old friends and family and long conversations about your adventures in the land of freedom, you are left alone with the thought that your savings are not endless. It's hard to believe, but Uncle Sam doesn't send you checks anymore and you can actually see the end of your relatively comfortable financial situation. It's time to find a job.

Finding a job in the CIS after obtaining a degree from an American university is more than just a necessity. It's a way to test your knowledge and skills, meet new people, and substantially limit the severity of reverse cultural shock.

Every job-hunting experience is different and the period of a job search can range from two weeks to six months. But despite the diversity in experience, there are recommendations that can be helpful in almost every case.

1. Don't expect a lot within a short period of time. Most of us have been working in the U.S. and we got used to relatively high salaries there. I don't need to tell you that the situation in Uzbekistan is kind of different. It takes time to find a good job with a good salary. Your first job may not be the one you have been dreaming of but it's better than being unemployed.

2. Develop useful contacts. Meeting new people will make your first days in Uzbekistan more exciting and give you more chances to find a good job. A good start will be to attend Muskie social events. It is also a smart idea to schedule lunch with a few Muskie Alumni who share your field of study and who returned to Uzbekistan before you. They will give you information on the job market and provide you with some ideas on where to start.

3. Be informed. Being informed about new job openings in Uzbekistan is the shortest way to success. Browse through local newspapers, listen to local radio, and go online for information.

4. Don't shy away from a volunteer job. I know how hard it is to accept the thought that after graduation from a top university in the States you have to work for free, but there is also a good side to volunteering. Your professional skills will not get rusty and it is a perfect opportunity to

become visible in the job market and develop useful contacts. Volunteer jobs can (and in many cases will) develop into full-time positions.

5. Stay positive. There will be times when desperation and a negative attitude will get the best of you, but don't let this feeling become perpetual and turn into your outlook on life. We all go through hard times, but at the end, we become stronger and wiser. The bottom line is that I have never met a Muskie who hadn't found a job after several months in Uzbekistan.

Being back home is sometimes frustrating but also a very exciting and informative experience. Look at it as a new chapter in your book of lifetime adventures. Good luck!

Elena Kouzovatova (right) at conference in Ivanovo, Russia, 2003

Be patient. Be persistent.

Elena Kouzovatova
Nizhny Novgorod, Russia
University of Alabama
Public Health, 1999-2000
Infection Specialist, Privolzhye Regional Center of AIDS Prevention, Epidemiology and Microbiology Research and Science Institute

In the attempt to implement new approaches, Muskie Fellows coming back to their home countries should be prepared to meet misunderstanding and sometimes even resistance from local officials. To overcome it, one has to be persistent and convincing, and educate others. Support from the community of Muskie Alumni is a great help. It is very important to stay in touch and meet regularly with alumni to exchange experiences and develop new projects.

Four alumni at a UN/NGO conference in New York, September 2002 (left to right): Natalya Volkova (Russia), Valery Fominski (Belarus), Oleg Dzioubinski (Ukraine), and Irina Sinelina (Russia)

ON THE MOVE

Oleg Dzioubinski
Kyiv, Ukraine
University of Kentucky
Public Administration, 1993-1994
Environmental Affairs Officer, United Nations Economic Commission for Europe, Environment and Human Settlements Division

In August I began working as an environmental affairs officer at the UN Economic Commission for Europe, Environment and Human Settlements Division, Environmental Performance and Governance Team. I am excited that this job will be focused specifically on environmental issues in the countries of Eastern Europe and the former Soviet Union.

Elena Kouzovatova
Nizhny Novgorod, Russia
University of Alabama
Public Health, 1999-2000
Infection Specialist, Privolzhye Regional Center of AIDS Prevention, Epidemiology and Microbiology Research and Science Institute

After my return I took a position as a specialist in infectious diseases at Privolzhsky Okrug AIDS Control and Prevention Center. It is a methodical and consultative body of the Russian Ministry of Health in the Volga region. The main goal of the center is to stop the spread of HIV infections in the Volga region. Its activities are aimed at providing operational and methodical assistance to local public health institutions, introducing new methods of AIDS prevention, diagnostics, and treatment, and conducting scientific research in HIV epidemiology.

