

THE AGENCY CENTER FOR UNIVERSITY COOPERATION IN DEVELOPMENT
(THE UNIVERSITY CENTER)

A. BASIC PRINCIPLES AND PURPOSE

United States college and university systems, both public and private, contribute significantly to development of poor countries through sustained participation in institutional development programs and in related program and research endeavors. U.S. college and university experiences in these efforts also helps them to accomplish their internationalization goals. And universities with which the U.S. institutions work abroad can serve needs that are vital to achieving sustainable economic growth and open democratic political systems in their countries.

The broad purpose of the University Center shall be to broaden and deepen the role of U.S. colleges and universities in the process of development while strengthening their internationalization. It will encourage, build, and strengthen cooperation among A.I.D., U.S. colleges and universities and institutions in developing countries. The Center will foster and strengthen university programs which further the objectives of Part I of the Foreign Assistance Act of 1961 (FAA), as amended.

B. FUNCTIONS

The University Center shall have Agency-wide responsibility to:

1) assist in mobilizing and improving U.S. and host country university capacity to deal with development problems, policies and strategies and to identify, in cooperation with USAID missions, opportunities for development assistance that U.S. colleges and universities can provide;

2) facilitate developing country and A.I.D. access to U.S. colleges and universities and the participation of these institutions in developing country programs in support of USAID missions;

a) provide A.I.D. and the higher education community with data and knowledge about U.S. college and university capabilities and about country development problems and programs, respectively, that will facilitate project participation, build partnerships, and encourage improved modes of cooperation;

b) bring program opportunities in various fields, including agriculture, to the attention of the university community,

helping coordinate university input, matching college and university resources to A.I.D. program interests;

c) participate in planning, development, implementation and evaluation of Agency programs that involve institutions of higher education;

3) develop and promulgate information about the University Center and its programs, including required reports about Title XII activities, the Congressional Presentation, the participation of Historically Black Colleges and Universities (HBCUs), and others;

4) assist college and university efforts to internationalize, including, but not limited to, encouraging and supporting development of long-term ties with institutions in developing countries;

5) foster interaction among U.S. university scientists and experts with developing countries to promote the joint solution of problems of mutual concern;

6) encourage and support development of cooperative programs between U.S. colleges and universities and the private sector which will contribute to sustainable development;

7) serve as the Secretariat and support staff for the Board for International Food and Agricultural Development and Economic Cooperation (BIFADEC) and any subordinate units the Board may establish;

a) maintain regular liaison with the U.S. higher education community generally and with specific universities and colleges, performing the role of ombudsman between A.I.D. and this community, identifying problems and where possible working out solutions acceptable to both parties;

b) develop and propose, for Agency consideration, Agency-wide policies and procedures for programs involving U.S. institutions of higher education and developing country institutions, including those in advanced developing countries, encouraging the academic community to concentrate on those long-term leadership roles that it can best perform;

8) encourage and support specialized programs which bring the unique capabilities of HBCUs to bear on the problems of development and strengthen their own capacity to enter into sustainable partnerships with institutions in developing countries; and

9) administer Title XII of the Foreign Assistance Act of 1961, as amended.

C. ORGANIZATION

1. The Center shall be headed by an Executive Director with the rank of Deputy Assistant Administrator. The Director will be appointed by the Administrator upon the recommendations of the BIFADEC and will be a member of the Administrator's Senior Staff. A deputy Executive Director with experience and knowledge of A.I.D.'s programs and processes shall be designated.

2. The Executive Director shall report to and be supervised by the Assistant Administrator for the Bureau for Research and Development. In directing the support functions for BIFADEC, the Director shall report to the chairman of BIFADEC.

3. The Center shall be a unit of the Bureau for R&D on the model of the Center for Development Information and Evaluation. It will have Agency-wide responsibilities in the functional areas outlined above.

4. The University Center shall have two functional staff units as follows:

a. **Program Development and Management Staff.** This staff shall perform the following functions

in program development:

1) explores thoroughly new project needs and possibilities, reflecting both A.I.D. and university interests, with A.I.D. units and universities;

2) plans and brings to fruition new programs and relationships of importance to the higher education community and to A.I.D., including those involving cooperation with private sector entities and programs to enhance international capabilities. Develops policies and procedures for efficient implementation of these initiatives; and

3) in response to A.I.D. missions and regional bureaus, involves college and university analysts in tracking development problems, policies, strategies and progress, bringing university-based expertise and intellectual continuity to bear on these problems.

and in program management:

1) participates in organizing and managing development assistance that U.S. colleges and universities can provide in cooperation with USAID missions, and projects which would support the internationalization of U.S. colleges and universities;

2) assists in selection processes involving universities and manages a peer review system for competitive projects in the University Center, participating directly in the formation and conduct of reviews as appropriate (The peer review needs of the R&D and other bureaus are also to be accommodated by this system.); and

