

Michigan State University

Vietnam Project

TO:

President Hannah

FOR ACTION AS INDICATED:

- | | | |
|-------------------------------------------------|------------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Signature | <input type="checkbox"/> Reply—My Signature | <input type="checkbox"/> Note and Forward |
| <input type="checkbox"/> Approved | <input type="checkbox"/> Reply—Copy to Me | <input type="checkbox"/> Note and File |
| <input type="checkbox"/> Action | <input type="checkbox"/> Please Summarize | <input type="checkbox"/> Note and Return |
| <input type="checkbox"/> Comments | <input type="checkbox"/> Please Investigate | <input type="checkbox"/> Please Contact Me |
| <input checked="" type="checkbox"/> Information | <input type="checkbox"/> Forwarded Per Request | <input type="checkbox"/> Circulate |

REMARKS

RECEIVED

OCT 20 1960

MICHIGAN STATE UNIVERSITY
President's Office

FROM

Ruben V Austin

DATE

10-20-60

Vietnam

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

MILKON ADDRESS: MSU-VNOM
AMERICAN EMBASSY
SAIGON - VIETNAM
CABLE ADDRESS: MICHIGOVNAM

GENERAL OFFICE:
177 DUONG PATTAU
TELEPHONE NUMBER: 22.872 - 21.528
FAX NUMBER: 5 2 31- 3 8 4

October 11, 1960

TO: Lloyd D. Kusolf
FROM: Guy Fox
SUBJECT: NIA Statement of Needs After June 30, 1962

Rector Vu Quoc Thong and Vice Rector Dang, after consultation with their division chiefs, have sketched generally what they believe to be the needs of the NIA for continued technical assistance and financial aid after June, 1962. Such needs, they have said, cannot be stated now with precision. A more definite, detailed plan will have to await, first, the completion of a joint study being undertaken by the Institute and MSUG on the future of the NIA; and second, the resolution by agencies other than the NIA of certain unknown factors which will determine whether or not the NIA will undertake important new programs after June, 1962.

Nevertheless, the Rector and Vice Rector have emphasized the fact that their proposals, set forth below, are based on a factual knowledge of NIA affairs through years of experience and observation plus a considerable amount of thoughtful consideration to the Institute's future. They believe they are able with confidence to enunciate a valid general pattern and certain reliable guide lines for needed technical assistance and financial aid.

Their views and proposals are as follows:

(1) Technical Assistance. The NIA will need to receive substantial technical assistance from Michigan State after the expiration of the present contract in June, 1962. The NIA requires the help of a minimum of five MSU professors who should represent the fields as follows: political science (including international relations), public administration, economics, sociology, and in-service training. At least in certain fields MSU professors will be needed at the NIA for the next five or six years.

The scope of assistance needed by the Institute can best be insured by a renewal of MSU's present contract with ICA. Supplementary aid from a foundation would be welcome, but the NIA does not believe a foundation alone can meet the essential needs for its future well-being.

The basic nature of present MSUG assistance to the NIA should remain unchanged; but some of the current procedures ought to be revised. MSUG professors should be attached to the NIA in much the same way that Smith-Mundt professors are affiliated with the University of Saigon. According to this arrangement the professors have no administrative services for handling housing, accounts, automobiles, and the like. They do have typists and interpreters paid by USOM.

MSUG professors after June, 1962, would devote their full time to the NIA and not accept time-consuming commitments at the University or elsewhere. They would give assistance to the NIA primarily in two areas: (1) teaching and (2) research. There would be continuous daily contacts between Vietnamese and MSUG faculty members. NIA and MSUG members would undertake joint research projects and they would offer a few classes jointly. MSUG professors would also have classes of their own and pursue their individual research projects.

Under a new contract beginning July 1, 1962, MSUG professors should come to Saigon for a two-year assignment. If possible, their tours of duty should coincide with the NIA academic years, which are from August until May. It would be advisable for the visiting professors to arrive in July so that they could have time to become acquainted, acclimated, and settled before the beginning of the semester.

The plans for the future of the NIA, as visualized by the Rector, call for an expansion into certain fields in which MSU assistance would be required. These plans, however, are just now in the stage of formulation. After they have been devised, their implementation in all cases will be contingent upon approval of the Presidency and in some cases upon approval of the government agencies which would be affected if the plans were effectuated.

