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To: Dr. Harold Freeman

Date: April 12, 1973

From: Dr. Chris Jung

Subject: Institutional Grant Proposal

14p.

Attached is the proposal for the Institute of Education and Research (Lahore) and Indiana University. As I explained before leaving Pakistan, it was necessary for me to discuss it fully here on campus before putting it in final form. I trust that you will submit the required copies to USAID/P.

You will note that I have suggested a number of activities that, if followed, would account for the planned funding. However, it is my hope that we can test our ideas during the first year being quick to modify the program where a need is indicated as we move toward meaningful academic relationships between these two institutions. This may mean somewhat unevenness of funding over a three-year period.

I am not unaware that to continue relationships following the initial grant period is of utmost importance. It seems to me that if we can make contacts in several ways which are meaningful and academically exciting, then we should be able to devise means for continuance of at least a number of the contacts, if not all of them.

In the process of working this out, I had the full cooperation of all concerned, and for this I am indeed grateful. I consider it a privilege to have had this opportunity.

CWJ:shw

BEST AVAILABLE

A Proposal for an Institutional Grant for the
Institute of Education and Research (Lahore, Pakistan)
and the School of Education (Indiana University)

This report is being made in compliance with the intent of P10/T 391-322-3-30075, Technical Support - Education (Institutional Grants) which provided consultant service for not more than six weeks between February 1, 1973 to March 31, 1973 in order to:

- a. review the potential for institutional relationship between the Institute of Education and Research, Lahore and Indiana University, and
- b. prepare a detailed plan of action for utilizing the proposed institutional grants.

The primary objective of the institutional grant idea and hence this particular activity is to reinforce the relationships between the IER and IU and to further strengthen AID-sponsored institutions following contract termination.

Background information on both the AID/IU/IER contract and the idea of using institutional grants, while not essential to this document may be of concern to some. In such cases the following references are suggested:

- a. Development of the Institute of Education and Research, Final Report, compiled and edited by Howard T. Batchelder, 1967.
- b. Evaluation and Exploratory Study of the Institute of Education and Research, Punjab University, Lahore, Pakistan prepared by the research team of Peak, Sturgeon, Walden, Stoner, and Horn, 1971.
- c. Jung's report to Lanza (letter dated 2/17/69)
- d. Lanza's, "Reinforcing Institutional Relationships," (11/27/69)

- e. Jung's, "Suggestions for Institutional Grant, IER-IU" (1971)
- f. Ali's memo on Institutional Grants (10/27/72)
- g. Ali's memo on IER (2/10/73)

It would be impossible to name all of the persons - both Pakistani and American - who gave so generously of their time and knowledge in assisting with this report. In developing this proposal, many persons in the IER, USAID/P, Pakistan Education officials and Indiana University officials have contributed much, and their contributions are gratefully acknowledged. The plan that follows represents an outline of action for utilizing the institutional grant that appears satisfactory to the parties concerned.

Historically, the termination of USAID university-to-university type contract has ended on a rather abrupt note where the relationships existing between the two institutions came to a halt. This was the case at the termination of the contract which had fostered the building, staffing, and programming of the Institute of Education and Research. While the two institutions -- IER and IU -- maintained friendly personal relationships, there were few opportunities for continuing meaningful academic inter-university action. This was to the mutual disadvantage of both institutions, and it tended to leave the IER in a position of having fewer contacts with the outside academic community which are essential for the dynamic program being developed.

In an effort to correct such situations, consideration has been given to the devising of means, modestly funded, to encourage institution-to-institution relationships that would allow for an exchange of ideas, staff, et cetera. The objective was simply to encourage a renewal of academic relationships. Any means devised were to be managed in such a way

that once the incentive moneys were used, the relationships would be so valued by the institutions that they would be continued from the institutions' resources or other moneys available to them, e.g., foundation support.

These suggestions are addressed directly to the renewal of academic relations between the IER and IU who were in close contact by virtue of an USAID contract for the period of 1959 to 1965. It is proposed to reestablish academic contacts using an institutional grant made available by USAID for three to five years for this purpose. The reinforcing of the IER-IU institutional relationship should be mutually beneficial. It will serve to strengthen the IER's capacity to fill a leadership role in education in Pakistan and it will also serve to increase IU's knowledge and research of Pakistan's educational system. At the same time it should strengthen the IER's and IU's capacity to work in close cooperation in a variety of ways with universities around the world.

