

NE/TECH/HRST

PD-AAR-897

41551



INDUSTRIAL AND COMMERCIAL TRAINING

FOR WOMEN IN MOROCCO

NUMBER (0147)

First Quarterly Progress Report

February 1980

**america-mideast educational & training services, inc.**

Rec  
3/27/80

## TABLE OF CONTENTS

|      |                            |    |
|------|----------------------------|----|
| I.   | EXECUTIVE SUMMARY .....    | 1  |
| II.  | INTRODUCTION .....         | 5  |
| III. | PROJECT ACTIVITIES .....   | 6  |
| IV.  | PROJECT DIFFICULTIES ..... | 17 |
| V.   | RECOMMENDATIONS .....      | 19 |
| VI.  | APPENDICES .....           | 21 |

## I. EXECUTIVE SUMMARY

Industrial and Commercial Job Training for Women in Morocco is an AID-Host Country human resources development project to assist the Moroccan Government in realizing its goal of fully utilizing its female population's potential for social and economic contributions to the country's development.

The project recognizes the shortage of trained women as skilled workers in the industrial and commercial sectors of the Moroccan economy and envisages increasing economic opportunities for Moroccan women through a targeted skills training program and concentrated job development activities. The project requires the activity of a six-person team of human resources development and technical training experts, working with the Moroccan Government. Six Moroccan women will also undertake advanced studies in the United States in fields relevant to the training and development of women in Morocco. They will replace the six-member team on completion of their U.S. programs. The project schedule calls for the commencement of work in Morocco on October 1, 1979. However, due to unexpected delays, AID-Host Country Contract No. 0147 between the Government of Morocco/ Office de la Formation Professionnelle

et de la Promotion du Travail (OFPPT) and America-Mideast Educational and Training Services, Inc. (AMIDEAST) was not signed until September, 28, 1979. As a result, a number of projected orientation stages had to be either telescoped or eliminated altogether.

Immediately upon signature of the contract, Project Team members and their families prepared for departure for Morocco and, together with the Project Director, arrived in Casablanca October 5, 1979. AMIDEAST/Rabat, AID/Rabat and OFPPT officials coordinated the team's orientation and settling-in process. Team members met with OFPPT officials, staff of the training Centers and familiarized themselves with the training facilities and type of equipment utilized by the two centers. Together they worked out a list of the new equipment required for project implementation, transmitted orders to AMIDEAST/Washington where procurement of equipment was begun forthwith.

Unfortunately, the Social Psychologist member of the team had an accident shortly after arrival in Morocco and has had to be replaced. Mr. Comeaux, the Drafting Expert, had to terminate his duties and return to the United States, due to unexpected illness. Replacements for the two team members have been located and will be leaving for Casablanca to assume project responsibilities next month.

Other project activities have moved ahead well. One hundred and fifty-one female trainees have joined the training programs at the centers in Casablanca and Fez. The Training Experts are working with their counterparts on the modification of teaching methods and the development of a more skill-oriented curriculum. The Project Economist is working on obtaining official documents containing basic information that will constitute the benchmark data for studies on the labor market. He is working on the first draft of a questionnaire which will be used in a labor force survey once the official permits have been received. The Team Leader has established a close working relationship with OFPPT personnel, coordinating all in-country activities and maintaining continuous liaison with AMIDEAST's Representative in Rabat and the Project Director in Washington. The six Moroccan female graduate students arrived in the United States on January 1980 and are already enrolled in English Language programs after receiving the necessary orientation in Rabat and in Washington. With respect to procurement of project materials and equipment, the first shipment was airfreighted to the team on February 12, 1980. A second shipment has been assembled and will be airfreighted shortly. It is anticipated that all the requested equipment will be purchased and shipped by May, 1980.

Considering the delay in signing the contract, the impossibility of carrying out all projected orientation stages, the rush under which the team had to leave, the unexpected illness of team members, and the short time available to select and place the six women participants in U.S. universities, the original schedule has been very closely adhered to. With the initial project start-up difficulties now under control, AMIDEAST believes project activities will proceed with increased efficiency and goals will be met on schedule.

## II. INTRODUCTION

In July 1979 AMIDEAST was chosen by the Government of Morocco to implement the Industrial/Commercial Training Project for Women in Morocco - AID/Host Country Contract Number 0147.

After two months of negotiations with the Government of Morocco/Office de la Formation Professionnelle et de la Promotion du Travail (OFPPPT), AMIDEAST signed the contract on September 28, 1979 in Morocco.

AMIDEAST is very pleased to present its first quarterly progress report on Project Activities.