One of these plans envisages the establishment at the Institute of a foreign service section to prepare Vietnamese students for consular and diplomatic careers and for other assignments with the Department of Foreign Affairs. In the event both the Presidency and the Department of Foreign Affairs approve this plan, the NIA will need technical assistance from MSU in the field of international relations.

The NIA has taken some preliminary steps toward achieving the goal of a foreign service school. Informal talks have been held with the Chief of Cabinet of Foreign Affairs, who has given some encouragement to the plan. Before discussing the matter with the Secretary of State for Foreign Affairs, the NIA intends to draw up carefully considered proposals regarding such subjects as curriculum, available teaching staff, and library materials. A Vietnamese member of the

NIA faculty is now studying the foreign service curriculum at the National School of Administration in France, and at the request of the NIA, an MSUC member is making a study of the course offerings for the foreign service in the United States at such institutions as the Fletcher School of Diplomacy and Georgetown University. After information regarding the French and American curricula has been obtained, the NIA Academic Committee will devise a proposed curriculum in which the peculiar needs of Vietnam have been taken into consideration.

The NIA has not yet abandoned the idea of setting up a business administration school. The Vice Rector has pointed out that such institutions as Cornell University in the United States place business and public administration under unified direction; even at MSU business and public administration are in the same college under the same dean. In Vietnam with its mixed enterprises there are even more cogent reasons for having the two related fields in the same institution. Many of the existing NIA courses in economics, law, and administration would fit into a business administration curriculum. With technical assistance from MSU and financial aid (especially for participants) from ICA, the NIA would be willing to undertake by itself, or in conjunction with the Faculty of Law at the University of Saigon, a program of educating business leaders.

In spite of the desire of the NIA to initiate a business administration program, Institute officials have taken no new steps to that end since Dean Austin's visit here. Though the Rector and Vice Rector have been informed that there is little likelihood of the NIA's receiving American aid and technical assistance for a business administration school, the NIA still awaits an official answer from ICA. The Vice Rector is inclined to believe that it would be impossible for the NIA to establish a business administration program without MSU and ICA help.

Another NIA proposal which, presumably, will be submitted shortly to the Presidency for approval is that of having the Institute offer a license in public administration to non-scholarship students. The degree, it is contemplated, would be comparable to the license now given by the University of Saigon in Law, Letters, and Science. The curriculum leading to the license in public administration would be essentially the same as that which NIA scholarship students now follow in the Institute's Public Administration section. However, students taking the license in public administration, unlike the scholarship students now taking the regular three-year program for the Diplome de Fin D'Etude a l'Institut National Administration, would receive no subsistence allowance; nor would the Government of Vietnam have any commitment to insure them a position in the civil service. The Rector has said that the President has indicated he would accept this program.

None of the foregoing project programs--for a foreign service section, a business administration school, or a license in public administration--would, according to the Rector, duplicate substantially the offerings of the University of Saigon. Only the NIA, he has said, is charged specifically to offer pre-service training for the public service (and it is hoped later on, for business administration). The charter of the University of Saigon does not authorize the university to offer a license in administration nor to prepare students for business administration or the foreign service.

(2) Financial Aid. As already indicated, the Rector has said that the NIA will not be able to state specifically its need for financial aid for the period after June, 1962, until after a detailed study and analysis have been completed. It is clear, also, that the nature and extent of such aid will depend in part on whether or not the plans for expansion into the fields of business administration and foreign affairs are realized. Moreover, the amount of required aid will depend on whether or not the present size of enrollment and scope of present activities (for example, in-service training) of the NIA are to remain stationary or be enlarged to meet critical needs of Vietnam.

Even if the NIA is merely to maintain its present standards and conduct its current activities, it will require financial aid over and above that which can reasonably be expected from GVN appropriations. At least three areas will require continued aid: the participant program, library, and in-service training. NIA officials have made no estimates as to the total amount of aid needed either to insure continuance of existing programs at their present level or to carry out successfully the new programs which they propose to undertake. The Vice Rector has indicated privately, however, that in the event the NIA does not secure new programs, the Institute would expect less financial aid than it now receives. Provided programs for the training of foreign service personnel and business administrators are inaugurated, obviously the amount of financial aid received from ICA would have to remain at the present level or perhaps even be increased.

