

Jan. 1956  
Submitted Feb. 1956

## INSTITUTE PROGRAM

### A. General

1. The Institute was the center of considerable activity during January. A number of inter-ministerial conferences, some lasting all day, were held on research and in-service training. The Institute emerged from the meetings with significant roles in both areas. As a result, staff members of the Institute held many meetings in order to plan for the new activities. In the evenings from 6 to 9 P. M., the Institute has continued to buzz with the activities of a huge night school.
2. In preparation for its multi-purpose role in improving government administration in Vietnam, the Institute has submitted to MSU a comprehensive plan of progressive development of all phases of the Institute's operations and activities during the next three years, culminating at the time at which it is believed MSU assistance will no longer be necessary. The plan has not yet been translated and analyzed, but a cursory examination shows that it calls for greatly increased physical facilities largely financed by American aid.
3. Dr. Starr of USOM, Mr. Sun, business manager of the Institute, and Mr. Higbee have acted as a committee to obtain an architect's drawing and estimate of cost of a new classroom building at the Institute. The building is urgently needed by the Institute to handle its enlarged unrollment and expanded programs.
4. In the meanwhile the erection of five quonset huts is expected to alleviate the situation. Through the efforts of Dr. Starr five quonsets were obtained for the Institute, which is now awaiting bids for their erection.
5. The Institute has drafted a proposed constitution for a professional society in public administration. It is hoped the society will come into actual existence in February.
6. A meeting was held to determine how the Institute can participate in and cooperate with the activities of the International Institute of Administrative Sciences. It was decided to explore several lines of possibilities. Present at the conference were the Secretary General of the Presidency and two other officials who attended the 1955 meeting of the IIAS in Oxford, and Vietnamese and MSU staff members of the Institute.
7. Mrs. Pauline Tho has been nominated by MSU to a position at the Institute and is now awaiting security clearance. Mrs. Tho has a M. A. in Sociology from New York University and has done research work at Yale University. She is expected to be a valuable addition to MSU's local personnel at the Institute and will work concurrently on several of the Institute's programs.

## B. Day Degree Program

1. The day school was not in session during January. Classes will resume on February 16. Enrollment will be 207 students, 60 new students having been admitted by competitive examinations given to students and fonctionnaires with baccalaureate degrees.
2. Courses to be taught by MSU personnel in the semester beginning in February are: Organization and Methods, Personnel Administration, Introduction to Public Administration, and Economic Problems. MSU will also furnish two English language teachers for the day school.
3. Mr. Ton That Hanh has been appointed as a part-time translator in the degree program. His principal duty will be the translation of materials selected by Drs. Dorsey and Fox as supplementary readings for students.

## C. Evening School

1. On January 8 the evening school of the Institute began with approximately 640 students. Classes are being conducted not only at the Institute but also in borrowed space at the Faculty of Law and Faculty of Medicine at the University of Vietnam.
2. Dr. Roy Jumper and Mr. Gene Gregory, both political scientists in Vietnam on Ford Foundation grants, and Mr. Roland Haney of MSU are teaching classes in Introduction to Public Administration to classes of approximately 130 students each. They lecture in French. Dr. Fox is preparing detailed outlines for students' use in the course. Mr. Wayne Snyder of MSU is conducting in French a course in Statistics of approximately 70 students. Moreover, MSU is furnishing two teachers of English for evening classes; they instruct Vietnamese government officials who have frequent contacts with American technical assistance personnel.

## D. Library

1. Steel furniture and shelving was installed in the Library. The new equipment is unusually attractive and well-made. Unfortunately, the card catalog which we ordered and which is badly needed, failed to arrive from the Philippines with the other equipment; the Philippine company has been so notified.
2. Book processing is moving more quickly, partly because of the help of Institute students who are working half-time in the Library between terms and partly because of the loan of a typist by the head office of MSU.
3. In January only 22 books were received; 250 books and 24 periodicals were ordered. A list of all books received to date has been prepared and will be mimeographed and distributed to the ministries.
4. The Library has been visited by Government employees, librarians, and others interested in the Dewey decimal system of classification and open shelf arrangement. Also a group of students from the International Students Association visited the Library during the month.