In January 2003, in collaboration with the Nizhny Novgorod Education Development Institute Center and the British anti-AIDS charitable organization, AVERT, we started an educational project called, "School-based AIDS and Drug Use Prevention in Nizhny Novgorod Teenagers." As assistant project manager, I prepare educational materials, translate and adapt foreign guidelines on relevant topics, and hold lectures for teachers and parents.

I have also submitted a proposal on AIDS education in the vocational schools of Nizhny Novgorod to the SCOUT program and I was lucky enough to win a special projects grant for the fall semester. This fall I will also start teaching a course on infectious diseases at the Department of Infectious Diseases of the Nizhny Novgorod State Medical Academy.

Marina Zinovieva
Moscow, Russia
University of Minnesota
Law, 1997-1998
General Director, LegaLife LLC

Mariya Kicheeva
Moscow, Russia
University of Notre Dame
Business Administration, 1995-1997
Partner, Kokopelli Consulting Group

Marina and Mariya have joined forces to start a new business! MultiBusinessLink (MBLink) was founded by combining Marina Zinovieva's law firm, LegaLife, and Mariya Kicheeva's consulting company, Kokopelli Consulting Group. See their ad in this issue of the *Muskie Quarterly*.

Leonid Sharashkin
Moscow, Russia
Indiana University at Bloomington
Environmental Management and Policy, 1999-2001
Conservation Finance and Economics Program Coordinator, World Wide Fund for Nature

Following our return to Russia in 2001, my wife and I committed ourselves to translating and arranging the Rus-

sian publication of four books that we read in the U.S. and that shook our inner world. One of the books has recently been published. It is *The Continuum Concept: In Search of Happiness Lost,* by Jean Liedloff. John Holt, a prominent American psychologist, writes about *The Continuum Concept*, "If the world could be saved by a book, this just might be the book." We have created a Web site in support of the Russian edition of the book. Please visit it at http://samorodok.tripod.com

MUSKIE MATTERS

Muskie Alumni Reunion Held In Almaty, Kazakhstan

On May 24 the first Muskie Alumni Reunion in Kazakhstan took place at the Alatau Hotel and Country Club. With support from the U.S. Department of State and American Councils, the American Alumni Club (AAC) organized and hosted the reunion that brought together more than one hundred young professionals, alumni of Department of State-sponsored programs, members of the media, and representatives from the private sector.

"We're very excited about this reunion, and we are thrilled to be at the forefront of discussions on topics of major importance," said Askar Yelemessov (Muskie 1992-1994), president of DB Securities Kazakhstan. "The conference is a vivid example of the role of alumni in business and the economic community."

"The Muskie Program nourishes leaders and experts, and we are always looking for opportunities to explore talent and expertise. The AAC strives to make a difference by promoting strong ethics and professionalism, and this event is in line with our goals and objectives," said Elmira Abdikarimova (Muskie 1998-2000), senior analyst at PetroKazakhstan and president of the AAC.

The full-day conference included keynote addresses by Stephen Guice and David Skeels. Mr. Guice, cultural affairs officer of the U.S. Embassy, highlighted the importance of State Department programs. He asserted that Muskie Alumni play an important role in the business and social life of the country. He congratulated all alumni on the reunion.

David Skeels, country representative of British Gas and chairman of the board of the Kazakhstan Foreign Investors Council Association, focused his remarks on a number of issues concerning the investment climate in Kazakhstan. He discussed the role of Kazakhstan in general and the petroleum industry in particular in the context of the world economy and recent political events. Mr. Guice provided interesting comparative statistics that put the petroleum industry into perspective for everyone.

The conference featured three panel discussions on financial markets, the investment climate, and small and medium enterprises. They were led by nationally known experts in banking, pension funds, the investment climate, food, public relations, law, and the petroleum industry.

Erlan Durmagambetov (Muskie 1997-1999), director of Scala for Central Asia and the Caucasus, made a presentation about the American Alumni Club. Alumni from Uzbekistan expressed an interest in cooperating with Kazakhstan alumni. Lubov Chapurina (Muskie 1995-1997), a representative from the Astana Liaison Office of the UNDP, talked about the requirements for registering a non-governmental organization (NGO). A general discussion on cooperation between various organizations followed the presentations.