Technical Assistance Needs of the NIA

The following part of the report is a consensus of FAD-MSUC on the subject of needs of the NIA for technical assistance after the end of our present contract in June, 1962. Specific recommendations, programs, and methods of implementation may be altered as further information becomes available, but we do not anticipate any change in the principles, philosophy, or basic diagnosis.

In brief, we believe that the NIA will have further, but much reduced, need for technical assistance and that the assistance should come in three or four forms: (1) a continued relationship between the NIA and MSU scholars, (2) the services of one USOM technician, (3) a much reduced financial subsidy, and (4) possibly some Smith-Mundt professorships at the NIA.

The essential point is that the NIA is a going concern. There is no need, here, to review at length the virtues and shortcomings of the NIA--this has been the subject of a number of previous memoranda to East Lansing. Suffice it to say that the NIA has established a regular program for training future civil servants, and it has the staff and the curriculum to survive and to grow. It has the beginnings of a division necessary for the stimulation and encouragement of in-service training. It has taken the first steps toward the establishment of consulting relationships with government agencies and has begun to produce results in its research program. Funds from USIS for book translations are available whenever the NIA is ready. Within the year it will also have adequate facilities and equipment. Its library is more adequate for present needs.

While no one in his right mind would say that the NIA is an ideal or top-flight institution or that there is no room for improvement, it is our judgment that it is time to give our child a much larger degree of independence. The major effort has been made; the NIA is launched. While we have an obligation to insure that it stays afloat, the magnitude of the future task is much reduced. In fact, there are signs of growing disinterest on the part of the NIA in wholesale advice. They are not unresponsive, but it is clear that their role in the advising relationship is more and more passive and that we must be more and more aggressive in our advice-giving. We suggest that we should acquiesce to the NIA's apparent desire for more independence; it will do them good at this stage of their development. In short, their absorptive capacity for assistance is much lower than was previously true.

COMMENTS OF PAD ON NIA'S STATEMENT OF NEEDS
AFTER JUNE 30, 1962

The NIA has presented a statement of its needs with the understanding that a detailed plan, in support thereof, will be prepared in the near future. There is a rather wide discrepancy between the views of the Institute and those of PAD regarding the need of the NIA for technical assistance after June 30, 1962. The extent of the discrepancy will become evident from a reading of PAD's own views which will be presented shortly.

But first several general comments ought to be made regarding the NIA statement of needs. In general, the most striking feature of this statement is its emphasis on new programs, for example, the foreign service and business administration schools. In contrast, the NIA has neglected to mention many of the needs of its ongoing activities. These, collectively, have proved their value by regularly producing sizable numbers of relatively well-educated public servants with the potential to move into the highest positions in the career civil service.

The creation of a foreign service school at the NIA is improbable, and the establishment of a business administration program is highly unlikely. Therefore, instead of emphasizing these programs which, at this time at least, are only remote possibilities, the NIA, more appropriately in our opinion, might have expressed its concern with its basic, existing needs. These needs, among others, include more efficient internal administration of the NIA, realistic work loads for the faculty, better teaching methods and enriched course contents, higher quality and increased output of research, development of the ERCPA center, more effective and systematic handling of consulting functions, vitalizing of in-service training activities, greater integration of the library with the teaching process, and improved student management techniques.

Technical Assistance. Contrary to the view expressed by NIA officials, it is our opinion that it is unnecessary, undesirable, and unrealistic for MSU to have five or more professors at the NIA after the expiration of the present contract. The NIA has now developed to a stage where it ought to be placed on its own responsibility to an increased extent. Furthermore by July, 1962, approximately five or six participants should have received their doctorates and should be teaching at the NIA; several other Ph.D. participants should be joining the Institute faculty shortly thereafter. The returning Ph.D. participants should be able to furnish much of the technical assistance now given by MSU members in teaching, research, curriculum, and in-service training. A USOM specialist would help in the field of in-service training.

