

THE REPORT OF MY TOUR AS A SHORT-TERM ADVISOR AT
THE INSTITUTO UNIVERSITARIO DA BEIRA INTERIOR

6200 COVILHA, PORTUGAL

February 3, 1981 to June 1, 1981

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1. Area of Consultancy: Textile Technology and Management
2. Specific Objectives of the Consultancy: (a) To present (in English) a short course for Assistant Professors in Management and in Textiles, open to industrial personnel and interested senior students; (b) To present a graduate level course in "The Application of Mathematical Methods in the Textile Industry" to Assistant Professors in any discipline; (c) To aid in identifying research problems in Textiles; (d) To establish the presence of Clemson University in the Projeto Purdue at IUBI; (e) to improve communications between IUBI and Clemson.
3. Institute Counterparts: No specific person at IUBI is exactly a counterpart, and none really comes close. I have worked under Dr. J. H. Atkinson of Purdue, with close cooperation and frequent consultations. Direct discussions with the Reitor, Dr. C. M. Passos Morgado, and attendance at many of his conferences and staff meetings have brought me into close contact with him, on numerous occasions. Engineer Jose Miguel Fiadeiro, currently writing his dissertation at the Polytechnic University of Barcelona, has been my principal contact in the Textile area. In matters dealing with management and in the routine work of putting on courses, Assistant Professor Joao Verissimo Lisboa has helped me greatly, with

additional aid being given by Assistant Professor Antonio Marques Mendes. These last two persons have rendered invaluable aid to me.

4. Accomplishments: Taking the objectives listed above in reverse order, communication between IUBI and Clemson University is somewhat improved, and the presence of a Clemson representative at IUBI has become quite obvious. A friendly rivalry with the Purdue representative, Dr. Atkinson, in trying to recruit graduate students from the younger faculty has developed, and future recruitment looks good. Both of us keep in mind the well-being of the individuals and the benefits to IUBI. The least successful area has been in the identification of research problems in Textiles, largely due to the lack of a formally organized Textile Department. Requests for information, reprints of articles, etc. are being taken care of, but some of this is being done after my return to Clemson. The graduate level course has been successful for the few persons who attended for the whole time, but many who signed up never attended, and some attended only sessions of special interest to them. I would be more satisfied if the attendance had been better. The two-week course presented at the beginning of my visit attracted a lot of interest from industrial personnel (with 30 signing up), but many of these persons soon found that their command of English was insufficient. The large crowd forced us to use a poorly-heated classroom, and two especially cold nights helped to reduce the size of the class before we moved to a more comfortable room. Nevertheless, the professors, students, and about 4 or 5 industrial people attending the course regularly seemed to enjoy it and to learn something from the course. The major suggestion made was that a similar course be given in Portuguese in the near future. Professor Lisboa has translated the quantitative parts of the lectures

into Portuguese, with some additions, to serve as the basis of such a course (enclosure). Whether it will be offered is up to IUBI.

I am generally satisfied with the accomplishments of my visit, including the counselling given to young faculty members interested in study in the U. S. A. I would spend more time actually preparing lectures before coming to Portugal, were I to do this again. An unexpected contribution was made by my wife, a former high school teacher (Latin, English, Spanish) with a Master of Arts degree in English, who took over the English instruction of the faculty members, and she and Mrs. Atkinson worked intensively with two young men who were preparing to take the TOEFL.

5. Identification and Analysis of Problems Encountered: Nothing can substitute for a mastery of the Portuguese language by short-term advisors, but more intensive training in English for faculty members is badly needed. This will also be useful (in fact, mandatory) for those sent to the U. S. for short-term or long-term training. A strong, concerted, continuing effort to have English taught to all who can use it is badly needed. The very poor communications between IUBI, Clemson and Purdue have improved, and I feel that continued progress will be made.

The conflict in schedules, with IUBI holding classes from late September to late July, while Clemson and Purdue begin classes in mid-to-late August and finish in early May, presents problems. Visits to IUBI from mid-July through August and on through September will find no professor available to attend lectures, seminars, etc. Exams and vacations prevail. Professors teaching full loads cannot come to Covilha for 2 months in the middle of a semester, and no professor is going to give up a semester's pay for a 2 or 3 month visit to IUBI. Clemson must solve this problem. Simultaneous visits that split the

Textile faculty members of IUBI, for example, into two groups will ordinarily provide audiences that are too small to justify the expense. Some innovative scheduling (one course taught in half a semester, with twice as many hours per week, while another course is taught similarly in the other half of the semester) may be required to free faculty members for travel to IUBI.

Visits of two months are probably close to the optimum. Four months are far too long a time, and less than a month or six weeks is not productive, with a few exceptions. Wives (and sometimes children) who accompany professors at their own expenses are a fact of life, but housing facilities are limited. The room made available at the IUBI Residencia, for visiting faculty, has a bed far too small for an average-size couple, and not comfortable for a small couple. Mixing mature faculty members with boisterous young students who thrive on noise (no door is ever closed without a loud slam) is a mistake. We endured it for over three months, and found it barely acceptable for the first two months, but the arrival of a new group of students raised the noise level drastically. Lack of cooperation by the management of the Residencia (and lack of knowledge of English) was incredible. For almost two months, we had no key to the side entrance, and after the front door was locked, a descent of many outside steps, a long walk through a school playground, and an ascent of two flights was necessary to reach our room. The key (when we discovered it was available) was given grudgingly only after an argument through an interpreter. Food service personnel were generally pleasant and helpful, however, after we decided not to be served in the small dining room, but to go through the serving line.

