



# CCR Alumni Newsletter



Business for Russia, Community Connections, PMTI

Winter 2003/2004

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Selection completed

Alumni seminars in the regions

Articles by Alumni from Orel region, Chuvashia, Chita, and Moscow

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## Outstanding Alumni Forum in Nizhny Novgorod



*At the seminar in Nizhny Novgorod*

*Dear Alumni,*

*Welcome to the winter edition of the CCR Alumni Newsletter. I am very happy to announce that over 650 new alumni will soon increase your ranks. Thanks to the dedication and hard work of our excellent program managers, Howard Arnold, Eliza Hamner, Emily Marshall and Aaron Wredberg, the 2003 recruitment and selection cycle has been completed. Throughout the year they worked in 20 cities. Independent Russian-American Committees worked in the regions to select the top choices for both business and professional groups. I would like to extend special thanks to those of you who participated in these committees or otherwise helped during recruitment.*

*Of special note was an amazingly strong group of dedicated school directors from Orel region who are making a lot happen with very little resources. One rural school director, for example, is actually running a farm with student help. This not only provides the children with nutritious school meals, but also trains future farmers of the region in the latest agricultural practices.*

*As you will read in this issue, we also arranged a number of alumni events throughout Russia in the last quarter of 2003. In the coming years we expect that CCR activities will concentrate more and more on alumni, and your ideas and suggestions are extremely valuable to us. Please write and let us know how we can best help you. We are especially interested in the issues that are most important for your region, and the ways that we can assist you in forming strong and useful alumni organizations.*

*I look forward to hearing from you.*

*Sincerely,  
Carol Sorrenti*

On November 19, Elena Arsentieva traveled to Nizhny Novgorod to conduct a seminar entitled "Modern Methods in Management: an Innovative Approach to Problem-Solving in the Workplace" for alumni of US Exchange programs. About 100 alumni attended the event.

Julia Lazareva, PAS/Moscow, welcomed the participants and opened the seminar with an overall review of US embassy exchange alumni programs. Elena Arsentieva said a few words about IREX activities and CCR alumni program, announced the seminar agenda and presented the handout materials. Valery Beliltsev conducted two sessions on alternative approaches to organizational and human resources management. He presented his original marketing and management technologies and involved participants in group games during which they had a chance to implement the skills obtained during the seminar. The interactive part of the seminar was particularly lively as participants found the speaker's approach to decision making to be very creative and thought provoking.

Evgenii Patarakin, IATP Regional Alumni Coordinator, presented the Nizhniy Novgorod IATP sites, and encouraged alumni collaboration and involvement in alumni events. Irina Novikova, Nizhniy Novgorod American Center Manager, gave a short review on the center's activities. Four CCR alumni participated in an alumni presentation session.

Svetlana Zabalueva (Information Access, Freeport, IL, 2002), Editor-in-Chief of Reporter and Time, visited several small American local papers facing similar financial problems during her internship. These publications managed to enhance their limited budgets by finding non-traditional ways of advertising, thereby achieving real independence from local authorities. This was an eye-opener for Zabaluyeva, who has now been able to move in a similar direction.

Natalya Aleksandrova (BFR, Philadelphia, PA, 1997), director of the independent educational center "Elita," utilized the vast amount of the information and educational materials she obtained in the US to develop two original and extremely popular training courses for computer specialists.

Galina Dmitriyevskaya (Historical and Cultural Preservation, Jackson, MS, 2001), the deputy director of Nizhniy Novgorod State Historical Museum, remains in contact with her American host, Theresa Houston.

*Continued on page 7 "NIZHNY"*

## Beneficial Knowledge

*Irina Kalmykova (Chita - BFR, Anchorage, AK, 2003)*

In the course of my internship I spent time at two companies: Alaska Commercial Company (ACC) and New Sagaya. My major goal during this internship was to acquire the new knowledge that would be beneficial to my work. I also planned compare the development of my business with a similar business abroad. Both of the companies where I interned demonstrated a high level involvement and attention to my internship.