3) administers non-project activities such as the Joint Career Corps, the A.I.D./HBCU Committee, White House Initiatives Office coordination, Women in Development, Agency coordination of HBCU activities, Hispanic Serving Institution (HSI) matters, Gray Amendment information, environmental impact assessments, and other activities as necessary.

b. Program Support Staff. This staff shall perform the following functions:

1) works closely with units of A.I.D. to mobilize university resources to match needs of A.I.D. programs, bringing program opportunities in various fields, including agriculture, to the attention of the university community, and maintains regular liaison with colleges and universities interested in A.I.D. programs;

2) administers Title XII of the FAA and provides support for meetings of BIFADEC, its subordinate committees and panels, relating procedures, practices, and ongoing program needs of the Agency to the work of these groups; and

3) participates in the evaluation of programs and projects as agreed upon by the University Center and the Agency.

5. Attached to the **Office of the Executive Director (OED)** shall be a small staff to assist the Executive Director in the administration and supervision of the work of the Center, including project and program documentation and necessary budgetary analysis, to develop and promulgate information about the University Center and its programs, and to prepare all reports required of the Agency about HBCU participation in A.I.D. programs, Title XII activities, and other internal and external reports related to program and project management and development. This staff unit will also design and supervise the maintenance of a data system and knowledge bank of university international capabilities, alternative models for university participation in developing countries, and higher educational systems and trends abroad.

Center for University Cooperation in Development
Proposed Staffing Pattern - 11/7/91

Office of the Executive Director (OED):

1. Deputy Assistant Administrator/S&T, Executive Director (IPA) (Smuckler)
Provides overall management, direction and supervision of the University Center (UC).

2. Executive Secretary (Stevenson)
Serves as the personal secretary for the executive director.

3. Deputy Executive Director (SFS) (Callison)
Manages and provides day-to-day supervision of UC staff; directly supervises division chiefs and OED staff, except for the director's executive secretary; serves as federal officer of the BIFADEC; acts for the Executive Director when he is absent.

4. A.I.D./University Reports and Information Officer (Miner)
Coordinates and manages information flow between the UC and the university community; manages BIFADEC and UC publications; supervises the preparation of required Title XII reports to Congress, the report on HBCU participation in A.I.D. programs, the UC portions of the Annual Budget Submission, the Congressional Presentation, Development Issues, Congressional Q&As, testimony and other briefing papers, and UC responses to Congressional inquiries, correspondence, and other internal and external reports related to UC program and project management and development; serves as UC Training Officer. Supervises the Information Management Specialist.

5. Information Management Specialist (Hoffman)
Responsible for information management activities including data bases, project data, mailing lists, institutional resources, desktop publishing of manuscripts, electronic communications; supervises the maintenance of a data system and knowledge bank of university international experience and capabilities, alternative models for university participation in developing countries, and higher educational systems and trends abroad related to development.

6. Senior Program Officer (McClusky)

7. Program Operations Specialist (D. Jackson)
Supervises the project and program documentation and program budget analysis work of the UC; supervises and assists in the development and clearance of all program implementation documents such as PIO/Ts, PIDs, PPs, pipeline analysis, the ABS, CP, OYB changes and funding authorizations; maintains a status reporting system for all projects funded by UC.

8. Research and Program Fellow (Jerome)

9. Administrative Officer (Naranjo)
Maintains the UC log and suspense file of incoming taskers; assigns action responsibility and initiates follow-up; maintains a calendar of all meetings, seminars and conferences sponsored by UC, BIFADEC or its subordinate committees and panels, resolving any scheduling conflicts; maintains records of UC OE miscellaneous and travel budget expenditures and prepares quarterly budget requests; supervises preparation of travel

authorizations and arrangements for the BIFADEC, JCARD, Budget Panel, and other committees and task forces; plans and coordinates all actions related to office moves or use of space; supervises the OED secretary; reapportions Center workload among division secretaries as necessary.

10. Secretary (Ruffin-Johnson)

Provides secretarial services to the Deputy Executive Director and the other members of the OED, under the supervision of the Administrative Officer; assists the later in the performance of her duties; and helps with overload work of the three divisions when requested by his/her supervisor.

Program Development Division:

11. Chief, Program Development Division (FS Program Economist) (Smuckler)

Directs and supervises his staff in 1) the exploration of project needs and possibilities in A.I.D.-assisted countries with potential for U.S. college and university support; 2) the planning of new programs and relationships of importance to the higher education community and to A.I.D.; and 3) the tracking of development problems, policies, strategies and progress, bringing university-based expertise and intellectual continuity to bear on these problems.

12. Visiting Agricultural Scientist (IPA) (Carter)

Brings university technical expertise to bear on Agency programs related to sustainable agriculture and agricultural research; investigates options, plans and initiates Center programs to help sustain progress and quality in developing country universities and related research institutions; works cooperatively with the staff in A.I.D., the university community, the environmental PVO community, and other government agencies in furthering sustainable agriculture.