A reception at the winter garden concluded the conference. Representatives of the U.S. Department of State and American Councils presented the 2003 Muskie Alumni Leadership Award to Elmira Abdikarimova. They also recognized Alma Mustafaeva (Muskie 1996-1997) for honorable mention. She is head of the Banking Analysis Unit at Halyk Bank. Live music, dancing and fun contests rounded out the reception.

Zhanna Beisembaeva (Muskie 2001-2002) described the reunion as, "the perfect combination of professional panels and a good time. Events like the reunion are always a valuable resource for alumni because information and experiences are shared, old friends can meet, new ones can be made, the network is strengthened, and of course, people can have a good time. Personally, for me, as a person starting up an NGO, the event was very useful."

Internet Access and Training Program Launches New Alumni Center in Moscow. Muskie Alumna Galina Angarova to Serve as Center Coordinator.

by Emily Bibby
Deputy Director
IATP/Russia
emily@projectharmony.ru

The Internet Access and Training Program (IATP) opened a new Internet center for alumni in Moscow this summer. The center will provide alumni residing in or traveling through the capital city with free access to the Internet from fifteen workstations, as well as the oppor-

tunity to participate in information technology seminars and training events. Centrally located at the State Pedagogical Library named for Ushinsky, the center provides a comfortable and convenient venue for many alumni activities in Moscow. Center Coordinator Galina Angarova tells more about the center:

Galina, what makes the Moscow Alumni Center special?

The new center for alumni serves three functions: First, there is free Internet access for all ECA alumni; second, the center provides a unique opportunity for alumni to socialize, meet each other and share their American experiences; and third, the center offers a variety of courses that can be very beneficial to the professional development of alumni. The center's convenient location – metro Tretjakovskaja – and its proximity to the Tretjakov Gallery, Moscow's historic center, coffee houses, and restaurants make it a great place to visit!

What types of activities should alumni expect to participate in if they come to the center?

There will be both serious and fun activities. Alumni can expect to participate in training sessions, courses (e.g. Web design, resume building), lectures, and get-togethers. They can also come to check e-mail, watch movies in English, or just have some coffee. During the summer we are going to work on the center's new Web site and this is where alumni will be able to find information about the center, including the schedule of events.

Galina, as a Muskie Alumna, how do you think that this particular group can benefit from the resources of the center?

Muskie Alumni (and I know this is a special group among all ECA alumni) can benefit from attending this great facility in many ways. Upon return from the U.S., there are always issues with the job hunt and staying in touch with friends back in the States. You are always welcome to come use the Internet and personal computing services here in the center. We plan to conduct a number of courses, including some that that will help you become even more efficient at using information technologies. For example, a new course on distance learning called, "Security, Civil Liberties and Terrorism," will be offered by Project Harmony in cooperation with Stanford University. Upon completion of the course, participants will get a certificate from Stanford University. For more information, please check our website http://iatp.projectharmony.ru.

The IATP Alumni Center in Moscow is located at the State Pedagogical Library named for Ushinsky, Bolshoy Tolmachevsky pereulok, 3 (metro: Tretyakovskaya). Working hours are Tuesday through Saturday, 12:00 – 20:00. For more information, please contact Center Coordinator Galina Angarova at angalina@projectharmony.ru *or 239-9478.*

End-of-Program Workshop in Washington, D.C.

Graduating Muskie Fellows celebrated the completion of their U.S. studies by attending the End-of-Program Workshop, "Making an Impact: Muskie Leadership and Community" in Washington, D.C. in June. More than 300 Fellows gathered for the event, which featured sessions on establishing an NGO, grant writing, fund raising, making the transition home, SCOUT, and LIGP. Panels included presentations by professionals from the International Monetary Fund (IMF), World Watch, International Federal Election Systems (IFES), BISNIS, the Civic Education Project (CEP), Voice of America, the Library of Congress, Peace Corps, the American International Health Alliance, and the Open Society Institute (OSI).