The success of such an effort depends much upon the reestablishment of good working relationships so that a variety of rather simple, modestly funded, activities that provide academic contacts can be developed. Each institution will need to understand from the start the total plan (much of which will be flexible), the probable benefits and outcomes, and the inputs expected of each. It means somewhat continuous planning so that interest and concern do not lapse.

Each institution must recognize that a continuing academic relationship is being encouraged. Activities funded by the IG (Institutional Grant) should, for the most part, be of such a nature that expectations for their continuance are reasonable. Some of the activities being suggested will be difficult, maybe impossible to continue, but from the

find or invent new ways to work together for mutual academic benefit. A high degree of flexibility and a willingness to react or change in appropriate ways to a rapidly changing situation will be encouraged. Thus, the action activities between the two institutions may well adjust and change, but the continuing academic relationships will go on in various forms. The activities and funding suggested may well be modified or changed to activities deemed more appropriate by the two institutions for succeeding years. In fact, as the institutions work together at relating in academic ways, it would be reasonable to suppose that some modification of the means of relating would result.

These suggestions do not preclude long-range assistance of foundations, in fact, they would encourage it. But if the ties to be established are significant and make real contribution to each institution, it seems reasonable to assume that the continuation of some of the linkages within the institutions' own resources would be proper. If, on the other hand, should the relationships stop rather abruptly at the end of the funded period, other things being equal, the primary purpose for which the grant is being made will have not been achieved.

The scheme planned includes nine rather discrete activities making up something of a whole, but deliberately designed so that each activity can, if necessary, stand alone. It may be possible to put some activities into practice immediately; others at a later time. Some of them hold more promise for long term continuation; others will be more difficult to fund over the long haul, but in the initial stages will serve to strengthen the base of the relationships. The success of this venture will be determined not so much by the number of activities as it will be on the quality of the academic relationship of these two institutions. Being

commonly known activities, only a brief comment is made about each and this, to pin-point the particular situation. The total IG cost is shown for each activity.

Activity I: The IER Library

The library is of major importance in a teaching/research/development oriented institution. The IER has found it difficult to keep up-to-date since 1965. Many essential professional journals are no longer being received and other additions have been greatly limited. If the IER is to maintain its role in educational leadership, the library must be up-to-date. During the funded period, efforts will be made to determine ways by which the IER can become self-sustaining in this important area by use of their own resources and/or by the cooperation of other agencies/foundations that participate in such programs. Total funding for the first year is somewhat greater than anticipated for the remaining years.

Funding: In Rs -- \$10,000; in \$ -- \$2,300; total -- \$12,300 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Journals & instructional materials		2,000	2,000
Books & journals	10,000		10,000
Postage		300	300
TOTAL	10,000	2,300	12,300

Activity II: Exchange Professorships

To have an exchange professor in each institution on a yearly basis (12 months) appears to be an essential feature in an inter-university program. By careful selection of the exchange professors strength can be added to the developing relationships as well as to the ongoing program of each of the institutions. This would also be an appropriate way to tie the other activities together in a meaningful whole. The use of

exchange professors in this scheme does not differ from the widely used practice in many universities. The funding (IG) is based on the idea that each institution will pay the regular salary of its own professor during the period of exchange.

Funding: In Rs -- \$7,800; in \$ -- \$8,700; total -- \$16,500 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation (Spouse included where desired)	4,200		4,200
Per diem in travel status (three days each trip) for professor only @ 25.00		300	300
Increment for living at \$500 per month (IER professor paid in dollars & IU professor \$300 in Rs & \$200 in dollars)	3,600	8,400	12,000
TOTAL	7,800	8,700	16,500

Activity III: Short-Term Consultants

The use of short-term consultants has world wide acceptance as appropriate inter-university action. Short-term consultants can be well used for sharply defined problem areas where the special skill or knowledge of a consultant can add much to the ongoing program of an institution. It is proposed that the consultants in this scheme will work with staff and other related professionals on rather precise problems. Examples could be in research design, specific problems in science education, industrial arts, business education, et cetera. Three man-months are funded providing a degree of flexibility in number and length of time the consultant(s) will be present in the IER. Maximum number of persons is three and minimum length of stay is one month.