As a matter of fact, the NIA statement of needs does not emphasize genuine technical assistance. In the view of PAD, NIA officials and especially the faculty do not now want, nor would they accept, any appreciable degree of technical assistance as we interpret the term. It is true that the NIA will require some measure of technical assistance after June, 1962, and to this end the NIA has proposed that MSU professors offer several classes and conduct certain research projects jointly with NIA faculty. For the most part, however, the NIA wants MSU professors not to engage in technical assistance but rather to supplement their own faculty. Even in the joint NIA-MSUG courses, NIA faculty consider MSUG participation more as a device for releasing them from teaching rather than as a means for improving their own competency in the field.

It would seem difficult to justify sending "at least five MSU professors" to the NIA primarily for the purpose of teaching and research. For the past several years, it has been the policy both of MSUG and of the NIA to encourage Vietnamese faculty to take over all classes as soon as they become qualified. To have MSU professors begin at this stage to teach an appreciable number of NIA courses would seem to be a retrogressive step.

In the field of research, MSUG has been offering technical assistance for five years. MSUG's efforts have consisted largely of teaching courses to students in Research Methods and Techniques and showing by example what can be done. NIA faculty, faced with numerous disincentives which discourage the performance of research, have been willing to undertake only a limited number of joint projects with MSUG members, and until the recent Vinh Long provincial study, most of the joint projects had been "joint" in name only, MSUG members having done the real work. Though in the future the Vietnamese faculty can continue, to some extent, to learn by example from MSUG research and to profit by participation in joint research, the sending of as many as five MSU professors to undertake research would have to be justified, in our opinion, on the basis of the benefits to the professors themselves and to MSU rather than on the basis of technical assistance to the NIA.

Moreover, it is inconceivable that ICA, even if it should agree to a renewal of contract, would agree to support five professors engaged primarily in teaching and research at the NIA. It is also unrealistic to expect such extensive support from a foundation.

Of course, if the NIA should embark on a business administration program, the comments made thus far on technical assistance needs are not applicable. Because the Coordinator's office is fully conversant with the situation regarding the proposed business administration school at the NIA, extended comments are unnecessary.

here. Suffice it to say, a requisite for the establishment of a business administration program is a considerable amount of financial support from ICA. It is highly unlikely that such support will be forthcoming (and equally unlikely that the NIA will attempt to set up a business administration program without substantial ICA help). It may be added that even if ICA support were assured, PAD believes the question of establishing a business school at the Institute should be subjected to close scrutiny. It is the division's view that the NIA has already undertaken too many activities and should concentrate on raising the standards of present programs rather than launching new ones.

Partly because of the "scatteration" of the NIA's present efforts, PAD also has serious misgivings over the establishment of a foreign service school at the Institute. Moreover, there is concern among division members lest the preparation of foreign service personnel by a single school result in graduates of the same mold and preclude other good sources of recruitment. It is the division's view that other possible ways of preparation for the foreign service ought to be thoroughly explored and carefully weighed against the NIA's proposal. For example, instead of a three-year undergraduate (that is, before the license or its equivalent) program as contemplated by the Institute, consideration might be given to setting up a graduate program--given either by the NIA, the University, or jointly by both--to which NIA and university graduates would be eligible to enter after competitive examinations. Another alternate plan (some variations of which could be similar to the graduate program just mentioned) would be for the Department of Foreign Affairs, with the assistance of the NIA and the University of Saigon, to develop a program or curriculum, to be followed by persons provisionally admitted to the foreign service. The curriculum might well consist of courses selected from the offerings of both the NIA and the University. Even if NIA officials, after study, are still convinced that the Institute is the proper locus for a foreign service program, it would behoove them, before acting, to make a careful analysis of the number and background of expected students, the needs of the foreign service, the requirements for faculty and courses, the availability of faculty, the existence of applicable courses and other resources at the University, and related factors.

The setting up of either a section or graduate program at the NIA for preparing foreign service personnel would make it desirable, but not essential, for MSJ to send one other professor in addition to the two or three recommended below by PAD. At any rate, a foreign service program at the Institute would necessitate that one MSJ professor be a specialist in international organization, politics, and law.

The proposal to offer a license in public administration, if it should be accepted, would probably result in an increased student body and might create a need for additional NIA staff. Especially in view of the returning Ph.D. participants in Public Administration, however, such a program should not affect materially the NIA's need for technical assistance from KSO.

