“The foundations of my education go back to the village in Macedonia where I was born, Graesnica, Bitolska Okolia. I completed 4th grade there. We moved to Australia in 1966, where I continued my primary school education, prior to attending high school. By this stage, I spoke English fluently. I continued my studies at the University of Wollongong. I was successful in winning an Engineering Trainee scholarship from Rio Tinto to work and study for a degree in Mechanical Engineering. After I completed my training ‘on the tools’, I spent two years in the Design Office and then returned back into the plant as a Production Supervisor, and later on as a Project Engineer. I graduated from the University of Wollongong with a degree and Master’s degree in Mechanical Engineering, with honors. At the age of 29, I was appointed as Plant Mechanical Superintendent. Three years later I accepted a position (subject to completing an MBA) in Melbourne as Principal Engineer and Project Leader at Wimmera Industrial Minerals Pty Ltd, also part of the Rio Tinto Group. After 16 years with the Rio Group I decided to change my career. By this stage I had completed my MBA, and was ready for a change. I was keen to establish a management consultancy company and to embark on a PhD project at the University of Melbourne. I established Interlink Management Consultants Pty Ltd in 1991, which I still run on a part time basis. My company provided consulting services in Innovation Management, Total Quality Management and Operational Improvement. Two years later I was successful in obtaining an Australian Government scholarship to study full-time for my PhD at the Melbourne Business School, the University of Melbourne. I completed my PhD and obtained my first academic position at Monash University. There I worked for four years as a Senior Lecturer and founded the European Australian Cooperation Centre for Global Innovation Management. In 2000, I transferred the Centre to the University of Melbourne, and I was appointed as the Executive Director of the Centre. I was promoted to Associate Professor and remained as the Executive Director until June 2010. The Centre was successful in conducting research projects in collaboration with many universities from the UK, Italy, Spain, Germany and other EU member countries. My decision to change my career from corporate to academia was based on my commitment to our Family and my passion for knowledge through continuous learning.”

Macedonia 2025: What are your main duties as a Head of the International Graduate School of Business? How satisfied are you with your decision to pursue an academic career, what are the drawbacks and the advantages of this professional call?

Prof. Dr. Terziovski: I am responsible for the management and leadership of the School in fulfillment of the University’s vision, mission and goals. This involves facilitating research, ensuring quality teaching and learning, and fostering a dynamic, service-oriented and enterprising culture within the School. As Head of School, I provide academic leadership to:

- Ensure that the School develops and maintains a strong identity and a clear academic direction.
- Ensure that the School’s programs meet students and employers’ expectations about content and quality, and are well regarded by academic peers.
- Maintain an active research culture.
- Maintain professional profiles in all discipline areas.
I must say that it has been a successful move for my wife Liljana and I. She works in the School of Commerce at the University of South Australia. It has also provided challenging positions, as a researcher to gain international recognition through my books and journal publications, as a leader of a graduate school, to provide service to students who invest their time and money to improve themselves and their careers. The main disadvantages are working in a bureaucratic culture, which sometimes can be very frustrating compared to corporate culture where decision-making is much faster.

**Macedonia 2025:** Your dedication, as well as the exceptional ability to transfer your knowledge to others, has helped you become an internationally renowned professor. You have a chance to visit universities in many countries, to meet people across different traditions, lifestyles, and cultures. Recently, you also became a visiting professor at the state Faculty of Economics in Skopje. What are the differences between Macedonian students and students in other countries?

