



Kyiv School^{of} Economics
founded by EERC and the Victor Pinchuk Foundation

ANNUAL REPORT

Academic year 2009-2010

Foreword from the Director

I think that the academic year 2009-10 would be remembered as one of the turning points in the Kyiv School of Economics (KSE) history. This year produced a turn from downward dynamics of the past several years to the normal levels of the school operation with a promise of further growth. This turn is coupled with significant changes in the school governance, development of revisions to the school policies, and acceleration of work on the initiatives to develop new education programs at the school.

Number of KSE graduates remained low this year as the result of low admission in the last two years. However, the number of new applicants to the school was larger than the school capacity this year, and we admitted the maximum number of students – fifty five – for the next academic year.

The school is still experiencing the results of the economic crisis. Funding from Ukrainian sources significantly decreased this year, and the international donors once again became the major source of funds for the school. However, despite the crises the number of students who is ready to pay full or partial tuition amount newly admitted and second year students increased.

KSE faculty continues to excel in academic and policy research. In the academic year 2009-10, KSE faculty members have published 8 articles in good peer reviewed journals, and 12 articles in the popular press. Jointly with the Kyiv Economic Institute KSE continued implementing projects with the Ministry of Labor, international project on Climate Change, and other policy research in the country.

As every year, a lot of work remains ahead, to make KSE a sustainable and flourishing institution.

We hope we can continue to count on our sponsors support on this long, difficult but rewarding road.

Oleksandr Rohozynsky,

KSE Director

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Governance

The Kyiv School of Economics (KSE) is founded by Economic Education and Research Consortium (EERC Inc) and Viktor Pinchuk Foundation. The school currently is implemented as a project of three organizations:

1. The Economics Education and Research Consortium (EERC Inc.), a non-profit organization registered in Washington, DC in 1995
2. The Kyiv School of Economics Charitable Foundation (KSE CF), a non-profit organization registered in Kiev, Ukraine in 2007 by EERC Inc.
3. The Kyiv School of Economics LLC (KSE LLC), a for-profit limited liability company owned by EERC Inc. and registered in Kyiv, Ukraine in 2010

The Kyiv School of Economics is implemented in collaboration with the International Institute of Business (IIB), a business school located in Kyiv, Ukraine. The IIB provides administrative and accounting support to KSE and is official employer for most of the KSE local staff.

The registration of the KSE LLC in August 2010 is the biggest change in the school's governance this year. The addition of this organization allows KSE to contract education services in Ukraine, and to purchase equipment and other assets in its own name.

Executive officers

| | | |
|---------------------------------------|----------------------|---|
| Director of Kyiv School of Economics | Tom Coupe | (replaced by Oleksandr Rohozynsky in July 2010) |
| President of EERC | Tom Coupe | (replaced by Oleksandr Rohozynsky in July 2010) |
| Director of KSE Charitable Foundation | Ivanna Kurtyk | |
| Director of KSE LLC | Oleksandr Rohozynsky | Since August 2010 |
| Secretary of the Board | Svetlana Bocharova | |
| Treasurer | Harriet Hughes | |

Board of Directors

The Board of Directors is the main governing body of the KSE. It includes the honorary chair, ten elected Directors and three ex officio voting members. The ex officio members are the president of EERC, the

chairman of the International Advisory Board and the chairman of the Research Network Committee. The term in the office for elected Directors is three years.

The Board of Directors consists of the following members:

Victor Pinchuk, Honorary Chair

Max Alier, International Monetary Fund

Anders Aslund, Co-Chair; Peterson Institute for International Economics

Tom Coupe, Ex officio, KSE, replaced by Oleksandr Rohozynsky in July 2010

Richard Ericson, Chairman of the Research Network IAB; East Carolina University

Paul Gregory, Chairman of the KSE IAB; University of Houston

Sten Luthman, Swedish Ministry of Foreign Affairs

Hryhoriy Nemyria, Former Vice Prime Minister for Foreign Affairs

William Newton-Smith, Open Society Institute (OSI)

Gerardo della Paolera, Global Development Network

Leonid Petukhov, Geo Alliance Concern

Irina Paliashvili, RULG-Ukrainian Legal Group, P.A.