Financial Aid. PAD concurs with Rector Thong that the NIA will continue to need financial aid after June, 1962, for the library, the participant program, and in-service training. In the event the NIA does not undertake a business administration program, it is suggested that aid for acquiring library books and maintaining periodical subscriptions be maintained either by ICA or a foundation on a dwindling basis for an additional five years or so. In the following report, PAD suggests that ICA furnish continued aid for in-service training and (as USOM-Saigon has already agreed in principle) the Ph.D. participant program.

Our joint NIA-MSUG study of the needs of the NIA is not yet completed, but certain differences in approach and conclusion are already apparent. The differences are apparent when one contrasts MSU estimates presented below with those of the NIA which have been outlined in an earlier part of this report. We feel obligated to point out that MSUG and the NIA have quite different concepts of technical assistance and of the role to be played by visiting technicians.

We of MSUG see our role as one of providing technical know-how and of supplementing NIA resources in certain special cases. We are available to offer technical advice on programs to be undertaken, methods of accomplishing goals, and modes of operation-- in short, we advise on how to utilize resources in an optimum way. We offer additional resources only to eliminate bottlenecks. The NIA, for its part, looks to us primarily as a source of aid. They want to decide what to do and how to do it, and leave to us the problem of providing the resources and finances beyond their ability to do so. In fact, they resist, with considerable effect, our efforts to question programs or methods. They avoid assessing the relative merits of various activities and examining the efficiency with which their activities are carried out. They are interested in a large and expanding program, implemented in their traditional way, with a program of aid to make good the deficit in manpower and money. This difference in concept is apparent when their recommendations are contrasted with ours.

In our view, if the NIA would change teaching and operating methods, their need for direct aid would be considerably reduced. A large program of financial assistance avoids the basic issue and perpetuates an outdated, inefficient operation. The NIA can do a better job with its resources if it would but face the issue. We cannot, in fairness to them (or the "American taxpayer"), perpetuate the existing system. If and when the NIA demonstrates its capacity to utilize efficiently its existing resources they can make a good case for increasing those resources.

Financial support. The budget of the NIA is not now adequate to support all of its functions. MSUG contributes substantially to the on-going functions of the NIA. The most notable case is that of the library where we bear the costs of all personnel except the librarian, about 99% of book purchases and supplies, and make some contribution to the overhead (through use of MSUG administrative services). In addition we contribute to the cost of certain publications and number of special programs, and supply certain maintenance and administrative services. When the NIA assumes responsibility for the new campus its financial responsibilities will increase sharply. Shortly thereafter its financial resources (from MSU) will disappear.

The budgetary limitations of the NIA can be traced in part to the fact that Vietnam is a poor country. But it can also be traced in part to the presence of MSU. In our judgment, and this is difficult to document, GVN could make a larger contribution to the support of the NIA and will do so when the issue is forced. We doubt, however, that GVN is prepared to absorb the full cost of the NIA following the departure of MSU. It would appear reasonable for the NIA and GVN to make arrangements with USOM for continued financial support particularly for (1) continued acquisitions of the library, (2) continued support of the in-service training program, and (3) perhaps certain other specified programs. USOM has already agreed tentatively to take over financial support of the participant program after our departure. A request which spells out other needs should be made and, since it is likely to be a rather small program by USOM standards, should not be a great problem.

Technical assistance. For reasons explained above, we recommend very little in the way of technical assistance through American personnel assigned to work with the NIA. There is one exception to this position: in-service training. Since this is an alien concept in Vietnam, just gaining acceptance, it will probably be necessary to have competent American personnel on the spot to maintain momentum. In due course, one might expect that the role of the NIA in in-service training will be reduced. But until such time as various agencies accept fully the idea and assume their logical training responsibilities, there will be need for the NIA to devote special efforts to stimulate in-service training as well as to carry on training activities which are a regular and appropriate part of its mission.

We recommend that an in-service training technician be provided by USOM. USOM has equal competence for recruiting personnel as does a university group. Also, a USOM technician would provide a personnel link between the NIA and USOM which would be necessary if USOM is to offer financial subsidy as mentioned above.

MSU: After June, 1962, MSU should not have any identifiable "mission" in Vietnam. It should sever its formal relationship. MSU has, however, an obligation and a legitimate interest in Vietnam and the NIA. It can meet this obligation by a program which maintains an NIA-MSU relationship on the basis of scholarly and academic interests. We recommend that MSU send to Vietnam, in the role of visiting scholars, two or three professors whose primary interest will be research. These persons can maintain the relationship without the obligation (or the onus) of technicians.