**Prof. Dr. Terziovski:** I am very flattered to hear how I am perceived outside of Australia. This is my 20th year since I decided to become an academic by choosing to study for my PhD. I have visited many countries and had the pleasant opportunity to experience Western and Eastern cultures. For the past 10 years, I have been a regular Visiting Professor to the University of Versailles, France. While at the University of Melbourne, I was responsible for the delivery of the General Management module of the university accredited program for the largest oil company in Malaysia, Petronas. Over a period of 6 years I visited Malaysia 38 times. In my current role as Head of School, I manage the School’s relationship with Chinese partners where we deliver the MBA in Mandarin. I have visited Beijing, Shanghai, Nanchang, and Zhuhai. I have also been to Japan and recently signed a Memorandum of Understanding with a leading Japanese business school for MBA student exchange. I am also a regular visitor to the USA, mainly attending the Academy of Management conference, which has more than 10,000 members. I was elected as the first Australian member on the executive of the Operations Management Division, the Academy of Management. I have won two best papers at the Academy of Management and I was nominated for a best international paper.

I was officially invited in 2012 as a **Visiting Professor in the Faculty of Economics at the University of Skopje ‘Ss Cyril and Methodius.’** This was an honor for me personally to be recognized by my country of birth as a leading academic. During November 2012 I attended the International Conference on Corporate Social Responsibility organized by the Faculty of Economics, Dean Ljubomir Drakulevski and Chaired by Professor Suklev. I had the pleasant opportunity to chair the opening keynote address at the conference.

I found the Macedonian students highly motivated and well spoken in both Macedonian and English. I was challenged during question time on many issues including the unemployment situation in Macedonia and the Global Financial Crisis. Generally, students are concerned about their employment opportunities after graduation. Many of them plan to look for work outside Macedonia.

I have been interested in the development and growth of Macedonia since our country gained independence in 1991. I have seen a considerable mindset change in many areas, particularly the education system. I believe that the current Government aspires to the creation of an education system equal to that of European countries. I applaud their inspirational goals. An educational system is a critical pillar for the growth and development of any country. The current and future Governments must work towards the creation of an internationally recognized national university, which is ‘Ss Cyril and Methodius’ University of Skopje. The aim should be to have the University of Skopje ranked in the top 100 Universities in the world. This can only happen if there is a united strategy supported by political parties and academic leaders. Unfortunately, I see considerable disconnect at the moment, which is characteristic of many countries that I have visited. On the other hand, it is reasonable to argue that the Macedonian higher education system has created professionals that are internationally recognized and other that are globally competitive.

**Macedonia 2025:** In the article **“The critical role of the Macedonian Diaspora in Macedonia’s integration in the EU and the global economy”** you say **“...Macedonian Diaspora has developed enormous intellectual capital in some of the leading countries in the world and Macedonia has an opportunity to harness this intellectual capital free of charge”**. What do you think that are the necessary steps that should be undertaken in order to achieve that?

**Prof. Dr. Terziovski:** The necessary steps that should be undertaken in order to harness intellectual capital from Macedonian professionals are several:

- Development of ‘Who’s Who’ of Macedonian intellectuals. This is a huge task and could be implemented through the various Macedonian embassies throughout the world;
- Presidential recognition of professionals from the Diaspora for their outstanding achievements;
- Invitations to Government Advisory Boards and Task Forces;
- Mentoring of younger intellectuals;
- Visiting positions and Honorary doctorates;
- Fractional appointments for specific projects;
- Exchange programs, Scholarships for Early Career Researchers;
- Funding of Centres in Western countries that would focus on national research priorities that have an impact on Macedonia;
- Hosting international conferences;
- Establishment of a Macedonian Think Tank and inviting established professionals to participate.

I know of many other professionals from the Diaspora who would like to be involved in certain activities that might help enhance the Macedonian educational system. However, creating a ‘Whose Who’ data base would be a critical step in the process coupled with a recognition letter from the President would kick start the process.
Macedonia 2025: How do the professional obligations affect your personal life? What are the key moral principles and beliefs that guide you through life? Being a father and a grandfather, what are the main values that you would like to teach your children and grandchildren?