*BFR group from Chita at the University of Alaska, Anchorage, AK*

## CCR Alumni Newsletter

*Compiled and edited by Anna Poluarshinova and CCR staff*

The CCR Alumni Newsletter is produced by the International Research & Exchanges Board (IREX) with support from the Public Affairs Section (PAS) of the US Embassy in Moscow. Funding for the publication is provided by the Bureau of Educational and Cultural Affairs (ECA), US Department of State. The Newsletter is a quarterly publication and is available free of charge from IREX offices in Moscow, Vladivostok and Washington, and from ECA/PAS. Its purpose is to disseminate information about the Community Connections - Russia program and its participants, and to facilitate communication between and among program participants and their American hosts.

Submission of announcements, feature stories, interviews, and photographs is encouraged, if the materials are in the spirit of the Newsletter. We are currently accepting articles for upcoming issues of the CCR Alumni Newsletter. If you would like to contribute an article, please contact Anna Poluarshinova at IREX/Moscow. Photos are also welcome. We would also be interested in any comments or suggestions that you may have. As of 2002, the Newsletter is available in Russian for those alumni who do not speak English.

Community Connections - Russia is a bilateral government-sponsored program providing internships for Russian businesspeople and professionals at American businesses and communities across the United States. The program is organized and funded by ECA. The recruitment and selection of the candidates is administered by IREX.

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<http://www.irex.org> (English)

The first part of my internship was held at the ACC. I spent two weeks at the company, during which I was granted open access to all the information that I needed. It was very useful to gain experience in modern methods of managing human resources. I had access to documents and forms that can be used when selecting personnel and choosing personnel incentives. I was deeply impressed by the internal climate within the company and warm and respectful relationships among the company's personnel. The company's President Gerald Bittner paid close attention to our internship experience; he drafted an intensive schedule filled with work and professional consultations. The President organized a big tour to the neighboring town of Bethel, where one of the company's retail stores is located. There I was given a chance to learn about administrative mechanisms and a professional approach to business. I was also glad to learn more about attracting customers through concrete marketing and advertising techniques.

The last four days of my internship I spent at New Sagaya company. I would like to once again stress the cordial way in which the company treated my internship. The VP Dale Tren organized consultations for us on inventory, marketing, and commodity turnover. I realized that their formulas and patterns can be implemented in my own business. It was very interesting to be present at the hiring of new employees. I found that, when hiring new people, the company encounters typical problems similar to ours. I was glad to obtain concrete forms for the assessment of employees' satisfaction and output.

Living in an American family as part of my internship was also an unforgettable experience. Without a doubt it was a fruitful first-hand experience of the American lifestyle and culture. Our communication and close contact during our month together helped me realize who Americans are, how they think, what they value, and how they spend their spare time. Direct personal communication is the best way to obtain such information. The John Schulz family turned out to be quite nice and friendly; I felt very comfortable in their house. We have become good friends.

I would like to say special thanks to organizers of the internship from ARC. Our internship program in Anchorage was designed and implemented at the highest professional level. The well-planned intern-

*"Continued on page 3 "BENEFIT"*



*Cultural program for interns*

ship programs, wonderful host families, well-designed schedules of University lectures and seminars, and splendid leisure activities were invaluable. Visiting the Russian Old Believers of Seattle was an unforgettable highlight of our stay in the USA. Meetings with the leading non-profit and governmental organizations of the city proved to be stimulating and useful.

The program helps us learn more about each other and helps promote better understanding of the culture and language of each other's countries. Many of the program participants continue to maintain close relationships with their host families and organizations.

## Stepping Into the Future Together

*Alexander Kirillov (Cheboksary - NGO Development, Chicago, IL, 2002)*

It has been a year since I and my friends from Chuvashia's third sector returned from our internship in the United States (organized by Heartland International.) It seems that only yesterday we were attending lectures and taking part in training programs and seminars on various issues—from uniting a team to setting up relationships with governmental bodies and searching for new sources of funding.

We learned vast amounts of new information during our trips to Chicago-based NGOs. Most significantly, we learned that the bulk of their budgets comes from charitable donations and membership fees. Charitable activities in the United States involve everybody from private individuals to large corporations such as Boeing, Microsoft, IBM, etc. Unfortunately, the institution of charity is not developed in our country. We found it hard to believe that an environmental-protection NGO can have an annual budget of more than one million dollars, whereas in this country the budget of a "green" NGO is mainly made up of donations from private charitable foundations and state budgets (municipal, republican, and federal) at best, and at worst only of membership fees. We have different starting points for development, and therefore we can't compare our NGOs directly. What can one say about development when we often hear questions from governmental bodies such as "What are NGOs? What can they do?"