MSU should now look to its own interests in Vietnam, and MSU's interests are in scholarly affairs, in research, and in strengthening the "international dimension" of MSU. These goals can be accomplished by supporting two or three research scholars in Vietnam for periods of one or two years (according to the academic schedule). They can be financed from the recent Ford grant to MSU or by a special fund. These people could capitalize on the existing NIA contacts for their own work and could be available, according to their own inclination, for advice, consultation, teaching, cooperative research etc. Thus we would not isolate ourselves from the NIA but would maintain our relationship. The relationship is likely to be just as effective if requests for assistance are initiated by the NIA rather than accepted by them because they are obligated to listen. We should stand ready to expand MSU operations at the NIA, and even renew MSUG, if and when the NIA offers evidence that it is ready and able to receive technical assistance in addition to aid.

The relationship proposed in the last paragraph has the additional advantage that it would also maintain MSU's non-NIA contacts in Vietnam--the contacts of MSU personnel with Government officials such as the Vice President, the Director of the Budget, members of the National Assembly, and with members of the Faculty of Law, and the Center for Vietnamese studies, etc. In short, we should not eliminate our contacts here, but we should maintain them for MSU ends, simultaneously making ourselves available for such contribution to the affairs of Vietnam as they are willing to accept.

Any research scholars from MSU will certainly be social scientists, most likely from political science, economics, public administration, anthropology or psychology. Most of the likely candidates will have an "international" interest. The fields represented should depend primarily upon the interest of MSU and the availability of personnel; secondary consideration should be given to the needs of the NIA.

Smith-Mundt Professorships: The teaching load at the NIA is not heavy and MSUG is convinced that appropriate reforms would further reduce faculty burdens. Nevertheless, if it is true that the NIA needs faculty in addition to the present staff and those to become available under the participant program, we recommend that the NIA apply for one or two Smith-Mundt professorships. This has been done by the University of Saigon and seems to be a useful device for introducing new teaching techniques into Vietnam.

Informal Comments by the Chief Adviser

In this portion of the report I want to give lower command on the "Influencers" letter to you of September 6, as well as some comments on previous sections of this report. Incidentally, we are appreciative of the fact that you took the time to get down some preliminary ideas about the future CIA-MSU relationship.

Joe pointed out that the notion of having advisors in fields other than political science and sociology should be weighed very carefully. We are following the same principle out here. That is to say, we are urging the NIA to consider carefully its future programs and the need for advisors in such fields. In mentioning political science we have assumed that this advisor would have to be equipped to advise on public administration.

Joe has also warned against having an advisor under the NIA say "agrees on the way in which a particular subject is to be integrated in the total program and curricula of the Institute." As noted above, the NIA is proposing to add additional programs: foreign affairs and business administration. In the case of both, we have urged the NIA to proceed only after an initial field survey of the affected areas of OVN and the public. In the event such support is received, thought will have to be given to the kind of advisory program that is necessary. With respect to business administration, we have indicated that widespread support is particularly necessary and, at the moment, not in the horizon. The NIA has rejected the idea of a public program, but our Police group believes NIA has inadequately understood the group's proposal. Another explanation is being prepared and we should have the NIA reacted to this proposal very soon.

As to Joe's idea of distinguishing between advisory advisors and research or lecturers, the Public Administration Division and I both have the idea that the same individuals would do both kinds of work at the NIA. It seems to me that MSU people coming out here might combine the roles, but that present NIA faculty going to Campus would not be equipped to undertake lecturing for reasons of language limitation and lack of proper educational background. It is for this reason that I proposed earlier that the NIA send research professors to MSU. I have been pressing the NIA to dedicate current faculty members as candidates for a Ph.D. grant in the States--with no fee. It is possible that the research professor idea is the next best way by which to get current NIA faculty members better trained.

Joe has also proposed a mutual exchange involving grant students. The NIA has no graduate students as such, but I hope that further consideration can be given to the idea presented earlier of having graduates of the NIA or faculty of the who have completed two years of government service eligible to go to MSU for graduate training. Joe's idea that one or two graduate students a year might wish to go to Vietnam in order to conduct research on a doctoral dissertation has merit and could be made part of a plan submitted to a foundation.