A single man needs a place to keep food and to cook, and a couple needs it even more. Almost every restaurant in Covilha is closed on

holidays, and only by asking policemen, following hungry-looking people, and a bit of luck does one find the alley that leads to an upstairs entrance to a small restaurant, the only one open. The small refrigerator in the TV Room of the Residencia was frequently left unplugged, allowing food to spoil. One suggestion is a small, furnished apartment, rented on a yearly basis by the AID program, and made available to short-term visitors. I believe this would save money for the project, when compared with hotel bills. In my opinion, no one should be asked to stay in the Residencia for more than one night. This problem seriously needs attention, to have a good program here.

6. Future Requirements and Proposed Action: Now that Clemson's Coordinator, Dr. Hassan M. Behery, has arrived and seen firsthand some of the problems, it is hoped that some of the misunderstandings, lack of communications, and lack of coordination can be eliminated. Some suggested actions are:

- (a). Division of faculty into three or four departments, to provide more efficiency and control and to free Dr. Morgado of many routine matters, allowing him to concentrate on planning, guiding, and controlling the institution as it develops and grows.
- (b). Intensive study of the English language by those who will be using it in attending lectures and in studying in the U. S.
- (c). Earlier identification of the personnel to be given this English training and required attendance at classes.
- (d). A decent, comfortable place, with work space, for visiting short-term advisors to live in, and transportation for them.
- (e). A thorough study of the IUBI Residencia to improve its efficiency and safety. A telephone should be manned at

all hours, and perhaps a reception desk should be provided. It is nearly impossible to contact someone living in the Residencia, or to contact someone outside from the Residencia.

(f). Support for the newly-organized student organization; the initial group elected (one slate was offered) has shown maturity and responsibility and has, for example, gotten the dining hall to serve weekend meals. They are trying to provide activities for the students, such as sports.

(g). Better information for the resident long-term advisor from Purdue, Clemson, and USAID. The final Clemson-Purdue subcontract had never been seen by me or Dr. Atkinson until Dr. Behery arrived with a copy. A copy should have been sent Airmail to Dr. Atkinson when it was finally agreed upon. The USAID office appears to deal directly with the University Reitor, who usually informs the long-term advisor, but there is often a delay, and documents may be filed without being seen by the advisor.

7. Acknowledgment: Dr. J. H. Atkinson and his wife, Estelle, have welcomed us to Covilha and into their home. I feel that we have made real friends who will see us again in future years. Their cordiality and hospitality have made the "rough spots" bearable, and our weekend trips together have shown us much of Portugal that we would never have seen otherwise. I hope that my suggestions and criticisms will do nothing to harm the friendly relationship which has developed, but I would not be honest if I did not point out problem areas and suggest solutions. The faculty members have generally been very friendly to us and the number of invitations to dinner has been a very pleasant surprise. Nevertheless, decent and comfortable living quarters for short-term advisors are a top priority

item. The advisor should not have to depend upon the kindness and friendship of the long-term resident advisor for survival.

8. List of books presented to the Library, Instituto Universitario da Beira Interior:

From Purdue University:

Fundamental Concepts in the Design of Experiments, 2nd Edition.

Charles R. Hicks. New York. Holt, Rinehart and Winston. 1973.

3 copies.

Operations Management, 3rd Edition. Elwood S. Buffa. New York.

John Wiley & Sons. 1972. 3 copies.

Management Science, 2nd Edition. David R. Anderson, Dennis J.

Sweeney, and Thomas A. Williams. St. Paul. West Publishing Co.

1979.

Operations Management. Joseph G. Monks. New York. McGraw-Hill

Book Co. 1977.

From Dr. E. A. LaRoche, Clemson University:

Quality Planning and Analysis, 2nd Edition. Joseph M. Juran and

Frank M. Gryna, Jr. New York. McGraw-Hill Book Co. 1980.

(and Instructor's Manual).

Motion and Time Study, Design and Measurement of Work, 7th Edition.

Ralph M. Barnes. New York. John Wiley & Sons. 1980.

Statistical Analysis for Business, 2nd Edition. Lee H. Smith, and

Donald R. Williams. Belmont, California. Wadsworth Publishing Co.

1976.

Management, 6th Edition. Harold Koontz and Cyril O'Donnell. New

York. McGraw Hill Book Co. 1976. (Also, Instructor's Manual and

Study Guide).

Analysis for Production and Operations Management, 3rd Edition.

Edwin H. Bowman and Robert B. Fetter. Homewood, Ill. Richard D. Irwin, Inc. 1967.

Linear Programming. Robert W. Llewellyn. New York. Holt, Rinehart, and Winston. 1964.

Readings in Production and Operations Management. Elwood S. Buffa. New York. John Wiley & Sons, Inc. 1966.

Principles of Textile Testing, 3rd Edition. J. E. Booth. New York. Chemical Publishing Co. 1969.

Identification of Textile Materials, 7th Edition. Committee of the Textile Institute, Manchester, England; the Textile Institute. 1975.