It is only natural that not all of the information gained during the internship can be utilized in Russia. However, a lot is already being implemented even now. Lately certain advances in the development of the third sector have begun to emerge in Chuvashia with the establishment of re-

source centers to support NGO development. Both qualitative and quantitative growth of NGOs are already evident. Each year another 5-10 youth NGOs emerge. This level of growth was supported by seminars on fundraising, personnel management, PR, and by hands-on events in 2000 – 2002. The annual contest for social and cultural projects of the Volga Federal Circuit steadily demonstrates higher levels of project preparation, as well as a greater number of submissions by NGOs. A contest for innovative programs on realizing governmental youth policy in Chuvashia, conducted annually by the State Committee of Chuvashia on Youth Affairs, also reveals a greater number of high-quality contest applications from youth and children's NGOs and organizations working with youth.

From November 22-23, Chuvashia's Committee on Youth Affairs cooperated with a number of NGOs to organize a training camp for activists of the youth movement "Be a Leader" on the premises of "Lazurniy" camp. 20 young people—potential youth leaders—participated in six seminars: "Uniting a Team", "SWOT Analysis for Organizations", "Effective Communication Skills", "Non-Standard Organizational Management", "Interaction with Mass Media", and "Fundraising".

Three graduates of the Community Connections internship program, including two members of the Republican Youth NGO "Center of Support to Public Initiatives," Alexander Kirillov and Dmitry Fedorov, and a manager of the youth NGO "Youth Esperanto Association of Chuvashia," Alexandra Fedotova, served as guest trainers. The trainers used their notes from the US seminars, as well as their accumulated experience as Russian NGO leaders, to prepare handouts for the training camp.

Development models may vary from country to country, but we aim to come along on par and step forward together.

## CCR Alumni Listserv

**Dear Community Connections-Russia Alumni!**

**The purpose of this listserv is to provide alumni with timely information on upcoming alumni events, contact information for alumni resource centers (such as American Centers and IATP sites), program announcements, and other information that we think you will find interesting. Alumni are welcome to post messages as well.**

**To subscribe to the listserv, please send an e-mail to**

**[ccr-l-request@lists.irex.ru](mailto:ccr-l-request@lists.irex.ru)**

**We at IREX hope that this listserv will help you in your professional development.**

## Community Connections Russia (CCR) Alumni Events

### Omsk

On October 14, a seminar entitled “Modern Management: an Innovative Approach to Problem-Solving in the Workplace” was held in Omsk for alumni of US Exchange programs. This alumni event was held in conjunction with the opening of an American Corner at the Omsk Regional Scientific Library on October 15. The overall number of attendees was 55. Valery Beliltsev, an alumnus of the BFR program (Houston, TX, 1995) and Director of TRIZ Training Center, conducted two sessions on alternative approaches to organizational and human resources management. One alumna of the Muskie program later commented, “This is the best lecture I have heard since I left the US.”



*Valery Beliltsev (right) at the interactive part of the seminar in Omsk*

### Kazan

On October 8, a seminar on modern methods to management entitled “An Innovative Approach to Problem-Solving in the Workplace,” was conducted in Kazan for alumni of the US exchange programs from Tatarstan. Sixty-six alumni attended the event. The workshop, arranged by IREX, was the first event for CCR alumni in Tatarstan. It took place at the Tatarstan Chamber of Commerce. Julia Lazareva, PAS/Moscow, opened the seminar with an overall review of US Embassy exchange programs. Elena Arsentieva presented an overview of IREX activities in support of the CCR alumni program. Valery Beliltsev, BFR alumnus, conducted two sessions on alternative approaches to organizational and human resources management. Six alumni spoke about how participation in the program has been beneficial to their home community.

### Petrozavodsk

On December 5, 2003 Irina Samusenko (BFR -1996, Concord, NH) arranged CCR alumni meeting at the Petrozavodsk IATP Center. Irina is a Sales Manager of Karelianefteproduct and the winner of 2004 CCR Small Grants Competition. She arranged a series of two-

day seminars on retail and wholesale legal documentation for Petrozavodsk entrepreneurs entitled “Regulations regarding Retail and Wholesale Activities”. Irina presented her project activities to CCR alumni. The agenda of the meeting included: legal issues, information resources, sharing alumni experiences, assessment of the program’s influence on alumni’s businesses in Russia, and presentation of the US alumni resources list. Twenty-six CCR alumni attended. The attendees were very glad to meet and discussed the idea of further cooperation.

