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WORK PLAN

DEGREE OR CERTIFICATE PROGRAM

MICHIGAN STATE UNIVERSITY GROUP

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# CONTENTS

	Page
INTRODUCTION- - - - -	1
Report of Special FOA Mission from MSU (October 16, 1954)- - - - -	1
Pertinent Contractual Provisions - - - - -	1-2
OBJECTIVES- - - - -	2
PRIORITIES- - - - -	2-3
First Steps- - - - -	2
Second Steps - - - - -	3
Continuous Activities- - - - -	3
PERSONNEL- - - - -	4
MSU Staff Members- - - - -	4
Non-American Personnel of MSU- - - - -	4
Vietnamese Members of Institute- - - - -	4
BUDGET- - - - -	5
MSU Budget Requests- - - - -	5
Budget of Institute- - - - -	5
IMPLEMENTATION OF GOALS - - - - -	5-9
Physical Plant and Equipment - - - - -	5-6
Organization and Management of School- - - - -	6-7
Enrollment- - - - -	7
Curriculum - - - - -	7-8
Improvement of Teaching- - - - -	8-9
Preparing School for Future- - - - -	9
APPENDIX	
Proposed Organization of National Institute of Administration - - - - -	1
New Courses to be Offered at Institute - - - - -	2

## INTRODUCTION

### REPORT OF THE SPECIAL FOA MISSION FROM MICHIGAN STATE UNIVERSITY (October 16, 1954)

On October 16, 1954, a special mission from Michigan State University recommended in part that an "Institute" be established in Saigon with "complete training facilities, complete consultative services which it can extend to the government, and a reasonably complete set of research services in the government area. . . ."

The mission further recommended that a "regular degree program for full-time students should be established as an integral part of the Institute. . . and that "the present degree program at Dalat be subsumed in this larger program. Students would be both pre and post entry, and the number of students should be sharply increased over the number now currently at Dalat."

Another proposal of the Mission was that a "part-time regular degree program could be established in Saigon for Government officials. This would necessitate offering regular university level courses in the evening. . . or afternoon. . . . Officials who kept on in this program over a period of years could be granted a regular degree from the Institute. . . ."

In order to supplement the degree and in-service programs in producing more competent civil servants, the mission suggested that the Vietnamese should "send appropriate undergraduate and graduate students to obtain degrees at Michigan State University and possibly other American and non-American Universities."

### PERTINENT CONTRACTUAL PROVISIONS IN AGREEMENT BETWEEN GOVERNMENT OF VIETNAM AND MICHIGAN STATE UNIVERSITY

According to the contract, signed on April 15, 1955, between the Government of Vietnam and Michigan State University, the University agreed to "send a staff of professional, technical and administrative personnel to Vietnam to assist the Government in establishing and operating a National Institute of Administration for purposes of improving the training and competence of government officials and employees, offering instruction at the university level related to a degree or certificate program in public administration. . . ."

The contract further states: "The University's staff in Vietnam shall assist in the preparation and offering of suitable courses of study, training, and practice related to a degree or certificate program in public administration including suitable courses in public administration, political science, police administration, public relations, economics, finance and accounting, statistics secretarial skills and courses in other social sciences in the National Institute of Administration, as may be consistent with the fields of specialists of the members of the University's staff in Vietnam."

. . . In connection with its teaching duties and activities in Vietnam, the University shall assist in the development of plans, materials, aids, and devices for the constant improvement of the quality of instruction, including



at least the following:

- Audio-Visual aids in instruction
- Exhibits and demonstrations
- Materials for instruction in public administration by case method
- Long-range plans for the development of university level instruction in political science and public administration
- Assessment of educational needs in fields covered by this contract."

"The Government shall provide, or continue to provide, an adequate staff for the National Institute of Administration including the degree or certificate program. . . ."

#### OBJECTIVES

The objectives of the degree or certificate program are: To set up, with technical assistance by MSU personnel, in adequate quarters and with adequate staff and equipment, an efficiently organized and effectively conducted training program leading to a diploma for higher cadres of civil servants; to offer courses leading to a diploma or certificate during the day and at night, the latter to many part-time students; to train persons not seeking a diploma or certificate for government service; to increase present enrollment substantially; to cooperate with in-service training and research activities and other related programs; to insure that the Vietnamese members of the Institute are prepared to carry on newly introduced aspects of the training program upon the expiration of the contract with MSU.