Prof. Dr. Terziovski: Now that our sons are married and quite well established with young families, my wife and I have prioritized the following areas to concentrate on: Health, Relationships – own, family, friends, Careers and Leisure. Balancing these priority areas has always been a challenge in the past. It is a lot easier for me to balance my private and professional life in Adelaide than in Melbourne. Our life style in Adelaide is much simpler compared to Melbourne. During our 20 years in Wollongong and 24 years in Melbourne I was involved with various groups within the Macedonian Community, which demanded considerable time on a day-to-day basis. My involvement with Macedonian issues now is at a different level and does not require day-to-day involvement. I look forward to my involvement with the Macedonia 2025 initiative, which I believe will have a significant impact on Macedonia’s future. The main values that I teach my children and grandchildren are: Honesty, Integrity, Respect, Trust, Commitment, Emotional intelligence–forgiveness, Growth through continuous improvement and Work life balance.

My father left for Australia in the early 1960s because life in the village was quite difficult during the communist era. He worked as a laborer in the Port Kembla steelworks. My mother, younger brother, and I left for Australia on an Italian ship called ‘Marconi’ from the port of Genova, Italy in July 1966 and arrived in Sydney on the 18 August 1966. I was 10 years old. The early days in Australia were quite difficult. We rented a converted garage in Port Kembla for about six months prior to purchasing a house. My brother and I were immediately enrolled in primary school. My father was very keen for us to obtain an education. We did not understand a word of English and did not know anyone. It was like being thrown in the deep end. I guess this is the best way to learn to survive. I have always been sports oriented, which helped me to gain acceptance from the other kids. The other advantage I had was my height. I was the tallest in the class. I learned the language very quickly and continued to improve academically. Life in Australia has been an exciting and challenging journey. The advantages have outweighed the disadvantages. Ljiliana has been part of the journey. Her beginnings in Macedonia and Australia are very similar to mine. Australia has provided an opportunity for us to establish a family and to pursue our dream for a better life and to self-actualize. The main disadvantage has obviously been that we have missed out on growing up and getting old in our country of birth. However, with globalization and advancement in computers, information and communication technology, the world has become a smaller place. We often refer to our selves as ‘Skype grand parents’ where we kiss the computer screen when communicating with our grand children through Skype.

Macedonia 2025: How often do you visit Macedonia and what is the reason for coming back to your homeland? What is unique about Macedonia? Is there any Macedonian tradition that you practice in Australia?

Prof. Dr. Terziovski: My wife and I returned to Macedonia for the first time in 1996 after 30 years in Australia. At that stage I was the President of the Macedonian Community Council of Melbourne and Victoria. We had the honor to meet with President Gligorov, who showed strong interest in how we have retained our culture and espoused our heritage. In 2000 I had the honor of meeting President Boris Trajkovski, who invited me to join his Council ‘e-Makedonija za Site.’ He was one of the most empathetic people that I have ever met. Macedonia would have been much closer to European Integration if President Trajkovski was still alive today. I have also had the opportunity to have discussions with Premier Gruevski during the 20th Anniversary celebrations in 2011. There are strong signs that Macedonia is on the right path towards economic growth. On the other hand, I think a generational change is required before we can see some sense of unity between the major political parties on issues of national interest.

There are many things that are unique in Macedonia and cannot be found anywhere else. For example, ‘zolta rakija’; skopsko pivo; very reasonably priced and tasty food; beautiful mountains; archeological finds that remind us that we are just ‘passing through time,’ and that we are creating a very small part of Macedonia’s history. I am hoping that this generation will not be remembered for giving up our constitutional and biblical name Macedonia.

There are also many Macedonian traditions that we practice in Australia, such as going to Church on Veligden and Bozik. We commemorate Ilinden on the 2 August and celebrate Independence Day on 8 September.

*The article “The critical role of the Macedonian Diaspora in Macedonia’s integration in the EU and the global economy” by Mille Terziovski and Ljupco Stankovski, is published at Crossroads - The Macedonian Foreign Policy Journal, issue: 04 / 2008