

MICHIGAN STATE UNIVERSITY  
ACADEMIC COUNCIL

Tuesday, 3:15 p.m.  
April 19, 1966

Present: President Hannah, Artis, Cantino, Carlin, Cederquist, Combs, Cowden, Dawson, Dickerson, Featherstone, Fuzak, Gallacher, Grafius, Henneman, Herzog, Hinkle, Hooker, Hughes, Hunt, Ivey, Jones, Kinsinger, Langham, Lee, Love, Marshall, Martin, Matley, McQuitty, Mead, Mikles, E. R. Miller, Grace Miller, Moyer, Neville, Oyer, Parker, Reeve, Reinoehl, Rohman, Rokeach, Ryder, Sabine, Schlegel, Seelye, Siebert, Smith, Smuckler, Sullivan, Swindler, Taylor, Varg, Warrington, Womochel.

Absent: Armistead, Byerrum, Costar, Dye, Erickson, Gross, Hathaway, Hurrell, Larsen, Meyer, Muelder, Welch.

Minutes of the Meeting:

President Hannah called the meeting to order. The minutes of the meeting of March 8, 1966 were approved as distributed.

Report of  
the  
University  
Curriculum  
Committee

Dean Combs, chairman of the University Curriculum Committee, reported the following recommendations for approval of the Council:

1. Minor changes in the curriculum in Journalism, College of Communication Arts.

2. The approval in principle of an Engineering Science curriculum leading to a BS degree with the attainment of a major capability in a single area of study such as Thermodynamics and Heat Transfer, Mechanics, Systems Science, Computer Science and Materials Science, etc. As these majors are established, they will be reported through the regular channels for consideration and approval.

3. The elimination of the BA degree program with a major in biochemistry in the College of Natural Science.

4. Minor modifications in the requirements for the BS degree with a major in biochemistry.

5. A number of new courses in Agriculture, Arts and Letters, Business, Engineering, Morrill College, Natural Science and Veterinary Medicine.

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Two other sub-committees--one on records and the other on academic rights and responsibilities--will follow a similar procedure now that their guidelines have been approved by the parent committee.

Within a week copies of all guidelines adopted by the Committee will be mailed with a covering letter to all members of the Academic Senate. The purpose is to make all faculty members aware of the Committee's work and its implications, and hopefully to stimulate constructive criticism from all interested persons.

The sub-committee on procedures is compiling a document defining structures for the formulation and review of regulations, and a judicial system for handling both original and appellate adjudications. Every effort is being made to keep the structures as simple as possible, and to involve students to the maximum extent feasible.

The MSU-Viet Nam Project - A Report by Dr. Smuckler

The MSU-Viet Nam Project, the first of this University's technical cooperation projects abroad, was sponsored by the Foreign Operations Administration in 1955. It originated shortly after the Korean War in a period of insecurity in Southeast Asia. French rule was ending in Viet Nam and the new nationalist government seemed to many to offer the best hope for the people of that country.

This report, while reviewing briefly the work of the University in Viet Nam with one eye on recent published harsh criticisms of our work there, will focus also on lessons learned. Such lessons form the basis of this and many other universitys' efforts to aid modernization and development internationally, for if we have learned anything at all from our experience, it is that the tremendously vital tasks which we face in our efforts abroad require the best we can give.

The project in Viet Nam was large and complex and operated during its seven year history in an environment of varying degrees of instability and difficulty. We went into the project at the request of the U. S. government aid program and of Vietnamese Premier, later President, Ngo Dinh Diem. Both governments sought ways of fostering economic and social progress and our program in public administration and police administration was one part (less than 1%) of a very large and comprehensive U. S. economic and technical aid program to Viet Nam, running between \$100,000,000 and \$200,000,000 per year.

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The Michigan State University Advisory Group was composed of specialists in various fields of public administration, political science, police administration, economics and other social sciences. The central purpose was to strengthen the administrative services of the new Vietnamese government through training, research and advisory services. MSU staff members also advised the US aid mission directly on matters within individual fields of competence, such as tax reform, economic analysis and projections, civil police communications and organizations, and similar fields.