✓ There is admittedly a real difference in emphasis on this point between NIA and MSU. To what extent MSU persons actually acted as advisors probably would be determined largely by whether such completely new programs as foreign affairs and business administration would be aided.

The strategy outlined by Joe as to the initiation of contacts with an appropriate foundation coincides with our ideas and was presented to the NIA. It was emphasized that whoever examined the plan--whether it was ICA or a foundation--would ask very sharp questions and that each proposal for aid would have to be carefully documented.

As noted above, the NIA is firm in wanting to approach ICA first. (I believe that the NIA thinks some lavish aid would be forthcoming from ICA.) Rector Thong persisted in this opinion, despite my hints as to what I thought ICA opinion would be. At our meeting Rector Thong reported that the NIA faculty had discussed the USOM-MSU relationship. According to Thong, the NIA has heard from USOM individuals that MSU is thought to occupy a privileged position. Thong said, further, that the NIA wondered whether USOM might not look with more favor on a renewed contract if MSU were willing to accept a more subordinate position vis-a-vis USOM. I stated to Thong that I would raise this question with MSU/East Lansing. I have gone into some detail on this point because, reading between the lines, I suspect that the NIA may want continued ICA aid badly enough to consider throwing its support to the idea of aid from another university if MSU is not willing to accept a more subordinate position. (I hasten to add that our relations with the NIA are good and that I believe the NIA would only end the relationship very reluctantly.) It must be remembered that the NIA plan envisions a group of MSU advisors attached directly to the NIA and without a separate administrative services organization. Although we envision the same arrangement under foundation sponsorship, the NIA is, I think, somewhat naive about how far USOM would go with an arrangement whereby advisors were attached to the NIA and not to a USOM division.

Whatever the merits of the NIA approach, I think it is essential that the question of ICA support be answered soon. As you know, I have reported earlier that Gardiner seems doubtful against a renewed contract and he reported that ICA/W feels the same way. If East Lansing believes there is any doubt on this point and feels inclined toward another contract, the question should, of course, be explored with ICA/W. We also await your considered opinion as to the degree to which we should collaborate with the NIA in the preparation of an application to ICA/W. I have tried to impress on the NIA the necessity for their carrying the ball if such an application is made, and that we should confine our role to advising them on their plan.

All of this emphasis upon applying to ICA first should not interfere, in my opinion, with tentative explorations for aid from a foundation. That is to say, East Lansing, on the basis of the information furnished in this report and subsequently, could conceivably sound out foundations on the basis of the NIA-type plan (although I would be cautious about this plan for reasons stated below) and the Public-Administration-Division-type plan--or any synthesis of the two which can be worked out between East Lansing and Saigon. The reason for a simultaneous examination of ICA and foundation sponsorship is the time element. I am afraid that if we wait until NIA and GVN get a firm reaction from ICA/W there will be no time left for Joe to learn foundation reactions before he comes out in January.

Joe also proposed a research clearing house operation whereby future research of NIA and NSU is made available. This seems to us like a good idea, although we are somewhat skeptical of the magnitude of future NIA research.

Finally, Joe suggests that both Vietnamese and American research be incorporated into a foundation proposal. On the basis of the cooperation that is developing in the present province studies, we believe that there is a basis for joint research in the future. We are hopeful that this can come about.

One specific suggestion I would add to the Public Administration Division's statement is that Columbian-plan professors might be another source for the NIA, in addition to the Smith-Mundt professors.

In view of the gap between the proposals of the NIA and the Public Administration Division, it might be well for me to give some indications as to my own preference. (Incidentally, I am not too concerned about the existence of a gap at this time, for the reason that a wide range of ideas at the beginning may produce a more balanced picture at the end.) As between the two plans presented in this document, I would certainly lean strongly toward the Public Administration Division plan. My main reservation would be that I believe the identification of each advisor's role should be more sharply delineated than the Division indicates. The reasons for leaning toward the Division plan are as follows:

First, it is true that the NIA needs technical assistance, but past experience and the nature of the new plan both indicate that the NIA has not yet learned to use technical assistance to full advantage. There is a tendency to have advisors stand simply to reduce the weight of their considered opinions by the NIA, and a tendency actually to avoid contact with Americans who try to help the Vietnamese on known problems. With this attitude it is hard to develop any sympathy for a plan which envisages an enlarged group of advisors.