*Feb. 1956*  
*Submitted*  
*March 1956*

Institute Program

A. General

1. On February 2 Deans Muelder and Erickson of MSU visited the Institute. After receiving an hour and a half's briefing on Institute affairs, the deans were escorted on a tour of the buildings and campus by the Director of the Institute. Also on the tour were Mr. Barrows, Director of USOM; Mr. Starr, Chief of the Public Administration Division of USOM; and MSU Chief advisor.

2. On February 4 Deans Muelder and Erickson were introduced to the student body at the Institute. The deans made brief speeches and answered students' questions.

3. The comprehensive plan submitted by the Institute for its progressive development during the next three years has been translated into English and carefully studied. MSU staff at the Institute have drawn up recommendations as to what parts of the plan they believe desirable and practicable, have added their own ideas, and submitted proposals to the Chief Advisor regarding the roles of American aid and Vietnamese contributions, respectively, in the Institute's development.

4. Bids have been received on the construction of five quonset huts. A meeting among representatives of the Institute, MSU, and USOM has been set for the first week in March, in order to make final decisions.

5. Mr. Dang Duc Khoi, who has studied for four years at the Institute of Political Studies at Paris, will join MSU's Institute staff as soon as he passes security clearance.

B. Day degree Program

1. The new semester of the day degree program began on February 16, with a formal, ceremonial opening, in which the Chief advisor and MSU Institute staff participated.

2. Teaching assignments in the day school are as follows: Dr. Hunter, Economic Matieres; Dr. Wickert, Personnel Administration; Dr. Dorsey, Organization and Methods; Dr. Fox, Introduction to Public Administration.

3. Mrs. Walter W. Mode is now teaching three sections of English in the day school.

4. Dr. Hunter is making good progress on his book of problems in Economics, which is now being translated into Vietnamese. Drs. Dorsey and Fox are continuing to have public administration materials translated from English into French and Vietnamese for students' reading assignments.

### C. Evening Certificate Program

1. Contrary to a commonly made prediction that enrollment in the evening program would decline sharply after the first month or two attendance has held up splendidly.

2. Mr. Cole taught the statistics course at the evening school during the incapacitation of Mr. Snyder.

3. Mrs. Carl H. Overby is teaching two sections of English in the evening school.

4. Dr. Jumper, now teaching Introduction to Public Administration in the evening school, is leaving Vietnam during the first week in March; he taught his last class on February 27. Beginning on March 5, Dr. Fox will take over the section which Dr. Jumper has been teaching.

### C. Library

1. A brief Handbook has been prepared for students on use of the library.

2. During the first week of the new semester the library staff instructed students how to use their Handbook and the card catalog. Small identification cards issued to each student have been to insure against unauthorized use of the library.

3. Physical needs of the library are gradually being met. New florescent lights have been installed, and the business office of the Institute has asked for bids both on the work necessary to make usable a small balcony in the library and on the conversion of a small dwelling outside the library into a workshop.



Dr. Fishel

2 May 1956

G. Fox

### Monthly Report of Institute

#### General:

1. On April 12 the Institute held an inaugural ceremony. The President of the Republic, other Vietnamese dignitaries, heads of U. S. agencies, and foreign ambassadors, including those of the United States, Great Britain, and Japan, were present. After the President of the Republic and the Director of the Institute had delivered speeches, in which acknowledgement was given to individual and collective accomplishments of the MSU group, Mr. Thong conducted the distinguished visitors on a tour of the Institute. Publications, pictures, and charts representing the work or activities of MSU staff were among the materials on display.

2. New plans developed for a classroom and office building and possibly a students' dormitory now await presidential approval.

#### Degree and Certificate Program:

Mr. Hunter has finished his book of problems in economics. Drs. Dorsey and Fox continued to produce readings for students' use.

#### Library:

1. On April 24 at the home of Mrs. Alubowicz was held the first meeting of librarians of the Saigon area. Seventeen librarians representing twelve libraries were present. Professional topics and means of cooperation were discussed. A permanent association is planned. Each participant agreed to distribute to other libraries a list of periodicals in his library. Eventually, it is expected that a union catalog will be compiled.