The three-day workshop began with fun, team-building exercises and cultural excursions. Muskie Alumni Leadership Award winners led the panel discussion on "Making an Impact," and inspired their fellow alumni to make the most of this unique opportunity. The workshop ended with lively dancing at the closing reception and many photos to share. Visit https://alumni.state.gov to view more photos.

End of Program Workshop in Washington, D.C.

INFORMATIONAL INTERVIEWS

The following Muskie Alumni have offered to give informational interviews to new alumni. Please take advantage of this professional networking opportunity!

Olga Antimonova
Moscow, Russia
Indiana University
Economics, 2000-2002
Research Analyst, World Bank
antimonova18@mail.ru

Olga graduated from Novosibirsk State University in 1999 with a diploma in economics. After working as a regional sales manager for Procter & Gamble, she won a Muskie/FSA Graduate Fellowship and entered the master's program in economics at Indiana University, Bloomington. She interned with the Private Clients Group at UBS Paine Weber in San Francisco. Currently, Olga is a research analyst with the World Bank in Moscow.

Vladimir Averin
Moscow, Russia
University of Kansas
Public Administration, 1993-1994
vladimir_averin@bat.com

Vladimir is currently the marketing human resources manager at British American Tobacco.

OPPORTUNITY KNOCKS

Applications are now being accepted for the 2004 Edmund S. Muskie/FREEDOM Support Act Graduate Fellowship Program

Deadline: October 31, 2003

Tell your eligible friends and colleagues about this great opportunity!

International Education Week
November 17-21, 2003
http://exchanges.state.gov/iew/

Muskie Re-entry Seminars & Alumni Reunions

City	Date	Contact
Yerevan, Armenia	Sept. 12	malumni@accels.am
Baku, Azerbaijan	Sept. 27	alumni@americancouncils.az
Tbilisi, Georgia	Sept. 20	alumni@amcouncils.ge
Almaty, Kazakhstan	Sept. 6	saule_m@hotmail.com
Chisinau, Moldova	Sept. 20	healumni@accels.dnt.md
Ekaterinburg, Russia	Sept. 4	highed@ural.actr.ru
Novosibirsk, Russia	Sept. 6	eac@ieie.nsc.ru
Vladivostok, Russia	Sept. 12-13	hedalum@vlad.ru
Dushanbe, Tajikistan	Sept. 5	jmckay@actr-tj.org matlubam@yahoo.com
Ashgabat, Turkmenistan	Sept. 20	eacashgabat@online.tm
Kyiv, Ukraine	Sept. 5	alumni@americancouncilskyiv.org.ua
Tashkent, Uzbekistan	Sept.6-7	guzal@actr.bcc.com.uz

Before joining BAT in 2001, he spent more than six years consulting on management recruitment and human resources.

Corina Cepoi
Chisinau, Moldova
University of Missouri at Columbia
Journalism and Mass Communications, 2000-2002
Project Director, Independent Journalism Center
2003 Muskie Alumni Leadership Award Winner
corina@ijc.iatp.md

Olga Chislova
Moscow, Russia
Case Western Reserve University
Law, 1996-1997
Attorney, Freshfields Bruckhaus Deringer
olga.chislova@freshfields.com

Olga graduated from the law faculty of St. Petersburg State University in 1996. One year later she earned her LL.M degree in the U.S. and joined a German law firm, eventually transferring to Moscow. After a number of mergers the law firm became an international leader with offices in Europe, the U.K., the U.S. and Asia. Olga specializes in corporate banking and employment law.