### Rostov-on Don

Cross-cultural communication issues are of high priority today for many professionals at both the international and the regional level. The Rostov region in particular is home to many nationalities and ethnic groups. Its alumni, having observed the work being done on this issue in the US, are naturally interested in understanding the cultural differences in their home town, and in breaking down the cultural stereotypes that often lead to misunderstanding, strife and turbulence.

On November 15, a seminar entitled “Cross-Cultural Awareness Activities” was organized by Victoria Tuzlukova, IREX regional representative in Rostov-on-Don at the American Corner, located at Don State Library, for 32 alumni of US exchange programs. John Harrington, English Language Specialist, ELO US Embassy Moscow, conducted two sessions, during which he introduced numerous activities that can be used to enhance cross-cultural awareness among adults of varying backgrounds. Their use sharpens observational skills and critical thinking about cultural stereotypes, and leads to increased respect and tolerance of cultural differences. The alumni were provided with several brochures and handouts on cross-cultural communication issues that will help them to incorporate culture-based strategies into their professional activities. The event made a meaningful impact on the Alumni Community in Rostov-on-Don.



*Carol Sorrenti, CCR Program Director, welcomes participants*

## Community Connections Russia (CCR) Alumni Events

### Tyumen

On November 5, a seminar entitled “An Innovative Approach to Management: New Trends and Challenges” was held in Tyumen for alumni of US Exchange programs. The alumni event was held at the Regional Universal Scientific Library conference room. More than 50 alumni attended.

Ludmila Simonova, a Professor of Economics at Tyumen State University, conducted two sessions on alternative approaches to organizational and human resources management. She presented an analysis of contemporary international aspects of management and spoke about new and innovative approaches to business development in Russia.

Elena Arsentieva presented the US Embassy/Moscow website and the list of resources available to USG alumni in Russia. She also described IREX activities and the main directions of the CCR Alumni program. Vera Barova, Executive Director of the Tyumen Development Charity Fund, gave a short review of her fund’s activities, concentrating on a project that provides USG Alumni with professional assistance through information dissemination and networking opportunities. Inna Seminikhina, IATP Regional Coordinator, provided information on the IATP program at the Central City Library. Five CCR alumni participated in an alumni presentation session.



*At the seminar in Tyumen: Elena Arsentieva, CCR Alumni Coordinator, Evgeny Ivanov, BFR alumnus, and Ludmila Simonova, lector*

Inna Ivanova (NGO, Amherst, MA, 2000), Deputy Chair of the Regional Organization of the All-Russia Society of People with Disabilities, presented her project “Being Disabled - Know Your Rights and Act on Them.” The project was realized in 2003. As a result of her tireless activity, Inna managed to convince the local authorities to construct a special handicap access ramp at the City Philharmonic.

Vladimir Feklistov, Galina Vinogradova and Tatiana Kisileva (NGO, Amherst, MA, 2000) not only profited individually from their US internship, but also established a solid working relationship among themselves. Upon their return to Russia they began collaborating on several social projects. One of them, entitled “A Helping Hand,” won a grant at the Regional Grant Competition for Social Projects. This project’s activities were aimed at HIV-infected young prisoners, their parents, and the medical and

social specialists who treat them. More than 20 volunteers from the local community participated in its realization, and the excellent results were widely publicized in the local press.

### Novosibirsk

On December 17, a seminar entitled “How Top Managers can Avoid Burnout at the Workplace” was held at the Novosibirsk State Regional Science Library. About 45 alumni attended.

The workshop, arranged by IREX, was the first event to which all USG alumni living in Novosibirsk were invited to participate. The topic of the seminar was suggested by Denis Kamaldinov (Youth Advocacy – 2002, Columbus, OH). He conducted a survey among local alumni, and his idea was supported with great enthusiasm.