In underdeveloped countries, problems of administration are frequently acute and stand in the way of orderly progress toward social and economic development. Problems related to enforcement of law and order, administration of programs in cities and countryside, training of civil servants to work effectively with the public and to plan and manage new programs were recognized as crucial matters in Viet Nam as in many other nations emerging from a colonial period. Therefore, the MSU program, which was part of a broad approach to these problems, was given high priority by the Vietnamese government and the American Aid Mission in Saigon.

The program was negotiated during the crisis period of late 1954 and began in early 1955, when the security of even the city of Saigon was still in doubt. At the outset, programs of an immediate impact nature were stressed including studies and recommendations leading to the rehabilitation of 900,000 refugees who had just arrived from the North, and to administrative reorganization efforts to help bring central government programs to rural and remote areas of the country. The obvious civil insecurity which prevailed in 1955 brought about almost an immediate expansion of the police administration side of the program.

In 1957, the MSU program shifted to longer range program goals. This meant that the new National Institute of Administration, whose establishment MSU had assisted and which was viewed as the main vehicle for bringing a new and liberalized administration to the country, received more attention. The Institute offered a three year college level degree program for young career civil servants, special night school and in-service training courses for civil servants of various levels. It had a rapidly expanding library in public administration and the social sciences. It began a modest research and publication program aimed at administrative and governmental improvement. It drew its faculty from Saigon University, from the



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MSU team, and from Vietnamese educated abroad. An important part of the MSU effort was devoted to strengthening and encouraging the work of the Institute and its faculty. Many of the faculty members and promising Vietnamese administrators in various government services were brought to MSU and other US schools for additional training.

MSU staff members did research on the organization and operations of Vietnamese government agencies and advised them in such fields as budgetary and fiscal administration, civil service reform, and organization and management. Direct MSU advisory services to agencies declined, as emphasis on the work of the National Institute increased over the years of the project. MSU also counseled the US Aid Mission on the construction of new in-service training facilities in the countryside, and on new buildings for the National Institute, which were completed in the early 1960's in Saigon.

The Michigan State project included a major effort to help train and reorganize the civil police forces of the new South Vietnamese nation. When the first members of the MSU advisory group arrived in Viet Nam in 1955, civil disorders in the form of frequent terrorist activity in the streets of Saigon and extreme insecurity in the countryside were a part of the reality of the situation. The civil police administration program which MSU had contracted to undertake in behalf of the US Aid Mission was given high priority.

The Michigan State University Department of Police Administration provided substantive and administrative support for this part of the effort in Viet Nam. Members of its staff participated in the planning of the program and in carrying it out. In order to carry out the police training responsibility Michigan State recruited and hired people with various types of police experience and knowledge. The department faculty was not large enough to meet the needs in Viet Nam without this outside recruitment. Included were leading police administrators screened, recruited and hired from state police forces within the United States, from city police and other civil police organizations.

Since police advisory services and training were being provided to the various components of the Vietnamese police force, a wide range of specialists had to be a part of the MSU team. Some of these police specialists were in the counter-subversive field, a main task which the Vietnamese police faced. To provide these advisory services the MSU group hired persons nominated by the US government. All such individuals, a rela-

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tively small number in total, were involved in training or advisory functions, were known to the Vietnamese government, and were under the authority of the University team in Viet Nam. There were no "undercover operating agents" within the MSU group, but there were individuals involved in training and advising Vietnamese civil police officers who had to deal with counter-subversive problems.

The MSU civil police efforts were considered by the Vietnamese and American observers to be of high quality and on several occasions an expansion in the effort was urged upon the University. However, because the size of the Viet Nam project had made it overly demanding on University staff resources, because too many outsiders had to be employed to fulfill responsibilities, and because the University itself had been re-thinking the overall basis of its international efforts, the University decided after several years of experience to reduce the size of the group, particularly the civil police administration side. In 1957 the reduction was set in motion, and by mid-1959, a good share of the reduced police administration division was actually drawn from the MSU campus staff and a number of police administration activities had been reduced or eliminated including specialized training programs such as those in the counter-subversive field.

It should be emphasized that all persons working for the Michigan State team in Saigon were interviewed and hired by the University. It maintained control over all of its personnel and could have removed any of its staff from Saigon. All were involved in training and advisory services clearly known to the Vietnamese government and requested by it. None were engaged in spying or counter espionage. Those hired outside were designated as specialists or advisors. They were not given academic rank or title.