Funding: In Rs -- \$4,950; in \$ -- \$4,950; total -- \$9,900 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation (maximum)	3,150		3,150
Per diem in travel status (three each trip @ 25.00) (maximum)		450	450
Salary supplement @ 500.00 (month)		1,500	1,500
Graduate assistants for IU (\$1,000 per consultant-month)		3,000	3,000
Per diem @ 20.00	1,800		1,800
TOTAL	4,950	4,950	9,900

Activity IV: In-Service Study for Staff

It is highly desirable to provide for some opportunities for the inservice study of IER staff members. This does not address the larger problem of staff, but it is an effort to build a sustaining program of study for staff members so that they may have the opportunity to upgrade the knowledge and practice in their own fields. This is not a degree program. It is planned that four staff members per year be sent to IU for 4 1/2 months (one semester or a full summer) of regular study carrying the usual load of a graduate student in the appropriate areas of educational specialization. The IER will be expected to pay the regular salaries while the staff is on study, but other expenses are funded by the IG.

Funding: In Rs -- \$4,200; in \$ -- \$9,400; total -- \$13,600 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation	4,200		4,200
Per diem in travel status (three each trip @ 25.00)		600	600
Tuition (estimated-12 cr. or equivalent/ flat rate)		3,000	3,000
Increment for living @ \$300.00 per month		5,400	5,400
Book allowance @ \$100 each		400	400
TOTAL	4,200	9,400	13,600

Activity V: Joint Instructional Program Leading to an IER's M. Ed. Degree

Again, not to address the larger problem of staff, but in an attempt to establish a sustaining practice of staff development, a joint degree program at the master's degree level is proposed. Persons from selected areas will come to IU for one year to do the course work for the master's degree and then return to the IER to complete the research project before the degree is finished and conferred by IER. This will be a closely supervised study program with the possibilities of including other types of graduate programs in such a scheme at a later date.

Funding: In Rs -- \$1,050; in \$ -- \$6,650; total -- \$7,700 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation	1,050		1,050
Per diem in travel status (three days each trip @ 25.00)		150	150
Cost-total estimated		6,500	6,500
TOTAL	1,050	6,650	7,700

Activity VI: Joint Research

As an out growth of the other activities it is anticipated that worthwhile joint research can be begun. The exchange of personnel in meaningful situations provides the basis for significant research to be done by staff members from IER and IU working in close cooperation. The IG funding will be used to encourage such endeavors by making available a modest amount of money for essential items specifically needed for the research including publication, transportation, et cetera, as needed.

Funding: In Rs -- \$3,000; in \$ -- \$1,000; total -- \$4,000 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Estimated for essential materials, travel, and publication	3,000	1,000	4,000
TOTAL	3,000	1,000	4,000

Activity VII: Summer Seminars

It is proposed to have one IU professor each year, come to the IER for the purpose of conducting a six to eight week seminar in selected fields. He may work with both students and staff separately or jointly as the IER deems best. He would be selected primarily to help fill gaps in areas for which the IER has a need or an area of some special nature that they wish to consider. Examples could be a specialist in comparative education, early childhood, economics of education, research design, or new approaches in teacher education.

Funding: In Rs -- \$1,890/2,170; in \$ -- \$2,150/3,150; total -- \$4,040/5,320
(in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Per diem in travel status (three days each trip @ 25.00)		150	150
Transportation	1,050		1,050
Salary		2,000/ 3,000	2,000/ 3,000
Per diem @ 20.00	840/ 1,120		840/ 1,120
TOTAL	1,890/ 2,170	2,150/ 3,150	4,040/ 5,320

Activity VIII: IER/IU Senior Staff/Administrator Visit

It is proposed that one senior staff or administrator related to the two institutions be sent for a 30-day visit to the USA/Pakistan for the purpose of visiting IER/IU and several other schools somewhat comparable in organization and purpose.