Regina Yan, Co-Chair; Eurasia Foundation

Yuriy Yekhanurov, Former Deputy Head of Ukraine's Presidential Secretariat

The term of appointment for the following members of the Board expires in 2010: Sten Luthman; Yuriy Yekhanurov; Gerardo della Paolera.

International Advisory Board

International Advisory Board is established by the Board of Directors to provide advice on and evaluation of the academic integrity of the KSE programmatic operations to donors and staff. It consists of the distinguished scholars from leading international programs in economics.

International Advisory Board includes the following members:

Chair: Professor Paul Gregory, University of Houston, USA

Professor Robert Baldwin, University of Wisconsin, USA

Professor Charles Becker, Duke University, USA

Professor Irwin Collier, Freie Universitat Berlin, Germany

Professor John Earle, Central European University, Hungary

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|--|
| Professor Peter Kennedy, Simon Fraser University, Canada (deceased in August 2010) |
|--|

Professor Larysa Krasnikova, NaUKMA, Ukraine

Professor Joseph Pelzman, George Washington University, USA

Professor Mark P. Taylor, Warwick Business School, UK

Professor Jürgen Wolters, Freie Universitat Berlin, Germany

Dr. Peter Kennedy, member of KSE's International Advisory Board since 2004, unexpectedly passed away on August 30, 2010. As a member of the KSE International Advisory Board, Dr. Kennedy made a significant contribution to the academic development of the Kyiv School of Economics.

Education

The Kyiv School of Economics offers an internationally recognized two-year, full time English language Master's Programs in Economic Analysis and in Financial Economics. During the past 13 years, the EERC/Kyiv School of Economics has earned recognition for the quality of these programs from the academic, policy and business communities. Our alumni work in the leading positions at the top financial institutions in Ukraine, or earned recognition as excellent Ph.D. students and graduates in the USA and Western Europe.

The school has 11 permanent international and Western-trained Ukrainian faculty, who, at the same time, have appointments as adjunct professors of the University of Houston. Most of our faculty have joint research projects with well-known US and European institutions, such as the University of Houston, University of Pittsburgh, Stockholm School of Economics, York University, CERGE, as well as the World Bank. The program curriculum is modelled on the best economic graduate programs in North America and Western Europe. Students are provided with an unrivalled access to the world economics literature and various informational resources.

The MA Programs

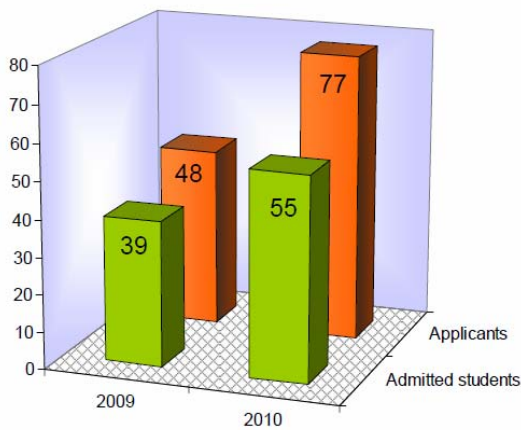
From the 2009-10 academic year, the Kyiv School of Economics offers two MA programs: an MA in Economic Analysis and an MA in Financial Economics.

To earn a master's degree, KSE students must complete two years of full-time coursework and defend a thesis. The first-year curriculum is common for both MA programs and consists of year-long sequences in the core fields of economics: Microeconomics, Macroeconomics, Statistics & Econometrics and Mathematics for Economists. The second year students have a choice to continue working towards MA degree in Economic Analysis or MA degree in Financial Economics. These two programs are offered in academic year 2010-11 for the first time expanding the existing MA in Economics program.

The MA in Financial Economics will give the KSE students a strong background in both the theory and the empirics of financial economics. This training is aimed at supporting successful careers in the financial sector (investment, banks, consulting companies, etc.), or opening doors of International organizations and Western Ph.D. programs.

In June 2010, the KSE M.A. Program graduated its thirteenth class. Twenty students successfully defended their theses, bringing the total number of graduates to 462. Of the 20 members of the class of 2010, 17 got the University of Houston MA degree, and 5 went to Ph.D. programs abroad.