2. Book orders are being processed more quickly through East Lansing and receipt of books is becoming more regular.

Report for May 1956  
Submitted June  
1956

MONTHLY REPORT  
OF  
THE NATIONAL INSTITUTE OF ADMINISTRATION  
201, 1st floor

1. Several meetings were held with Mr. Dang to regularize and systematize Institute procedures and policies, especially those involving NSU-Vietnamese relations, before he leaves for the United States.
2. At a meeting held with the President and the Director General of Public Construction, the advantages and disadvantages of moving the Institute to a new location were discussed. Final decision will be made by the President upon recommendation of Mr. Thong, Director of the Institute.
3. The report on "Inflation in Vietnam" prepared by Hunter, Dorsey, and Shelby was cleared with USCI and submitted to President Dien.
4. Interviews were held with and English tests given to 25 applicants presented by the Commission on Foreign Study for NSU scholarships. From this group, 19 candidates were provisionally accepted by NSU. The Commission has been requested to search for 6 to 8 additional qualified applicants to be designated as alternates. English classes and an orientation program are being arranged with USIS.
5. The Research Division has now administered an experimental questionnaire on the "Status of Women in Vietnam" to more than 600 day and evening students at the INA. These questionnaires have now been coded by the Division, and arrangements are being made to use Government IBM machines in analyzing the data. This whole operation has been an experiment and introduction to survey methods, one of the social science research methods in which the members of the Division have been very interested.
6. At a second meeting of Saigon librarians held on May 24, it was agreed that each library should prepare a list of periodicals, similar to that already prepared by the Institute, to be exchanged among the various libraries. Other means of cooperation were discussed.

Dr. Wesley R. Fishel

August 6, 1956

Dr. Guy Fox

Monthly Report NIA Programs

1. Erection of 5 quonset huts was completed during the month. Remaining work includes construction of sidewalks and rest rooms, installation of electricity, and furnishing and equipping the buildings. The new buildings will be used for classrooms in the day and evening programs and for in-service training activities.
2. Steps are being taken to vitalize the Research Division of the Institute. The Academic Council has agreed to add 5 research assistants. Research activities of Field Service will be integrated with those of the Institute.
3. Final approvals have been obtained for setting up a professional society in public administration and for publishing a journal in the field.
4. The Director of the Institute has accepted MSU's proposals to hold faculty seminars more frequently and to make them more effective.
5. Curriculum in the day and evening schools has been agreed upon by MSU and the Director of the Institute. Murphy, Snyder, Lindholm and Fox will teach courses.
6. The secretarial needs of the Institute have at long last been met with the addition to the staff of Miss Kay Rellick, an experienced secretary.
7. Mr. Marvin Murphy arrived on the 26th. Mr. Murphy will teach a course in Budget and Fiscal Administration at the Institute, work on budgetary matters in the presidency project, and participate in in-service training activities.
8. Mr. Cole returned on July 26 from a month's trip via river boat; the main purpose of the trip was to gather material for the study of rural taxation, but Mr. Cole obtained information useful to several of our programs.
9. A complete inventory and accession of library books have been made. As of July 31, the library had 2,729 holdings. Approximately 100 books were bound during the month by a local bindery. 152 books and 75 periodicals (including 7 new titles) were received during the month.

GF:kr

*Monthly report  
to everyone*

Dr. Ralph Smuckler

September 4, 1956

Dr. Richard W. Lindholm

Monthly Report NIA Programs

1. The reported vitalization of the Research Division of the NIA on the Vietnamese side (July report) seems to have made little if any progress. However, Mr. Cole and Mr. Snyder, working on their own, have completed a summary and analysis of Vietnam's local revenues, budgetary, and accounting organization. The analysis is much more thorough than any previous study in this area and will be very useful in many ways including the writing of student study materials.
2. Mr. Murphy has established a new course in budgetary and fiscal administration at the NIA and has completed a twenty-three page report titled "A Budgetary and Fiscal System for the Proposed Field Administration Program".
3. Mrs. Alubowicz reports the completion of a thirty-one page "Bibliography of NIA Books in the Social Sciences"; the arrival of over 300 additional books, pamphlets and periodicals; and work with the Records and Library Training Group of Vietnamese Government employees plus an invitation to assist them in improving their procedures.
4. The evening school registration is about 600 with many classes of approximately 160 registrants. The largest room in the NIA has a capacity of 100. The classes are much too large.
5. The lectures being given by Dr. Lindholm in the NIA day and night school and Mr. Murphy and Mr. Snyder in the NIA day school are being mimeographed and publication in English and Vietnamese in early spring is contemplated.
6. Dr. Lindholm is serving in a consulting capacity to the USOM/Vietnamese government working parties in National Income Estimation and Tax Reform and Expansion and tax adviser to Mr. Haldame, an expert sent out by CIA/W to examine possibilities of expanding private investment in Vietnam.
7. The orientation of the participants to be sent to study for one year at MSU on September 7th has been carried on by NIA personnel under the direction of Dr. Lindholm. This program commenced on August 1st.