Secondly, my visit to Manila taught me that a truly active public administration institute in a relatively underdeveloped country can easily handle difficult tasks and prove itself to be of great usefulness. The Rockefeller Foundation supplied one Western advisor per year and, from all I can learn, the IPA obtained maximum benefit--to the point where during the present academic year it was judged that no advisor at all was needed.

Finally, I think the NIA plan suffers from the defect that in a practical sense neither NIA nor a foundation would find it attractive. Our own backing of the plan could lead to legitimate criticisms that our seven years at the NIA (by 1962) have produced no advances.

The question might be asked, if one feels this way why not slap the Institute down hard? Although in meetings with the NIA leadership we stressed the hard questions that would be asked about the NIA plan, it was felt that it would be better to wait to see whether the NIA can come up with supporting data for its ideas. Personally, I am extremely skeptical as to whether any supporting data exists, but it was thought preferable to let the NIA itself demonstrate the existence or non-existence of the data.

Mr. Ruben Austin
September 6, 1960
Page 2

If we moved in this direction, it is possible that we could get such a relationship started without having to rely very heavily on outside financing. I believe this would be an excellent strategy to follow in connection with any eventual request for support from a foundation. That is, were we able to indicate to a foundation that we are in any case planning to effect exchanges of professors with the NIA, it would speak realms regarding our serious intentions and help to persuade foundation representatives of the desirability of lending additional support to our program.

I would also hope that the mutual exchange between MSU and NIA could involve graduate students. That is, I can imagine circumstances under which one of our graduate students would wish to go to Vietnam in order to conduct research in connection with his doctoral dissertation. Such a student would be helped immensely in his field experience were he able in some formal way to affiliate with the NIA. In short, in so far as it would be feasible and reasonable, we should try to utilize the facilities of the NIA just as the Vietnamese, in turn, would seek to exploit the academic facilities of our university. It is also possible, of course, that the American graduate student might take some special course work or seminars at the NIA while he is at the field.

I strongly believe that each of the last two suggestions would help very much in the achievement of the goal of establishing stable, completely professional relationships between the faculty of Michigan State University and the faculty of the NIA.

I am not at all clear regarding the best strategy to be followed in the initiation of contacts with an appropriate foundation. I hope that the decision to do this initially through NIA and the government of Vietnam is not yet firm. My own tentative view is that a fairly detailed prospectus should be worked out by NIA and MSU, that such a prospectus should then be appropriated to a GVN agency for support and that, finally, the approach to an American foundation should initially be a joint endeavor on the part of NIA and MSU. After all, the relationship we are suggesting is for the mutual benefit of both institutions, and we are obviously as interested in the enterprise as would be the NIA. This is something I feel should be discussed both here and in Saigon.

I hope that, in the matter of mutual assistance in library construction, we can include some sort of activity that might be described as a research clearing house operation. That is, we should commit ourselves to the task of making available to the NIA any future research (even in unpublished form) that might be of interest and utility to the Vietnamese scholars. We should likewise expect the colleagues in NIA to provide Michigan State University with similar materials that are generated in Vietnam. Again, I suppose this is something that is already anticipated.

Mr. Ruben Austin
September 6, 1960
Page 3

As a final possibility, I would urge that we work into a foundation proposal the idea that Vietnamese and American scholars (faculty members or graduate students) would hopefully engage in research in comparative administration, and particularly in the field of development administration. Such joint research endeavors might actually require that both an American scholar and a Vietnamese colleague conduct field research outside the United States or Vietnam. That is, it strikes me that for purposes of comparative analysis, a Vietnamese and American scholar might wish to conduct a joint research project in other areas of Southeast Asia, the Far East or, indeed other parts of the world in order to add an important dimension to the kinds of information we can accumulate concerning the business of nation building.

These are my initial reactions to this matter. I would hope that, if a trip to Vietnam does materialize, I can utilize that experience for purposes of sharpening my own notions regarding the nature of a future joint arrangement with NIA.

Sincerely,

Joseph LaPalombara
Head

JL:jm

cc: Dean Seelye
Mr. Brandstatter
Mr. Dorsey
Mr. Fishel
Mr. Smuckler