Equipment for the Vietnamese civil police forces was made available by the US Aid Mission in Viet Nam. Except for small amounts of equipment for training purposes, such equipment was not handled or purchased by the University but instead was part of the normal flow of US aid support in many fields, e.g., agriculture, education, public works and public health. This aid was fully known and open to inspection by the International Control Commission. MSU police administrators gave advice on the purchase of such equipment. Since the needs were great and included vehicles, communications equipment, small arms, training aids, and specialized police equipment, the volume in the flow of such aid was large and several members of the MSU team spent a good share of their time assuring that the equipment

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purchases were administered well, until the aid office in Saigon could assume this function directly.

At peak strength in 1958 the group consisted of about fifty staff members, about half in police administration. During most of the project's life, the group numbered less than thirty. In 1959 and 1960 the group entered a period of gradual reduction. In 1962, the Vietnamese government decided against contract renewal, mainly because it objected to what it considered unfriendly and overly critical attitudes and writing by various members of the group and because it realized the University would not impose controls on its staff. Therefore, instead of retaining four or five specialists in Viet Nam for a final two years as planned, the group withdrew entirely in mid-1962.

During the life of MSU in Saigon, the situation changed from severe insecurity in the city and countryside, to relative peace and progress after 1956, and by 1960, to increasing turbulence and guerilla warfare. Relations with both Vietnamese and American authorities were generally good, but definitely had their ups and downs.

Main accomplishments included the group's participation in the successful resettlement of the refugees, the launching of a greatly expanded, more vigorous program at the new National Institute of Administration, reform in budgetary administration, initiation of new police training institutions, and introduction of more modern police administration methods. Some of the many studies of Vietnamese society, agencies, and problems published by MSU and resulting from the work of the MSU staff continue to be used and reprinted. Without a detailed check, one can identify at least seven published books, twenty-five published monographic studies and texts, at least thirty mimeographed study and survey reports plus many articles. There were other accomplishments but, as the years passed, the mounting pressure of insecurity in the countryside as Viet Cong ambushes and assassinations increased, greatly limited the Michigan State effort as it did other significant technical assistance efforts supported by the US government in Viet Nam.

What are some of the lessons learned which now influence university international efforts?

First, the University is now interested in programs which are of service abroad and at the same time provide a maximum of "feedback" to the academic programs in East Lansing. The



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Viet Nam project predated the MSU Asian Studies Center and most other organized international concern on campus including the International Programs Office. This may be one reason why there was not enough observable, organized academic "feedback," although research and writing by individual members of the group did occur and numerous Vietnamese students came to MSU in academic pursuits. Overseas programs are now conducted so as to increase the value to academic interests at Michigan State University, through expanded research emphasis, graduate student fellowship arrangements and in other ways. Somehow the Viet Nam project did not result in any Viet Nam language and area studies at MSU. In this respect an important opportunity was lost, and the University therefore has not been able to contribute to the much needed continuing expansion of expertise and specialists on Viet Nam. This mistake would probably not have occurred had the project been started three or four years later.

A second lesson pertains to the size of the project. The Viet Nam project was too large for the University to staff appropriately, particularly in view of the specialized programs involved. This meant that too many outsiders had to be hired. Although many of the outsiders were of very high quality and contributed well in Viet Nam, they changed the nature and tone of the team, and affected the homogeneity and cohesiveness of the group. They diluted the chance for academic feedback to the campus. This situation was recognized early in the project's history and had improved greatly by 1959. But the University would not again become responsible for such a large project which could not be staffed mainly by interested MSU faculty members. Nor would it hire people nominated by US government agencies without being completely sure of the legitimacy of their backgrounds. Personnel with ties to the CIA would not be acceptable.

Out of the Viet Nam and other experiences has come a clear and strong preference for overseas development projects which stress the building of new educational institutions. Experience has shown that the University can best devote its talents to teaching, consulting and researching in relation to the building up of educational institutions (preferably universities) and the strengthening of scholarship abroad. The University attempts to stress institution-building efforts in close collaboration with local academic leaders. In Viet Nam, institution building was important in both the police and public administration programs, but it was not sufficiently dominant in the overall effort.