Elena Arsentieva opened the seminar and said a few words about IREX activities. Elena also presented the US Embassy/Moscow website and a list of resources for USG alumni in Russia. Kseniya Rezanova, Regional Coordinator, IATP Russia, Project Harmony, Inc., spoke about the IATP site at the State Regional Science Library. Tatiana Popova, Project Harmony Regional Alumni Coordinator, invited alumni to seize the excellent opportunity to participate in educational and training programs on advertising in business and communications through the Internet. Ludmila Potselueva, Deputy Director of Library Foreign Affairs Department, presented on the Novosibirsk American Corners.

Rakhil Sapozhnikova, Assistant Professor and Chair of Psychology at Novosibirsk PGU, conducted two sessions on the psychological aspects of guidance. The workshops touched on the following topics: self-esteem, priorities, goal setting, communication, decision making, team building, conflict resolution, time management and stress management. Three CCR alumni participated in an alumni presentation session.

Tatiana Avrasina (BFR – 1997, College Park, MD), director of an interpreting agency, said that learning new approaches to questions of technology and management in the interpreting industry helped her work out the unique proper style of her agency, and let her agency to take the leading place among interpreting organizations in Novosibirsk. Today, Interpreting Agency “AUM” is well known not only in Novosibirsk but outside as well. Tatiana told about her successful cooperation with another CCR alumnus – Valentin Nedoedkov (BFR – 2002, St. Louis, MO), General Director of “CityNetSoft” LLC. She is permanently using his services and purchasing all necessary software from him.

Natalia Bobrova (BFR – 2001, Worcester, MA), Director of LLC “Montessori Center of Early Child Development”, stated that the US internship helped her become familiar with Montessori programs.

Denis Kamaldinov (CC/Youth Advocacy – 2002, Columbus, OH), a Small Grants program winner, presented his project on development of NGO information resources entitled “To Have Information Is To Manage the Situation”.

## Adapting Ideas for Russian Conditions

*Eliza Hamner, Program Manager, IREX*  
*This article is based on an interview with*  
*Tatiana Soloshenko (Mtsensk, Orel region - BFR,*  
*Atlanta, GA, 2000)*

Any visitor to Tatiana Soloshenko's consignment store, "Mommy and Me," is immediately struck by two things: the impressive collection of children's and maternity clothing, and the bustling crowd of mothers looking through the racks, making selections, and talking with each other about the joys and challenges of raising a family. As much as the local schools, the administrative building, or the market, "Mommy and Me" feels like a heart of the city, bringing people together. This is exactly what Tatiana hoped for when she opened the shop in Mtsensk in 2001. Mtsensk is a city of 50,000 people in the Orel oblast, a politically conservative region located four hours south of Moscow.

Surprisingly, when Tatiana left for the US on the BFR program, her business had an entirely different focus: preparing and selling frozen foods. Tatiana interned at "Pastries a Go Go," a bakery and cafe in Atlanta that prides itself on providing delicious, healthy food quickly. Tatiana learned new ideas about logistics, advertising, and quality control—enough to reorganize her business and achieve a new level of profitability. But the real revolution in her business plans came not from her internship, but from her host family.

Early in her internship, Tatiana's host family took her to visit their daughter, who owns "Jack and Jill," a consignment store specializing in children's and maternity clothing. At first, Tatiana's interest in the store was largely personal—as the mother of a young son, she was glad to have the chance to buy him some American clothes for reasonable prices. On subsequent visits, however, she began to realize that such a store could prove both profitable and helpful in Mtsensk. "Our population is limited financially," and could benefit from the chance to buy quality goods and sell their lightly-used clothing. In her free time, she began to discuss the nuts and bolts of the store with her "host sister," who provided her with examples of the contracts she made with sellers, ideas about pricing structure, and books about how to open a consignment shop. Tatiana became convinced that this model could be adapted for Russian conditions and implemented in Mtsensk.



*Tatiana in Atlanta with Jill Bush in "Jack and Jill,"*  
*April, 2000*

After returning from the internship, Tatiana made surprisingly quick progress on her plans: within three months, she had opened her store. As she put it, "accomplishing any project requires developing an algorithm and carrying it out, one step at a time." To open a business, you need three things: space, initial capital, and an effective advertising campaign. Tatiana was not to be dissuaded in accomplishing her goal, despite initial difficulties in obtaining approval from the city administration: "The hardest part, of course, was getting the space. I decided to go to the mayor's office at seven in the morning in my warm-up suit, and told him that I wasn't going to leave until he spoke with me about the store." Once the mayor heard her proposal, he understood that the store could be a helpful resource to families in the city, and gave his approval.