At the same time, 22 students completed their first year of studies and have begun their second year of studies in September 2010. For the second year of studies, 7 students chosen to study at MA in Financial Economics program, and 15 students chosen to study at the MA in Economic Analysis program.



In July 2010, 77 persons applied for admission. Sixty applicants passed admission exams and fifty five students were admitted to studies. There is a positive change in both number of admitted students and quality of the admitted students. For the two years following KSE ending affiliation with Kyiv Mohila Academy the number of new admitted students was smaller than the school capacity of 55 students.

Among the new admitted students, 7% (4 students) are from Belarus, and 11% (7 students) are from Moldova. Over 34% of the new admitted students have previous degrees in mathematics, 60% in economics, and 6% in other fields.

The MA Program's Faculty

The KSE faculty hiring strategy is focused on attracting back Ukrainians with Western Ph.D. degree to teach at the M.A. program. Currently, a majority of our faculty is Ukrainians with a Western Ph.D. About 20% of the program faculty is composed of international 'visiting faculty'. In addition, we have one Ukrainian Doctor of Sciences and two Candidates of Sciences teaching at the program – these faculty members are certified by the International Advisory Board.

The 2009-2010 full-time faculty consisted of the following professors:

Associate Professor **Valentin Zelenyuk**, Ph.D., Oregon State University, 2002

Associate Professor **Tom Coupé**, Ph.D., Free University of Brussels, 2002

Assistant Professor **Elena Besedina**, Ph.D., Bocconi University, 2008

Assistant Professor Denys Nizalov, Ph.D., Michigan State University, 2006

Assistant Professor Olena Nizalova, Ph.D., Michigan State University, 2005

Assistant Professor Pavlo Prokopovych, Ph.D., University of Michigan, 2005

Assistant Professor Oleksandr Shepotylo, Ph.D., University of Maryland at College Park, 2006

Assistant Professor Volodymyr Vakhitov, Ph.D., University of Kentucky, 2008

Assistant Professor Hanna Vakhitova, Ph.D., University of Kentucky, 2006

Assistant Professor Olesia Verchenko, Ph.D., University of Virginia, 2008

Assistant Professor Borys Dodonov, Ph.D., University of Houston, 2009

Visiting Professor Roy Gardner served as Academic Director, replaced by Denys Nizalov in June 2010. Dr. Nizalov became the first ever Ukrainian citizen to serve as the academic director of the school.

For the first time, this year two of the KSE full-time faculty, Tom Coupe and Valentin Zelenyuk, were promoted to Associate Professor positions.

Research

KSE differs from most universities and other education programs in Ukraine by the international quality of its professors and its program. This international quality is supported by constant development of the faculty through academic and policy research. KSE contract with a faculty usually contracts only 40% of the full time equivalent for the teaching, and the rest of the time is expected to be used for the research. KSE also provides each faculty with a research fund that can be used to purchase data, hire research assistants among KSE students, or travel to conferences. Over the years of KSE existence faculty published forty eight articles in international peer-reviewed journals. During academic year 2009-2010, KSE faculty published eight articles.

Cooperation with KEI and SITE

The Kyiv Economic Institute (KEI) was created by Stockholm Institute of Transition Economies (SITE) with the goal of bringing back the best and the brightest Ukrainians who received education abroad to support the positive developments in Ukraine. KEI was created in 2006 with a five-year grant from Swedish International Development Cooperation Agency (SIDA), and is currently funded through the SIDA grant and the funds procured on competitive bases to conduct research. KEI was designed to conduct both academic and policy research in approximately 50/50 split.

From the time of creation the KEI has strong ties to the KSE; most of the full-time faculty at KSE are 50% time employees of KSE and 50% time employees at KEI. Denys Nizalov who is Academic Director of KSE is also currently Academic Director of KEI. He is responsible for the institutional strategy, fundraising, project development and other KEI activities.

Both academic and policy research conducted by KSE/KEI faculty is usually funded by both organizations, and at the time of publication or presentation of the research results the faculty affiliation with both institutions is recognized and mentioned.