#### PRIORITIES

##### First Steps:

First steps toward the accomplishment of objectives have now been taken. These have consisted principally of measures taken by Vietnamese and American members of the National Institute of Administration to get the school started and have included:

1. Acquiring adequate buildings and equipment in Saigon.
2. Moving the school from Dalat to Saigon
3. Planning for maximum utilization of buildings and equipment.
4. Setting up a currently effective organization for the Institute into which the degree program has been merged.
5. Establishing a curriculum which will better meet student needs.
6. Procuring administrative, maintenance, and teaching personnel.

### Second Steps:

After consultation with MSU, the Vietnamese members of the Institute decided on the program as follows:

1. Establishment of night classes (By February, 1956, at latest and if possible, much sooner).
2. Expansion of course offerings (Expansion contemplated during first semester in February, 1956; and another expansion during the second semester in August, 1956; see Appendix, page 2)
3. Expansion of teaching staff (to handle new course offerings)
4. Increase in number of students in the degree program (Substantial increase in regular day program planned for February, 1956: enrollment will also be greatly increased by night classes).
5. Working out relationships with in-service training and research activities. (Planning on these matters has already begun and will be continuous)
6. Holding of seminars in which Vietnamese and American staff members can exchange ideas. (To begin about September 1, 1955)
7. Procurement of additional equipment, especially training aids (Student desks to be ordered before end of August, 1955; motion picture machine and slide projector, now on order, should arrive during September, 1955; other equipment to be obtained as needed.)

### Continuous Activities:

1. Improvement of teaching standards and teaching methods and devices.
2. Improvement of course content and course offerings.
3. Adjustments in organization to meet new conditions, especially those caused by increased enrollment and development of other phases (especially in-service training and research) of the Institute's work.
4. Improvement in appearance of campus and buildings.
5. Better use of buildings and equipment.
6. Regularized, systematized conferences between Vietnamese and American staff members of the Institute.
7. Encouragement of informal contacts and friendships between Vietnamese and American staff members.
8. Procurement and demonstration of teaching aids.
9. Making the school self-sufficient and American technical assistance unnecessary.

It should be added that relations between Vietnamese and MSU members of the Institute have been invariably cordial and cooperative. MSU has been especially impressed by the progressive attitude, flexibility of mind, and mental acuteness of Mr. Vu Quoc Thong, Director of the Institute (and also Minister of Health and Social Welfare) Mr. Nghiem Dang, Assistant Director, and members of their staff.

PERSONNEL OF THE  
DEGREE PROGRAM

MICHIGAN STATE UNIVERSITY PERSONNEL

1. MSU STAFF MEMBERS

- A. Supervision of the program
  - a. From 20 May until 13 July, 1955, Dr. Edward W. Weidner, as Chief Advisor, personally undertook all advisory activities relating to the degree program.
  - b. Responsibility for the degree program was delegated to Dr. John T. Dorsey during the period from 13 July to 21 July.
  - c. From 20 July to the present Dr. Guy H. Fox, deputy advisor, has had responsibility for the degree program, though Dr. Dorsey has continued to perform valuable duties.
- B. Michigan State University Staff Assigned to the Program:
  - a. Dr. John T. Dorsey, one-third time.
  - b. Dr. John M. Hunter, two-thirds time.
  - c. Dr. Guy H. Fox, full-time.
  - d. A full-time librarian, Mrs. Henrietta Alubowicz, will be assigned upon her arrival.
  - e. It is hoped other MSU professors can offer courses in the future.

2. NON-AMERICAN PERSONNEL OF MSU

- A. At present no non-American personnel are being used by MSU exclusively on the degree program though clerk-typists, messenger drivers, and others work from time to time on this phase of MSU activities.
- B. Proposed Non-American Personnel:
  - 2 typists
  - 1 messenger
  - 3 interpreters
  - 1 translator

VIETNAMESE MEMBERS OF THE INSTITUTE:

- Director (1)
- Asst. Director (1)
- Professors, full time (5)
- Lecturers, part-time (600 hours per school year)
- Administrative and Maintenance Personnel (26)



MICHIGAN STATE UNIVERSITY  
BUDGET REQUESTS

Special Non-Personnel Budgetary Needs

Buildings and Equipment, 1955	\$464,000	(U.S. dollars) (Piastrs)
Equipment for Institute		
For Students (1956)	6,000	
For Staff (1956)	6,000	
For Students (1957)	1,000	
For Staff (1957)	1,000	
Repairs of Institute (1956)	46,000	
"      "      "      (1957)	10,000	
Total for 1956 .....	\$58,000	(U.S. dollars) (Piastrs)
Total for 1957 .....	12,000	"