*Marcel Joyner and Jill Bush in Mtsensk at Tatiana's*  
*new store, "Mommy and Me," April, 2001*

Since the beginning, Tatiana has tried to make her shop appealing to mothers. Just as in "Jack and Jill," her American inspiration, she worked hard to guarantee the quality of the merchandise and display it well, so that her store looks no different from a shop selling brand-new clothing. She adjusted the contracts and the pricing policy to make selling old clothes profitable to her clients. Most importantly, she encouraged discussion among her customers, making the shop a meeting-place for parents in search of advice. She often shares literature on parenting with her customers, and they have followed her example. Now, mothers visit the store for clothes, but they stay for conversation, advice, and camaraderie.

Tatiana's goals for the future also center on bringing people together and reaching out to the community. This fall, she ran for the city Duma of Mtsensk. While her campaign was not successful, she has not given up on politics, or lost her desire to help her community. Tatiana's current goal is to create an association of entrepreneurs in Mtsensk, to exchange ideas and support each other in dealings with the administration. Already, she has committed herself to helping women in the community to open their own business. She is currently consulting with two women about business plans, contracts, tax policy, and other issues that face beginning entrepreneurs. She hopes to extend and formalize her activities in this area.

In all things, whether starting a business, reforming legislation, or improving the moral culture in Russia, it's important to "take a little step every day." IREX wishes Tatiana continued success in her business ventures and community work.

In 2002 Galina invited Theresa to Nizhny Novgorod. At that time Galina was also hosting a guest from the Australian Union of Churches. The three women, volunteers from America, Russia and Australia, arranged an event for the children at an orphanage and presented them with numerous gifts. After Ms. Houston's return to Mississippi, MCID (Mississippi Consortium for International Development) proposed that Galina establish a Russian-American partnership on the social adaptation of orphans and children from low-income families. Galina recruited the participation of a local NGO, "Zhuravushka", and a new partnership was started. Galina is proud that her internship helped start cooperation between Russian and American partners, and that it brought together several organizations in various cultural and social spheres.

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## CCR Responds to World AIDS Day

On November 28, Natalia Baranova, IREX regional representative, arranged a seminar on the current problems of HIV/AIDS in the Novosibirsk region and in the world at large, which was held in conjunction with World AIDS Day. The list of participants included seven CC alumni and one Contemporary Issues alumnus. The goal of the event was to raise the awareness of the participants about the problems of HIV/AIDS and to discuss the social aspects of this growing menace.

During the seminar various myths and facts about HIV/AIDS were discussed, and the participants were given latest available data on HIV/AIDS in the Novosibirsk region, in the Russian Federation and in the world. Participants focused on the prevention of HIV/AIDS, and evaluated the existing domestic and international regulations in this area. In order to elucidate various viewpoints and to reach a consensus on the next steps to be taken, the seminar's moderator held a small role-playing game simulating the spreading of the infection and its consequences. A significant amount of attention was given to the stigma of HIV and the existing discrimination against HIV-infected people.

Participants agreed that a joint effort was necessary in order to break the current silence on this issue, and that such an effort could rightly be considered one of the important ways to confront the challenges of AIDS in regards to human rights and the future development of the human world. One of the immediate outcomes of the seminar was the resolve of the participants to conduct campaigns in their respective organizations on World AIDS Day on December 1, 2003. For the long run there appeared readiness to be more active in spreading information on HIV/AIDS and in demonstrating appropriate behavior patterns.

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## Small Business Support Studio

*Elena Shiryayeva (Moscow - BFR, San Francisco, CA, 2002)*

In 2002 I took part in the "Community Connections" internship program, held in the United States of America. This program helped me to learn about the experience of my foreign colleagues who work to support small business. I was especially

interested in the American experience with business incubators. During the internship I had the opportunity to visit several business incubators, business centers, and other services supporting small businesses. I was able to see these structures at work in real life.

This experience, combined with my knowledge of marketing research on business incubators in Russia, helped me develop new solutions and methods that would work in the Russian context. The result of my work was the establishment of the Business-studio, a joint project with the Small Business Service of the Moscow government. Currently, I am the head of this organization.