Publications, seminars and conferences

During 2009/10 academic year, the following 8 papers have been published in international peer reviewed journals by the KSE full-time faculty:

| AUTHOR | PUBLISHED PAPERS |
|----------------------------------|--|
| Pavlo Prokopovych | <ul style="list-style-type: none"> • “On equilibrium existence in payoff secure games”, <i>Economic Theory</i>, Published online:13 March 2010 |
| Olena Nizalova and Denys Nizalov | <ul style="list-style-type: none"> • A conceptual framework for multi-regional climate change assessments for international market systems with long-term investments. (2010) <i>Climatic Change</i>, Published online: 14 January 2010. (with Julie A. Winkler, Suzanne Thornsbury, et al.) |
| Tom Coupe | <ul style="list-style-type: none"> • “Are Leading Papers of Better Quality? Evidence from a Natural Experiment”, <i>Oxford Economic Papers</i>, (2010) vol. 62, nr. 1, p1-11. (with Abdul Noury and Victor Ginsburgh), • "The Impact of Policies on FDI flows to Transition Countries" in Bob Lucas, T.N. Srinivasan and Lyn Squire, "Global Exchange and Poverty" March 10, 2010(with Irina Orlova, and Alexander Skiba) |
| Maksym Obrizan | <ul style="list-style-type: none"> • “Defining emergency department episodes by severity and intensity: A 15-year study of Medicare beneficiaries” <i>BMC Health Services Research</i> 2010, 10:173 |
| Valentin Zelenyuk | <ul style="list-style-type: none"> • Comparative analysis of banking production frameworks in Eastern European financial markets, <i>European Journal of Operational Research</i>, 198, pp. 326-340 (with Karligash Kenjegalieva, Richard Simper and Tom Weyman-Jones) • “Power of Significance Test of Dummies in Simar-Wilson Two-Stage Efficiency Analysis Model” (2009), <i>Applied Economics Letters</i> 16:15, p. 1493. • “Efficiency in Ukrainian Regions” with Pavlo Demchuk, 2009, <i>Journal of Productivity Analysis</i> 32:2, p.81. |
| Olena Nizalova | <ul style="list-style-type: none"> • "Evaluation of the Mother and Infant Health Project", <i>Health Economics</i> |

In addition, 5 papers have been accepted for publication, and 21 new papers are currently under submission to the peer reviewed journals.

KSE faculty also continues to execute and participate in the policy relevant projects. One project was completed this year, 10 projects are ongoing (with total budget of about \$650 thousand for the whole project period), and 6 new grant proposals were submitted. The KSE/KEI success rate in grant proposals for 2009-10 year has been about 50%.

| PROJECT NAME | FINISHED GRANT PROJECTS |
|--------------|---|
| <u>MOL</u> | <ul style="list-style-type: none"> • Impact Evaluation of the Modernization of Social Assistance for the Ministry of Labor • Denys Nizalov, Olena Nizalova and Hannah Vakhitova • 2nd progress report submitted |

| PROJECT NAME | ONGOING GRANT PROJECTS |
|---|--|
| <u>Cities Project</u> | <ul style="list-style-type: none"> • GDN Interregional Project on Cities – an Analysis of the Post Communist Experience • Volodymyr Vakhitov and Oleksandr Shepotylo are each responsible for one chapter |
| <u>VWF</u> | <ul style="list-style-type: none"> • Research on the political economy of labor reform in Ukraine for the Volkswagen Foundation • Elena Besedina, Tom Coupé, Olena Nizalova • Second stage – first stage report has been submitted |
| <u>Independent Commission for Reform in Ukraine</u> | <ul style="list-style-type: none"> • Valentin Zelenyuk participates as expert in this commission |
| <u>LINC</u> | <ul style="list-style-type: none"> • A project related to regional economic development, including an evaluation component and a trade analysis component, a joint project with Chemonix • Denys Nizalov, Olena Nizalova, Volodymyr Vakhitov and Oleksandr Shepotylo • Several presentations have been done |
| <u>NSF</u> | <ul style="list-style-type: none"> • A project on climate change and tart cherries, part of a big NSF project • Denys Nizalov • First paper published |
| <u>U Pittsburgh</u> | <ul style="list-style-type: none"> • Steven Manners Faculty Development Awards University Center for Social and Urban Research • Olena Nizalova • Initial stage |
| <u>IFC</u> | <ul style="list-style-type: none"> • Cost and Benefit Analysis of HACCP implementation in Ukrainian food processing industries • Denys Nizalov • Final report stage |
| <u>World Bank</u> | <ul style="list-style-type: none"> • The Dynamics of Returns to Education in Ukraine • Hanna Vakhitova, Tom Coupe • The final report is accepted |
| <u>Services</u> | <ul style="list-style-type: none"> • Impact of Services on Productivity in Ukraine • Volodymyr Vakhitov and Oleksandr Shepotylo |