BUDGET OF THE NATIONAL  
INSTITUTE OF ADMINISTRATION

1955

Personnel	2,586,000	
Students (scholarships)	7,882,000	
Material	760,000	
Total .....	11,228,000	(Piastrs)

1956

Personnel	3,929,700	
Students	9,415,700	
Material	606,600	
Total .....	13,952,000	(Piastrs)

IMPLEMENTATION OF GOALS

PHYSICAL PLANT AND EQUIPMENT

1. Move from Dalat to Saigon

A. As a result of cooperation between MSU and the Vietnamese Government the National School of Public Administration, which heretofore offered a degree program, has been moved from Dalat to Saigon and merged into a National Institute of Administration.

B. Advantages of Move from Dalat:

- a. Setting up of Institute in Saigon will make it possible to coordinate related activities such as research, documentation, in-service training, and pre-service training. (Examples: Research personnel will prepare training manuals and teaching material both for in-service and pre-service training; night classes at the Institute will accomodate public employees as well as those not now working for the government; the school's staff and facilities will be used in in-service training work; etc.)
- b. Greater economies of staff, space, and materials are achieved by having related programs in one center.
- c. The School has been able better to draw on the talent of high civil servants in the Saigon area for part-time teachers.
- d. At Saigon, the Institute is in an advantageous position to render consultative duties to government officials; the move has made it possible for faculty members to teach and still perform consultative duties.

2. Planning for Buildings and Equipment

A. Suitable Buildings

for the Institute were found at 4 Rue Colombert, Saigon.

B. Maximum Utilization of Facilities:

MSU staff has participated, and will continue to participate, in planning with Vietnamese members of the Institute on the kinds and use of equipment, arrangement and general layout of the School, and optimum use of facilities.

C. Equipment Already Procured

- a. Desks and Office Furniture for MSU Staff Members were placed in the Institute on August 23, 1955.
- b. Other Indispensable Equipment already purchased by MSU from dollar funds are: combination motion picture machine and slide projector; Mimeograph machine; calculating machine.

D. School Equipment, Now Lacking in Whole or Part

has been provided for in MSU budget; such equipment includes blackboards, students' desks, and training aids.

3. Improved Campus

MSU plans to work in cooperation with Vietnamese members of Institute for a quieter and more esthetically attractive campus.

ORGANIZATION AND MANAGEMENT OF SCHOOL

1. Relief of President of Government from Purely Ministerial Functions concerning school has been concern of MSU; Vietnamese members of staff have accepted two recommendations for this purpose.

2. Clarification of Basic Arrrete

As a result of a conference between MSU and Vietnamese members of the Institute the basic presidential order, which created the Institute and set out its functions, has been clarified in several respects so as to remove some ambiguities and to afford greater operating flexibility to the Institute.

3. More Simple and Effective Organizational Structure for Institute is now under consideration. MSU has proposed a structure as outlined in Appendix, page one.



4. Regularized, Systematized Conferences

have been established between Vietnamese and MSU staff members of the School.

5. Informal Contacts

Expected to be even more important than informal conferences in enabling MSU to make an impact on the Institute's policies, organization, and procedures will be daily, informal contacts between Vietnamese and MSU staff members. High priority is given to a sincere effort to incur the good will and confidence of our Vietnamese counterparts. It is believed that changes resulting from MSU advice will be effective only if Vietnamese staff members are convinced of the merit of such changes.

## ENROLLMENT

MSU has recommended, in view of the critical need for trained public officials, a substantial increase in the School's enrollment (as well as the establishment of night classes, which are discussed below under "curriculum"). MSU suggests that present enrollment of between 60 and 70 students be greatly increased, perhaps to 200 to 400 students by February 1956; and that this level of intake be continued for five years. Implementation of this recommendation will depend (1) on budgetary increases in the Vietnamese national budget; (2) on the number of available, qualified candidates; (3) a study as to what the effect on the total manpower picture in Vietnam would be if such a large number of the talented youth of the nation were removed from active service for a three-year period; and (4) capacity of the civil service to absorb large numbers of degree students.

## CURRICULUM

1. Significant Curriculum Changes

After conferences between Vietnamese and MSU Institute members, it was agreed that certain course changes should be made. Acceptance of these changes marks a step of departure from an essentially juridical approach toward an emphasis on the managerial aspects and actual dynamics of the administrative process. For list of new courses and the schedule for their introduction, see Appendix, page two.