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The University learned in Viet Nam that some fields are too sensitive or too close to the power centers within government to permit successful university technical assistance activities. These sensitive areas may include some of the most important fields, such as tax policy and police administration, fields in which assistance is badly needed in developing countries. But, depending on the situation in the specific country, some fields are too difficult, too sensitive for university effort, and should be covered instead by international organization or direct US government assistance teams.

Broadly speaking, these are some of the conclusions drawn from the Viet Nam and other projects during the early years of overseas project activity. The criticism which the University is now receiving because of its Viet Nam project reflects in some instances, actual weaknesses in the Viet Nam project, grossly exaggerated and distorted as part of the tense search for explanation of our present difficult national position in Viet Nam. The University's work in Saigon has also received high praise, and this, too, was probably exaggerated. An accurate and careful analysis and evaluation at some future date will probably show that some praise and also some criticism are deserved and that, as in most complex human endeavors, successful effort and wise judgment are also accompanied by inadequacies. The important point which we hope would also come through clearly in such a future analysis, would be that the University learned important lessons from the experience and went on to wiser, more effective, more valuable international endeavors.

**Suggestions on the Report** Following the report by Dr. Smuckler, suggestions were made that an official statement of the case of the University, pointing out unjustified criticisms and complaints, should be prepared for distribution, especially to the faculty, so that the faculty members might make a vigorous defense of our case when questioned about it at professional and other meetings.

**The President's Comments** The President replied that the article in the Ramparts magazine was being carefully studied in order to determine the number of distortions and obvious misstatements. Of the latter, some fifty had been discovered up to the present time. The President further commented that the University had known in advance that a critical article on its role in Viet Nam was to be published in the Ramparts magazine, though the exact nature of the article was not disclosed. Before the news conference scheduled in Detroit, he had been given a copy of the magazine and of the release distributed to the Press on April 14. He reported to the Council some examples of mis-



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statements which had been made in the article and in the press release, and stated the facts as disclosed by our records. Some examples will suffice.

To the charge that the University had spent some \$25,000,000 in the Viet Nam project, our records show that over a period of seven years there had been spent through the University \$5,354,352 of which some \$489,000 had gone for expenses for Vietnamese who had been brought to this country for educational purposes. Vietnamese money spent by the Vietnamese government for the employment of Vietnamese amounted to some \$2,534,026.

With respect to the matter of the irresponsibility of individuals involved in our program, the President pointed out that some of our ablest people in the field of government, public administration and police administration had been involved in the program as administrators in Viet Nam and as coordinators on this campus. Most of these individuals have either moved upward or have left the University for positions of higher rank in other reputable institutions.

Concerning the statement that five CIA personnel had been employed by the University and had operated under its protection, the President pointed out that all persons employed by Michigan State University worked under our supervision on a full time basis. They were involved in setting up programs for the training of civilian police; in assisting with the care of thousands of refugees from North Viet Nam and in teaching Vietnamese police how to combat subversion, which was clearly a serious problem.

When MSU administrators in South Viet Nam strongly suspected that some of our personnel were to some degree CIA oriented and reported this suspicion, a decision was made that MSU should terminate the anti-subversive training. It took some months to get it transferred to another US agency, but it was transferred completely by 1959.

The President furthermore stated that academic rank was not given to police project employees who were recruited from police departments and agencies, but that they were listed only as police "specialists." He stated that the University did not buy guns, ammunition, and the like.

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The President made the following additional comments:

Other  
Comments  
by the  
President

1. He expressed satisfaction with the appointment of Dr. Ira Polley as State Superintendent of Public Instruction.

2. With respect to the budget, he pointed out that the Senate Appropriations Committee had recommended appropriation for the various colleges and universities in the state which some of the senators thought were too high. The House is undertaking to build a line-item budget with a breakdown by colleges, departments and purposes. It is hoped that the House will support the principle of lump sum appropriations, leaving to the Boards of Trustees of the respective institutions the matter of allocating the funds within the several colleges and University. He pointed out that there was included an allocation for a new law school which seemed likely to be approved.

3. He commented on the continuing negotiations with the labor group on campus which is asking for union recognition.

The meeting was adjourned.