| | |
|-----------------------|---|
| | <ul style="list-style-type: none"> • World Bank |
| <u>SimCorp</u> | <ul style="list-style-type: none"> • A Course in Financial Instruments • Olesya Verchenko |
| <u>Border</u> | <ul style="list-style-type: none"> • Armenia-Turkey border liberalization project |
| <u>Liberalization</u> | <ul style="list-style-type: none"> • Oleksandr Shepotylo |

International cooperation and new initiatives

Being an international school, KSE puts a lot of attention into developing and supporting relations with international research organizations and graduate schools around the world.

Supported by a grant from SIDA, a group of KSE students each year visit the Stockholm Institute of Transition Economics (SITE) of the Stockholm School of Economics for a one week internship tour. During the tour students have an excellent opportunity to investigate the PhD program at the Stockholm School of Economics, to meet with the economic faculty and SITE researchers, and to participate in the school's activities. It is also a great possibility for students to familiarize themselves with various postgraduate opportunities that exist at Swedish universities, and learn more about Sweden in general.

KSE has established a similar but smaller program with the Norwegian Institute of International Affairs (NUPI). The cooperation includes the joint organization of international conferences, faculty exchanges, and joint research projects. Every academic year a group of top KSE students funded by the Norwegian Government has a short internship tour to NUPI.

For the first time, during this academic year a group of distinguished Finish professors from different universities came to KSE to conduct five short one-week courses in economics and econometrics. This activity was supported by the Embassy of Finland.

The Kyiv School of Economics has launched a cooperation program with CERGE-EI, a Western-style doctoral program in Prague. The Kyiv School of Economics has coordinated its course content with this program, giving a possibility to graduates of the KSE M.A. Program to start immediately in the second year of the doctoral program of CERGE-EI. Moreover, CERGE-EI allows the KSE students, after they finish the second year of Ph.D. studies, to return to Ukraine to finish their doctoral research at the Kyiv School of Economics. Current one KSE student took advantage of this program, and there four KSE graduates studying at CERGE-EI in total.

The Kyiv School of Economics has an agreement with the University of Houston (USA) that allows KSE students to obtain, while studying at KSE, a Master's degree of the University of Houston. Courses taken to receive the KSE certificate can simultaneously lead to a MA degree in Economics of the University of Houston, if the students meet the academic and administrative requirements of the University of Houston. Up to 3 students can, after the first year, be invited by the University of Houston to start their Ph.D. degree in Houston. Currently 8 of KSE graduates are in the PhD program in Houston, and 6 students already graduated with PhD degrees from this program.

KSE also explores opportunities and conducts consultations to create joint programs with distinguished international partners as discussed at the final part of this report.

Outreach and recruitment

KSE conducts an outreach campaign each year to promote the school and to aid in recruiting new students. The outreach campaign consists of recruitment trips to the regional universities, held numerous Open Lectures, Guest Lectures, KSE Olympiad, Open Houses, and student conferences. KSE also encourages faculty and visitors to publish in the Ukrainian news media. During the academic year 2009-2020, KSE conducted a number of such activities:

| | |
|--|---|
| Guest lectures/presentations in regions and Kyiv | 7 |
| Open lectures in regional universities | 6 |
| Open lectures in Kyiv | 5 |
| Olympiads | 1 |
| Student conferences | 2 |
| Open Houses | 2 |

Success of new approach to the recruitment campaign

The recruitment campaign for the 2009-10 academic year targeted the best universities of Ukraine, Belarus, and Moldova. KSE faculty, students, and graduates conducted many of recruitment trips to the regional universities. During the year, KSE produced promotional materials (flyers and brochures) and placed KSE banners to Internet.