2. Future Courses

Insofar as staff limitations permit, MSU will endeavor to have introduced other courses which emphasize the actual administrative process and economic development. It is also planned to work constantly for improvement of course content.

3. Factors Limiting Changes

In advising curriculum changes, MSU is guided and will continue to be guided, by several considerations or limiting factors: (1) students are already in progress at the school with a prescribed course of study; (2) the work of the school must meet current needs for specific types of public officials, such as economic and financial specialists; (3) there is a particular need for generalists at the provincial level; (4) there is need for taking traditions and

established ways into account; (5) the limited financial resources of the school must be kept in mind.

4. Reduction of Military Training and Physical Education

Upon recommendation of the Institute, the President of the Government has by special dispensation reduced the requirements for military training and physical education for students at the school. However, military and physical educational activities still consume a greater part of the students' time than is believed desirable and MSU will continue to advise further reduction of present requirements.

5. Night Classes

Agreement has been reached between MSU members and Vietnamese members of the Institute as to the desirability of inaugurating night classes to be conducted by the school. These night courses, as projected, would enable students to work toward a degree. The Institute is now seeking approval of the plan by the Council of Administration. Such approval is expected by September 10, 1955. Afterwards, approval is to be sought from civil service authorities of a plan to insure that completion of night courses by students will be favorably considered in the personnel record of public employees. Approval of civil service authorities is expected by September 23. Target date for beginning of night classes: no later than February, 1956, and much sooner if the Institute can find it feasible to start such classes in the middle of the regular school semester.

IMPROVEMENT OF TEACHING

1. Seminars and Discussions

between MSU faculty and their Vietnamese counterparts have been planned. As already indicated, informal discussions held daily are expected to be especially fruitful in an exchange of ideas.

2. Teaching by MSU Staff

During the 2d semester beginning in August, 1955, three members of the MSU faculty will teach in the School; two in public administration and one in economics.

During the 1st semester beginning in February, 1956, possibly a fourth MSU staff member will be assigned teaching duties.

At least three members of MSU staff will participate in teaching night classes.

3. Teaching by Personnel from USOM, Embassy, USIS and other U. S. Agencies

For the 1st semester beginning in February, 1955, and for the 2d semester beginning in August, 1956, and for night classes, MSU will seek teaching assistance from qualified personnel in U. S. agencies. A list of qualified persons is now being prepared in the field of economics, public administration, personnel, comparative governments, statistics, public relations, and accounting.

4. Development of Teaching Aids and Improvement of Teaching Methods

It will be the policy of MSU to aid in the development of visual and other teaching aids and to explain methods of teaching which are new to Vietnam, such as the drama method, role-playing, discussion techniques, buzz sessions, and so forth. It is hoped that Vietnamese and American teachers will visit each other's classes.

5. Sending Vietnamese Faculty Members to the United States

It is planned to send, one at a time, selected members of the Vietnamese staff to the U. S. to observe methods of training in public administration.

6. Closer Supervision of Field Training

MSU will advise that the School exercise closer supervision over its field service students.

7. Interpreters and Translators

Procurement of good interpreters and translators has been a serious, and as yet unsolved, problem. It is planned to train the interpreters so they can conduct classes themselves and become research scholars. This means that our interpreters must not only have an excellent command of written and spoken English but must have knowledge of economics and public administration. One interpreter meeting these qualifications has been employed, and two other prospects are under consideration.

PREPARING THE SCHOOL FOR THE FUTURE

(Means of developing self-sufficiency of the School have been mentioned incidentally under various headings, above. A summary follows:)

1. Training of Counterparts

who will be able gradually to take over courses and other functions initially performed by MSU personnel.