RWL:kr



MONTHLY REPORT  
NATIONAL INSTITUTE DIVISION

Sept. 1956  
Report submitted

1. The Director of the Institute has proposed that the new campus of the NIA be established on a site different from the one previously approved by the Director of Planning and Reconstruction. The Institute director, who is also Secretary of State for Social Welfare and Health, believes that the necessity both for moving families from the presently proposed location and the filling in of the land there would constitute major, if not insuperable, obstacles.
2. In keeping with MSU's policy to work, whenever possible, through Vietnamese teachers rather than directly with students, Dr. Lindholm is now advising and working closely with two Vietnamese teachers, Messrs. Pham Kim Ngoc and Tran Qui Than, in the course in Money and Banking. The same arrangement is expected to be worked shortly out for the introductory public administration course, in which Mr. Nguyen Thai, who took graduate work beyond the M. A. at MSU, would conduct the class with the advice and assistance of Dr. Fox.
3. Classes in the evening certificate program began on 3 September 1956. Lindholm, Wood, and Fox are participating in the evening school.
4. A three-way agreement has been reached among the NIA, the Vietnamese-American Association, and MSU whereby the Association will conduct evening English classes for government officials who have constant, daily contacts with American technical assistance personnel. During the present semester student fees will cover half the expenses and MSU will cover the other half; thereafter, it is expected that student fees will defray the entire costs.

5. Work of the research division on preparing of a government manual is proceeding. The role of Mr. Linh, the project director, and his relations with the Institute have been agreed upon, and the Institute has provided Mr. Linh and his assistants office space. A questionnaire has been prepared which will be sent to all ministries.
6. Mr. Snyder has completed a breakdown (26 pp., mimeo) of expenditures in Vietnam from 1955 national budget funds. Mr. Cole has finished the second part (parts 1 and 2, 45 pp., mimeo, legal size) of a three-part study on taxation in South Vietnam. Both reports are replete with tables of valuable information, heretofore unavailable.
7. A meeting was held on September 20 between Vietnamese and MSU members of the Institute to determine the relationship between economics seminars and the research program. An economics seminar was held on September 27. It was agreed to have a public administration seminar on October 11.
8. Messrs. Khoi<sup>and For</sup> returned from a three-weeks study mission to Japan and the Philippines. Mr. Murphy, who joined the mission in Manila, also returned to the Institute.
9. A meeting of librarians of the Saigon-Cholon area was held in the Institute Library. <sup>Modern</sup> ~~Recent~~ library procedures and means of caring for books were discussed.
10. 251 books were ordered and 169 were received during the month by the Institute Library. The Library now has a total of 3,065 volumes.

11. A professional society in public administration, called "An Association for Studies on Public Administration," was established under the sponsorship of the NIA during the month. The founders held their first meeting on September 19 to elect a provisional executive committee under the presidency of the Director of the Institute.

Dr. Wesley R. Fishel

November 5, 1956

Dr. Guy Fox

Monthly Report - NIA Programs

1. A fourth and, it is believed, definitive location has been viewed as a prospective site for the new Institute campus. The property is attractively located on dry terrain just behind the botanical gardens on the banks of the Saigon River. Although the area is well removed from the noises of the city, it is close in and readily accessible, thus making it appropriate for the Institute's in-service training and evening school programs. It is expected that this site will be selected.
2. Two faculty seminars were held during the month. One of these was an economics seminar in which the following three papers were discussed: "Labor in Vietnam" by Mr. Nguyen von Huan; "The Problems of Vietnamese Handicraft and Industries" by Mr. Thanh-Quang-Nhien; and "Economic Motivation in Vietnam," by Mr. David C. Cole. In the second seminar Dr. Fox led a discussion on "Trends in the Study of Public Administration in the United States."
3. The problem of equating Mr. Nguyen Thai's American degree with the proper French degree has been temporarily resolved. Mr. Thai has been formally accepted as charge de course and will teach, in close cooperation with Dr. Fox, the introductory course in public administration.
4. Because of the recurring problem of equating American with foreign degrees, Miss Alexandra Rolland is now preparing a study on American education. Her findings will be presented to members of the National Assembly, the Department of Education, Fonction Publique, and other groups. The paper will briefly describe and evaluate the American educational system and will contain, especially in a supplement, materials



-2-

indicating how U.S. universities equate foreign degrees and how foreign universities equate American degrees. Miss Rolland is coordinating her work with the Education Division of USOM.