The novelty in the recruitment campaign this year was extensive use of the internet advertisement. Coupled with the increased number of lectures in the regions it proved to be effective. As the result of the campaign, 77 students took exams to enter the school, and the school admitted 55 new students.

As in previous years, the newly admitted students came from all regions and represented the best Ukrainian, Belarusian, and Moldovan universities. They have undergraduate and master degrees in economics (60%), mathematics (35%), technical fields, and other disciplines. Forty-four percent of the newly admitted class is women. Ten students from Belarus and Moldova have been admitted for the first year of study with full scholarships from SIDA (9 students) and the Norwegian Government (1 student).

Resources

KSE is proud to provide one of the best in Ukraine academic environment for studying economics. It provides students not only lectures and seminars, but also resources for self-improvement and self-education. These resources include text books, research library, and a computer class.

KSE is currently located in rented premises at an office center on Yakira street, house 13 in Kyiv, Ukraine. It occupies third floor of the building (16 rooms for faculty, staff, and students) and rents two classrooms on the second floor. All classrooms are equipped with the whiteboards, projectors, and

internet access. In preparation for the larger classes next academic year KSE purchases new furniture to provide the classroom seating for all students and current classroom capacity is about 55 students.

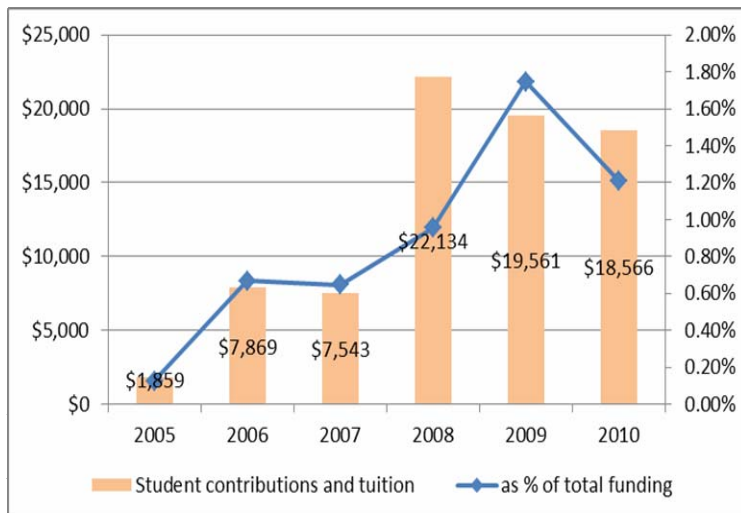
This year KSE opened a new student room that provides students with common area for studies during and after office hours. It has individual seating spaces and is equipped with electrical and computer outlets for easy use of laptop computers by the students. It is also an officially designated room for the teaching assistants' session.

The KSE Library is an advanced highly-specialized information center that supports teaching, research and outreach functions of the School. The collection includes graduate- and post-graduate-level textbooks, monographs and reference materials in theoretical economics, finance, business and mathematics. The Library has a rich collection of regularly updated electronic resources, including CDs with electronic versions of economic journals and statistical data. It offers access to online sources and full-text article databases such as JSTOR, EBSCO, Science Direct electronic journals databases. It also contains statistical databases from OECD, WIIW-WIFO, Eurostat, Derzhkomstat, etc. This year KSE continued extending its collection and also increased its library funds to accommodate the increase in the number of students next academic year.

The KSE computer facilities consist of one student computer laboratory with modern workstations equipped with the necessary licensed software, such as EViews, Stata, Matlab, Econlit, and Internet browsers. Each computer has an access to the program electronic library resources. Next year KSE is planning to purchase additionally around twenty computers to accommodate increased number of students.