2. Seminars with Faculty.

3. Daily, Informal Contacts with Vietnamese Institute Members.

4. Conferences between Vietnamese members and MSU members of the Institute

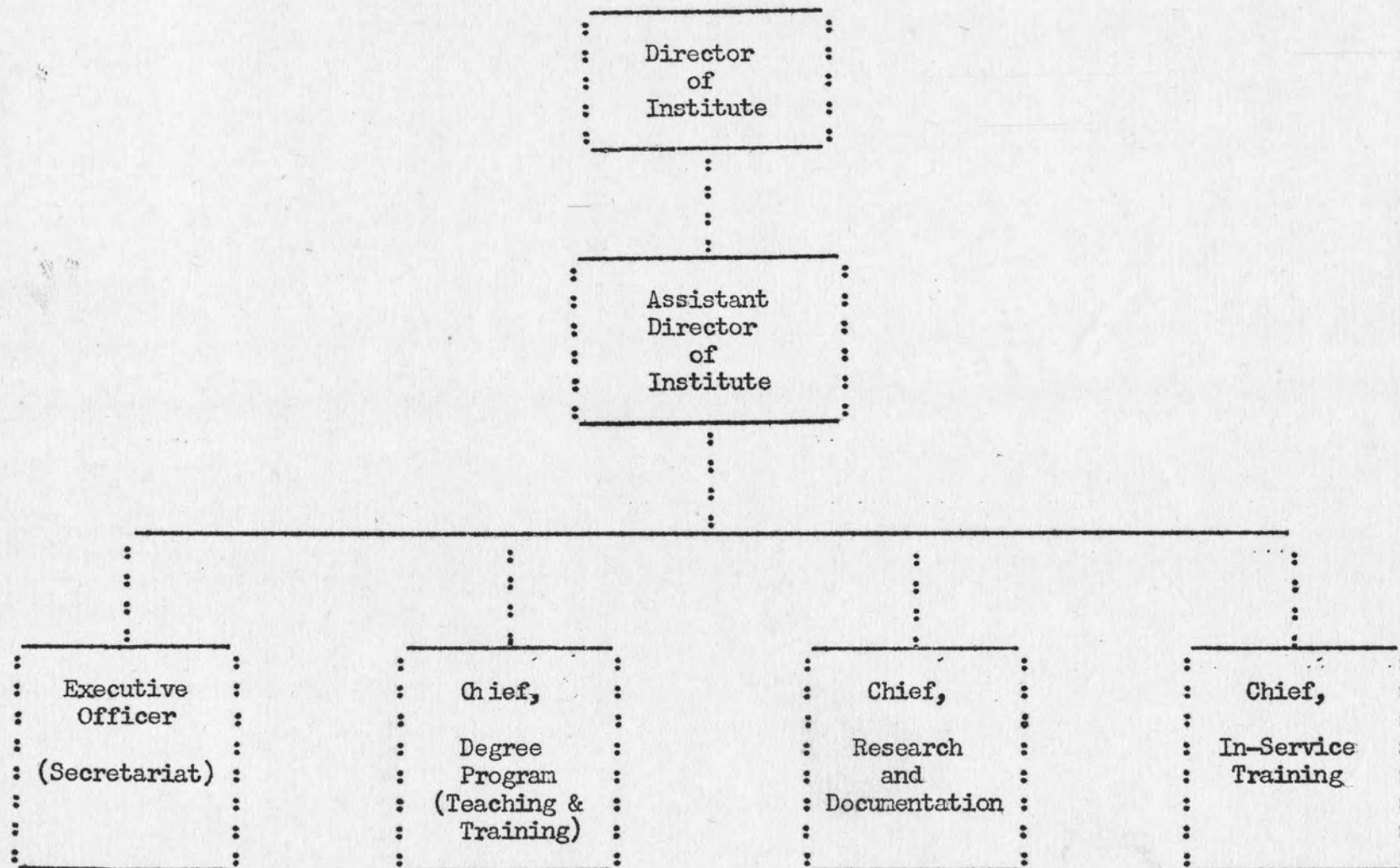
5. Sending of Faculty, Administration, and Students to the United States  
for observation and study.

6. Generally encouraging spirit of self-sufficiency  
in contemplation of time that U. S. aid will cease.



# PROPOSED ORGANIZATION OF NATIONAL INSTITUTE OF ADMINISTRATION

APPENDIX



APPENDIX

NEW COURSES TO BE OFFERED AT THE INSTITUTE

2d Semester, beginning August 16, 1955:

Introduction to Public Administration (hereafter to be given  
only in the 1st semester)  
Comparative Administration  
Fiscal and Budgetary Problems

1st Semester, beginning February, 1956:

Introduction to Public Administration  
Elements of Political Science  
Problems of Organization and Methods  
Personnel Administration  
Economic Materials (emphasis on economic development and  
national revenue problems)  
Statistics

2d Semester, beginning August, 1956:

Comparative Governments  
Cases in Public Administration  
Organization and Functioning of Banking  
Problems of the Public Debt  
Management of Private Enterprise