5. An unfortunate delay has arisen in the preparation of the government manual. The Secretary of the President has refused to issue a directive to the various ministries, directing them to answer the Institute's questionnaire which would furnish the necessary information for the manual. The Secretary has expressed the view that the Director himself should send out the requests for information; the Director, however, believes such requests should be sent out by someone up and above the ministries.

6. An agreement was reached to integrate the research activities of the research activities of the Research Division with those of MSU's Field Service Division. Members of the Research Division have already attended a Field Division briefing session in order to acquire a background for the proposed Civic Action study.

7. Mr. David Cole has completed his study of rural taxation in southern Vietnam. He will now commence a similar study in central Vietnam.

8. The professional society in public administration is now conducting a membership drive. The professional journal in public administration is now receiving articles for its first issue, which is expected to be published in December of this year.

9. Mrs. Hieu, Institute librarian, is sick and will be absent for a long, indefinite period. The effects of her absence on the already understaffed library will have a serious, adverse effect on the expansion plans of the library.

10. During the month the library received 119 books, 75 UN documents, 50 in-service training pamphlets, and five new periodical titles. Approximately 100 new books were ordered.

11. Use of the library is indicated by the fact that 212 holdings were circulated during October. The reading room of the library is frequently filled with students. There is an appreciable trend toward the use of books in English.

National Institute of Administration  
Programs

Monthly Report - December 1956

GENERAL

1. A letter from the Presidency has pledged the Vietnamese government to contribute (in addition to the terrain) toward the cost of the proposed new Institute a sum equal to the American aid investment in the present premises. USOM will now release the funds necessary for constructing the new Institute buildings.

2. Because of the acute need for office space for NIA programs and in-service training, the Executive Council of the Institute has agreed that one, or possibly two, of the quonset huts can be used for offices. The Council has also agreed that the hallways of the second story of the main building may be converted into offices for MSU personnel.

3. Messrs. Dinh, Khoi, and Fox (along with Mr. Hausrath and Miss Yen of In-service Training, as noted elsewhere in this report) made a week's trip to the Philippines where they attended the conferences sponsored jointly by the Philippine Society for Public Administration and the Philippine Institute for Public Administration and observed other activities held during public administration week. They also studied the operations and activities of the Society and the Institute and visited in-service training programs, a community development project, and local government administrative offices.

DEGREE AND CERTIFICATE PROGRAM

1. A committee with two sub-committees has been appointed to make a study and evaluation of the curriculum of the NIA. The committee is

3. In carrying out the plan for the gradual integration of the expected to confer both with Institute staff and government officials Research Division of the Institute with Field Administration, several before making recommendations.

2. Mr. Snyder conducted a faculty seminar on "Current Trends in the Imports and Exports of Viet Nam." A public administration seminar, scheduled to be presented by a Vietnamese faculty member of the NIA, was postponed at the request of the Institute.

3. For the first semester of the day degree program beginning in February, 1957, MSU has agreed to teach the courses as follows: Introduction to Public Administration, Organization and Methods, and Personnel Administration. MSU has recommended strongly that the Institute add a new course in Accounting to be taught by Mr. Swanson, who arrives in December.

4. The evening school has run into classroom space difficulties. The University of Vietnam, from which the Institute has borrowed space, has reclaimed several large classrooms for its own use, making it necessary for the Institute to borrow other, undersized rooms. This situation points up the need of the Institute for permanent, dependable facilities.

#### RESEARCH

1. Mr. Snyder completed a study entitled "A Statistical Analysis of Current Trends in the Imports and Exports of Viet Nam."

2. During the period November 12-20 Mr. Cole studied rural taxation in northern Vietnam. On November 25, he left for a week's study in five provinces of central Vietnam.