Financial report: on the way to sustainability

Overall EERC expenditures this academic year estimated to be just above 1.55 mln. USD, which includes special projects such as EERC Network Competition. Overall expenditures for the KSE activities are slightly under the 1.1 mln. USD. It is lower than average expenditures over the past several years due to the low number of students in both first and second year classes and stabilization of the school activities. Because of the small number of both first and second year students and large fixed cost of the school the per-student expenditures of the program remained at the high level. This happened despite of the measures to reduce the cost of the program, such as reduction in the renting expenses, some non-utilized subscription costs, and bun on salary increases. The high per-student cost is expected to be reduced only with increase in number of students.



By its nature, MA programs in economics are rarely financed completely through tuition. However, KSE is taking steps to increase percent of expenditures that are funded by tuition. Currently about 1.7% of the KSE expenditures (or 1.2 % of the overall EERC budget) is funded by

tuition. This percentage is steady increasing since introduction of tuition payments in the school. At the same time, due to the economic crisis, the percent of the program expenditures funded by the private sources and by sources within Ukraine decreased compare to pre-crisis years. About 80% of the EERC budget this academic year was formed by four major international donors: SIDA/MFA of Sweden; OSI/HESP; GDN, and Eurasia Foundation. The Viktor Pinchuk Foundation was the largest Ukrainian funder of the school. In addition, the KEI covered about \$240 thousand dollars of the KSE faculty time that was spent on academic and policy research of the joint KEI/KSE faculty.

Part of the funding was used to provide scholarships to the students. The following number of scholarships was provided to the KSE students in academic year 2009-2010:

| | First year | Second Year |
|---|------------|-------------|
| Full scholarship for international students | 3 | 1 |
| Full scholarship | 7 | 20 |
| Partial scholarship/tuition 1,500 EURO | 15 | 5 |
| Paying full tuition 3,000 EURO (including deferred) | 14 | |

Looking into the future

KSE is always looking into the future to increase quality, visibility, and sustainability of the school. Several new initiatives are discussed at the school:

Improving Scholarship Policies: Our market research shows that availability of scholarships is one of the important issues that influence decision to apply for the school. The school is working to make the scholarship policy more attractive and comprehensible for the new students and potential donors.

Looking into new international markets: KSE is an international school that targets CIS region. Over the years students from Belarus, Georgia, Moldova, and Ukraine studied at the school. Last year KSE concentrated on recruitment of international students in Belarus and Moldova. The school is looking into possibilities to attract students from other CIS countries, such as Russia and Kazakhstan that can have funds to pay full tuition.

Developing new degree programs based on MA in Economics: Following this year experience with the new MA in Financial Economics program, the school is looking into similar possibilities. One of them is an introduction of MA in Agricultural Economics, which would respond to Ukraine's needs in high quality analysts and managers for the agriculture sector. The school is looking for strong international partner and for sponsors to support the program.

International Summer School in Economics: KSE conducted consultations and developed business plans to establish a summer school for undergraduate students from with the Michigan State University and with the University of Houston. Both universities showed interest in establishing a two-weeks program

that will count for two course credits at the universities. Joint investigation showed that undergraduates can pay for the participation in the summer school, and the summer school can be financially self-sustainable. Further work will be conducted to establish the summer school next year.

MA in Public Policy program: KSE conducted consultation with John Glen School of Public Policy, Ohio University, about a possibility to establish a joint MA in Public Policy program in Ukraine. For the past sixteen years Glen School together with the University of Indiana conducts Parliamentary Development Project for Ukraine. The project evaluated a possibility to establish similar MA program together with the Academy of Management under the President of Ukraine in the past, but did not succeed due to the lack of funding. However, there still a great need for such MA program in Ukraine, and KSE is interested to explore this opportunity further.

Cultivating new donors: KSE is exploring opportunities to attract new donors in Ukraine and abroad. An example of such efforts include conversations with large international banks, large Russian companies that operate in Ukrainian markets, and presentation of the school to the Ukrainian Diaspora in the USA. The school is always open to those who would like to support the idea of developing the world-class academic institution in Ukraine and welcomes any contributions for this cause. Most updated information about our donors and how to donate to KSE is always available at KSE website at <http://www.kse.org.ua/support.htm>.