Our organization's major mission is to render entrepreneurs a full range of services related to the organizational aspects of business, so that they can concentrate on their principal activities. I have used my hands-on observations of American business support in my work. Within the framework of our business-studio we aim to offer centralized solutions for many problems at once. Thanks to a carefully devised cost policy, we can offer a wide range of services to entrepreneurs, such as fully-equipped office facilities, secretarial services, security services, stabilized rent, licensing, insurance, and patent services. Entrepreneurs can also obtain consultations from MBAs, lawyers, accountants, marketing specialists, etc. Thus the entrepreneur has the chance to shield himself from many problems at once, including the physical conditions of the premises, and compliance with fire codes, sanitary requirements, labor rules, and other issues.

I was extremely interested in the American experience of establishing an organization that incorporates a number of important functions inherent to small business. In the US organizations that I visited, I saw how several dozens of companies and sole proprietors worked together and communicated, especially those who are engaged in similar spheres of activity. Such businesspeople often establish informal links, so that the experience gained by each proprietor becomes a collective experience that everyone can benefit from (for instance, the experience of offering credit at discounted rates). Small businesses thus help each other and exchange information. We decided to utilize this experience in our business-studio. It is very important that we have extraordinary, talented and educated people working together. Thus, we have established in our business-studio a particular microclimate favorable to developing the creative potential and civilized entrepreneurship of each client.

I would very much like to thank the organizers of the program. During my internship in the United States I saw the work of various structures that make up the system of support to small businesses. We had interesting seminars, during which we discussed issues related to the organization of this system, the formation of regional and local systems of small business support, and practical recommendations on developing the small business infrastructure in general, as well as its individual elements. During the internship I met many friends and business partners, both Russians and Americans. The experience gained through close cooperation with partner organizations in the sphere of small business support helped me implement the "Business-Studio" project in Moscow, adjusted to the needs of Russian entrepreneurship.

*For more details please contact me at  
[kriyobok@hotmail.ru](mailto:kriyobok@hotmail.ru) or at (095) 234 - 83 - 23.*

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## American Centers

### Moscow (opened in 1993)

Director: Marisa Fushille  
Address: 109189, Ul. Nikoloyamskaya, 1  
Russian State Library for Foreign Literature  
Tel.: (095) 777-6530  
Fax: (095) 777-6534  
E-mail: [amcenter@amc.ru](mailto:amcenter@amc.ru)  
Website: <http://www.amc.ru>

### Yekaterinburg (1994)

Director: Slavyana Sagakian  
Address: 620055, Ul. Mamina-Sibiryaka, 193  
City Mayor's Library  
Tel.: (3432) 61-5338  
Tel./Fax: (3432) 62-6704  
E-mail: [aic@email.ru](mailto:aic@email.ru)  
Website: <http://belinka.ur.ru/aic>

### Tomsk (1994)

Director: Elena Zaleskaya  
Address: 634050, Ul. Lenina, 34-a  
Tomsk State University Library  
Tel.: (3822) 41-5275  
Fax: (3822) 41-0574  
E-mail: [E.Zaleskaya@lib.tsu.ru](mailto:E.Zaleskaya@lib.tsu.ru)  
Website: <http://www.lib.tsu.ru/~airc>

### Nizhny Novgorod (1995)

Director: Margarita Krasilnikova  
Library Manager: Irina Novikova  
Address: 603155, Ul. Minina, 31-a  
Nizhnyi Novgorod Linguistics University  
Tel.: (8312) 36-2221  
Fax: (8312) 36-0219  
E-mail: [kms@amcen.lunn.sci-nnov.ru](mailto:kms@amcen.lunn.sci-nnov.ru);  
[novir@amcen.lunn.sci-nnov.ru](mailto:novir@amcen.lunn.sci-nnov.ru)

### Rostov-on-Don (1994)

Director: Larisa Kordik  
Address: 344049, Ul. Pushkinskaya, 175-a  
Don State Public Library  
Tel./Fax: (8632) 64-5275  
E-mail: [usis@publib.rsu.ru](mailto:usis@publib.rsu.ru)  
Website: <http://www.ac-rnd.publib.rsu.ru>

## American Corners

### Arkhangelsk (2002)

Corner Director: Olga Lisitsina  
Address: 163071, Ulitsa Loginova, 2  
Arkhangelsk Oblast Scientific Library  
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