Ghenadii Cotelnic
Chisinau, Moldova
Brandeis University
Economics, 1996-1998
Investment Manager, Western NIS Enterprise Fund (WNISEF)
gcotelnic@wnisef.moldline.net, gcotelnic@hotmail.com

Armen Gomtsyan
Yerevan, Armenia
University of Nebraska at Omaha
Economics, 1998-2000
Economic Assistant, U.S. Embassy in Yerevan
gomtsyan@yahoo.com, gomtsyanak@state.gov

Arina Hayrapetyan
Yerevan, Armenia
University of Texas at Dallas
Public Policy, 1998-2000
Insurance Specialist, USAID IBM - Business Consulting Services
arina_hayrapetyan@yahoo.com

Upon her return to Armenia, Arina worked as a human resources manager at Epygi Labs AM, LLC. Later, she joined the European Union's Tacis Civil Service Reform Project as leader of the Human Resources Working Group. She also worked as associate general director at Ransat-Armenia CJSC. In October 2002, Arina joined the USAID Capital Markets Development Project in Armenia and has recently been appointed acting deputy chief of party. Since February 2000, Arina has taught principles of management, executive decision-making, and history of political thought at Yerevan State Linguistic University through the Civic Education Project.

Pavel Karaulov
Moscow, Russia
Arthur D. Little School of Management
Business Administration, 1998-2000
Sales and Marketing Director, Frontstep CIS
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Svetlana graduated with honors from the journalism department of Moscow State University. She worked for the weekly *Argumenti i Facti* from 1996 to 2001, first as a metro reporter and later as a foreign affairs reporter. As a Muskie Fellow, Svetlana earned a master's degree from Columbia University's Graduate School of Journalism. She completed a six-month internship at *USA Today* in Washington D.C. and, upon her return to Moscow, Svetlana was hired as staff correspondent/travel editor at the Russian language edition of *Marie Claire* magazine. She has written for a variety of newspapers and magazines in Russia and abroad and boasts professional awards from a *Vogue* magazine feature story contest and the Moscow Journalistic Union.

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Svetlana Kulikova has worked at American University-Central Asia (formerly American University in Kyrgyzstan) since August 1997 as a media instructor. In August 2001 she was appointed head of the journalism department and in February 2003 became director of the public relations office. In 2002 she published the book, co-authored with AUCA Sociology Department Head Gulnara Ibraeva, *Historical Development and Current Status of Mass Media in Kyrgyzstan*. Between 2001 and 2003 she was a SCOUT grantee and, in 2003, she received the Muskie Alumni Leadership Award for Kyrgyztan.

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Ludmila is an associate professor currently working at St. Petersburg State University as a teacher of English and a teacher trainer. On a part-time basis, she works for the British Council as the coordinator of RESPONSE (Russian Education Support Project for Specialist English), a project that enhances the quality of English teaching in Russian universities. Ludmila would be glad to speak with those alumni who would like to work in education, specifically, teaching English or culture studies at the university level.

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MUSKIE PIX

Noor Umarov, in a tie, (Public Policy, Monterey Institute for International Studies, 1994-1996) working as the personal interpreter for George Soros during his visit to Tajikistan in April.

Current Muskie Fellows from Uzbekistan: (from left) Zamira Akobirova (Education, University of Missouri at Kansas City) and Lobar Narziyeva (Education, California State University at Chico) with their friend, Ruben Aminov.

Kazan American Center Director, Syuyumbika Ziganshina (1994-1995), second row, fourth from right, and Tatiana Tregoubova (1994-1995), in white blouse, getting ready to prepare for International Education Week activities.

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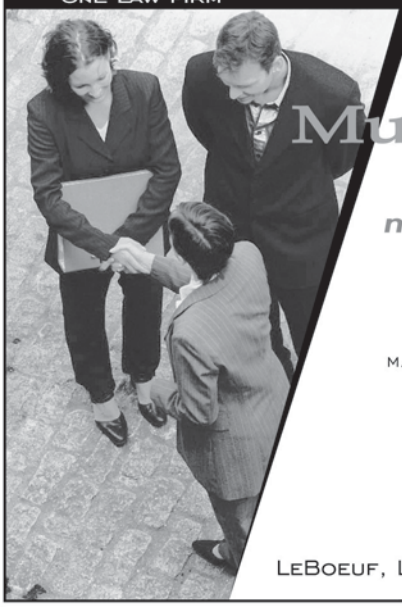

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The Muskie Quarterly

The *Muskie Quarterly* is sponsored by the Bureau of Educational and Cultural Affairs, U.S. Department of State and is produced by American Councils for International Education: ACTR/ACCELS in cooperation with the Open Society Institute (OSI).

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