Funding: In Rs -- \$2,600; in \$ -- \$2,160; total -- \$4,760 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation (includes some in-state)	2,600		2,600
Per diem (36 days @ 30.00)		2,160	2,160
TOTAL	2,600	2,160	4,760

Activity IX: IU Research Student

It is suggested that one IU advanced graduate student per year come to the IER to do doctoral research. The problem should be of such a nature that both institutions stand to gain from the research. While the researcher would arrive with a research study designed and approved, he would work in close cooperation with staff members of the IER.

Funding: In Rs -- \$3,450; in \$ -- \$1,950; total -- \$5,400 (in Rs & \$)
(Rs amounts given in \$)

	<u>Rs</u>	<u>\$</u>	<u>Total</u>
Transportation	1,050		1,050
Per diem in travel status (three days each trip @ 25.00)		150	150
Student stipend (in Rs and \$) @ 350.00 per month	2,400	1,800	4,200
TOTAL	3,450	1,950	5,400

It will take much planning and scheduling of activities well in advance at both the IER and at IU to make this scheme work effectively. Careful selection of appropriate persons to fill the position in the several activities is a crucial item in the scheme. Special care is needed to encourage the return to the IER of staff trained in the U.S. The joint degree program is the only activity that might run afoul of this; hence, this is a carefully packaged joint program.

It should be noted that selections of areas of need and of personnel for training will be largely the responsibility of the IER staff. At the same time, this is a "give-and-take" type program between two universities where the needs and personnel exchanges of each will be considered by the two institutions jointly to maximize the academic contacts and the possibilities of establishing continuing activities.

PROJECT COORDINATION

In the discussion with IU officials, it was determined that to coordinate and manage the project, including specifically selection and assignment of staff on the several activities, linkages and coordination of other staff in the two-university setting, coordination of joint research in progress, general management and coordination of contract, et cetera, an amount of \$8,553 per year would be necessary to meet essential costs that are beyond the normal costs of IU.

SUMMARY OF IG FUNDING FOR ONE YEAR
(Rs amounts in \$)

Activity	Totals		
	Rs	\$	
✓ I. Library	10,000	2,300	12,300
✓ II. Exchange Professors	7,800	8,700	16,500
III. Short-Term Consultants	4,950	4,950	9,900
IV. Inservice Study for Staff	4,200	9,400	13,600
V. Degree Program	1,050	6,650	7,700
✓ VI. Joint Research	3,000	1,000	4,000
✓ VII. Summer Seminars	1,890/2,170	2,150/3,150	4,040/5,320
✓ VIII. IER/IU Senior Staff/Administrator	2,600	2,160	4,760
IX. IU Research Student	3,450	1,950	5,400
	<u>38,940/</u>	<u>39,260/</u>	<u>78,200/</u>
	39,220	40,260	79,430
PROJECT COORDINATION		8,553	
TOTAL	38,940/ 39,220	47,813/ 48,813	86,753/ 87,033

SUMMARY OF IG FUNDING FOR THREE YEARS
(Rs amounts in \$)

	<u>Rs</u>	<u>\$</u>	<u>PC</u>	<u>Total</u>
1973 - 74 (Sept. to Aug.)	40,000	40,000	8,553	88,553
1974 - 75 (Sept. to Aug.)	40,000	40,000	8,553	88,553
1975 - 76 (Sept. to Aug.)	40,000	40,000	8,553	88,553
Total	120,000	120,000	25,659	265,659

The suggested activities were deliberately designed to provide maximum flexibility so that the two institutions could relate academically in varying ways. The activities proposed may well be modified or continued, but for one reason or another they probably will start slowly and possibly use less than the funded amounts during the first year. It is reasonable to suppose that as the close working relationship gains momentum, activities will increase requiring additional funds and use the remaining money from the first year. It is suggested that the total grant of money be made available for use over the three year period. In this way, the institutions can place emphasis on a quality program without undue emphasis on hurried expenditure.

MISCELLANEOUS IMPLEMENTATION PROBLEMS

Problems relative to implementation that should be clarified include:

- a. housing for the exchange professor in Lahore,
- b. privileges accorded staff, e.g., customs on imports, taxes, use of commissary, health, and other facilities, and
- c. how the Rs account will be handled.

Jung
April, 1973