13. Visiting International Education Administrator (IPA) (Franda?)

Reviews and investigates options, plans and initiates Center programs to cooperate with U.S. universities as they work toward internationalization; relates project design choices to institutional planning and academic administration issues at colleges and universities so that interest in the developing world is sustained or expanded.

14. Visiting Development Administration Specialist (IPA) (Ungaro)

Reviews experience, considers options, plans and initiates Center programs to expand numbers of expert personnel at universities who can be shared for varying time periods with A.I.D. This will call for program design and testing of arrangements for fellowships, for sharing personnel, including movement toward an expert reserve at universities which can be useful both to A.I.D. and universities in a wide range of fields.

15. Visiting Social Scientist (IPA)

Reviews options, designs and initiates Center programs that will draw on under-utilized university talent and existing university-based centers to increase their contributions to the development process and to A.I.D. programs; brings university technical expertise to bear on the analysis and evaluation of USAID programs, including country programs.

16. Project Design Officer (Bittner)

Assists the other members of this division in satisfying the design and documentation requirements of new projects and programs for the UC and in developing effective policies and procedures for the efficient imple-

mentation of these initiatives.

17. Secretary

Provides secretarial support to the Program Development Division and helps with the work of OED or other divisions when possible, as requested by the OED administrative assistant.

18. Clerk Typist (Travett)

Assists in the word processing and clerical work of the division and helps with the work of OED or other divisions when possible, as requested by the OED administrative assistant.

Program Management Division:

19. Chief, Program Management Division (C. Jackson)

Directs the work and staff of the division in the implementation and management of contracts, grants, and cooperative agreements to carry out the program and projects of the Center.

20. University Development Programs Specialist (Frischer)

Provides technical and project management for programs and projects related to sustaining the quality and momentum of developing country universities and linking efforts with U.S. universities.

21. University Support Program Officer (Rakes)

Provides management and implementation for A.I.D.'s university internationalization and strengthening efforts, for programs with special U.S. university resources and with national organizations and educational centers--all directed toward sustained attention toward the developing world.

22. Research Program Specialist (Shrivastav)

Provides technical and project management leadership for programs and projects of university research on development-related subjects; knowledgeable about peer review system and related selection procedures.

23. Human Resource Development Officer

Manages and leads implementation of programs, projects, and activities which engage university personnel in A.I.D.'s development work and which sustain and expand the number of experts on development available.

24. Secretary

Provides secretarial support to the chief of the Program Management Division and helps with the work of OED or other divisions when possible, as requested by the OED administrative assistant.

25. Secretary (Zawaki)

Provides secretarial support to the Program Management Division and helps with the work of OED or other divisions when possible, as requested by the OED administrative assistant.

Program Support Division:

26. Chief, Program Support Division (Oweis)

Supervises division staff in providing support for and coordination of BIFADEC meetings, including JCARD, a parallel non-agricultural joint committee, the Budget Panel and other subcommittees; coordinates follow-up to BIFADEC actions and recommendations; maintains regular liaison with colleges and universities interested in A.I.D. programs; helps match university resources with A.I.D. program and project requirements; serves as ombudsman for relationship problems between A.I.D. and university community; serves as federal officer for JCARD and other official BIFADEC committees.

27. Agricultural Research and Technology Transfer Specialist (Johnson)

On behalf of BIFADEC, coordinates the participation of universities in the Collaborative Research Support Programs (CRSPs) and other such agricultural programs, maintains relationship with the CGIAR, World Bank, and other international groups engaged in agricultural research; provides staff support to the JCARD; supports BIFADEC's sustainable agricultural initiative.

28. General Development Officer (Morse)

On behalf of BIFADEC, coordinates the participation of universities in collaborative non-agricultural development research, analysis and institutional development activities; provides staff support to the BIFADEC, its Budget Panel and non-agricultural joint committee and subcommittees.

29. Country Program Review and Project Evaluation Officer (IPA development economist)

Works with CDIE to coordinate evaluative activity on country programs involving universities; works with CDIE, regional bureaus, USAID missions and U.S. universities in CDSS and other program and project reviews to identify problem and program areas and to evaluate progress toward objectives, particularly in those areas with actual or potential university involvement, including Title XII projects; provides staff support to the BIFADEC Budget Panel; reviews evaluation reports to monitor university role.

30. Administrative Operations Assistant (Berry)

Provides administrative and management support to the Program Support Division, particularly for meetings of the BIFADEC Board and its subordinate committees and panels; prepares Federal Advisory Report for the BIFADEC, its committees and panels; prepares PIO/Ts for consultants needed to support Board and its committee activities; prepares purchase orders for services need to support each Board meeting (such as for the verbatim transcript and minutes); obtains visitor passes as needed for people attending Board and committee or panel meetings.

31. Secretary (Purifoy)

Provides secretarial support to the Program Support Division; prepares travel authorizations and makes travel arrangements; helps with the work of OED or other divisions when possible, as requested by OED admin.asst.

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