### III. PROJECT ACTIVITIES

1. Although the lengthy negotiations process caused a delay in the proposed starting date of the project, AMIDEAST is pleased to report that the original schedule has been very closely adhered to.

2. Project Team and their families consisting of:

Team Leader : Dr. Anthony Fisher, Mrs. and Ms. Fisher

Economist : Mr. Carlos Gomez

Social Psychologist: Dr. Hind Nassif

Skill Training Expert (Drafting) : Mr. James Comeaux, Mrs. and Mr. Comeaux

Skill Training Expert (Electricity/Electronics) : Mr. Varoujan Arzrouni

Skill Training Expert (Accounting/Secretarial) : Mr. Raymond Banville

along with the Project Director, Dr. Samira Harfoush all left for Casablanca on October the 5th, 1979.

3. AMIDEAST Director in Rabat, Mrs. Sue Buret received the team at Casablanca and was most helpful in facilitating the upon arrival orientation and in providing assistance to team members. With the co-operation of Mr. Fassi Fihri/OFPPT Director General and the U.S. Consulate in Casablanca, the team and their families got settled in Casablanca.

4. Mr. Jim Smith and Ms. Suggs of AID/Rabat were most helpful in providing

the guidance and necessary information related to the project. They briefed the team on the educational system in general, and the manpower distribution and requirements (supply/demand) in Morocco in particular.

5. Team members and Project Director visited the training centers in Casablanca and Fez and met with OFPPT officials and staffs of the two centers. Discussions included the organizational charts of the centers, type of students receiving training, curriculum provided and type of equipment available and needed.

6. On the October 8th meeting with Mr. Fassi Fihri/OFPPT Director General, the Project Director and Team Leader discussed adding an Annex to the Project Budget. It was decided that an Annex would be added to cover the August and September Project Director's salary and an incremental increase in the team's housing allowance due to the unexpected high rents in Casablanca ( see Appendix 1).

7. October 18, 1979 the Project Director returned to the U.S. to pursue procurement of equipment and arrange for the six participants' admission to U.S. colleges and universities.

8. Activities of the Procurement Officer: the Procurement Officer, Mr. Rod Ballard was able to meet briefly with the team members shortly before they left for Morocco. During these meetings, some of the team members presented

preliminary lists of equipment and materials they felt would be necessary for their work in Morocco. Although it had been planned for the Team Leader and Project Director to go to Morocco before the arrival of the team to assess material and equipment requirements, time did not allow for this trip and the whole team left together for Morocco on October 5, 1979. It was decided that the members of the team, after studying the materials needs after their arrival in Morocco, should prepare a complete list of requirements to be sent to the Procurement Officer at AMIDEAS1 in Washington. This materials and equipment list was received by the Procurement Officer in November, 1979 and ordering of the required materials was initiated.

During the period between the departure of the team and the receipt of the materials list, the Procurement Officer familiarized himself with the AID regulations regarding procurement in host country contracts, including the procedures for shipping procurement items. During this period, the Procurement Officer was able to buy and ship the project vehicle which met the specifications given by the team.

On December 22, 1979, the Procurement Officer sent the Team Leader a detailed status report on the procurement of the materials requested in the team's November equipment list. On January 16, 1980, the team leader provided the Procurement Officer with his analysis of the status report, answered questions involving the initial orders and added more items to the materials list.

Attached is a list (Appendix 2) indicating the status of the procurement process to February 15, 1980. The Team Leader is provided updates of this list when amended.

This first shipment of materials was airfreighted to the team on February 12, 1980. A second shipment has been assembled and will be airfreighted shortly.

In addition to the materials which have been ordered by the Procurement Officer on the instruction of the Team Leader, it was necessary, due to time considerations, for the Team Leader to procure materials locally to begin the project.

Appendix 2 is a comparison of the line item procurement classifications (Schedule F in the contract) and budgeted allowances with the actual or anticipated expenditures on these line items as of February 12, 1980. The budgeted amounts for electrical and electronic training equipment have been combined since it was not immediately known to the Procurement Officer which material was for electrical or electronic training. It is noted from the contract that one team member is responsible for both types of training. It can be seen in the comparison of the budgeted and actual expenses that in some cases the actual expenditures are higher than the amount budgeted for the line item. The variances are due to the fact that at the time

the procurement budget was prepared, the actual quantities of procurement items were unknown. In addition, the amount budgeted for shipping and airfreight was considerably under-stated. (All materials except for the project vehicle, which was shipped by sea, will be airfreighted). Due to the appearances of these variances, we request that we receive an understanding from OFPPT and AID/Rabat that we are allowed to be very flexible with the established budgets. It is understood that this line item flexibility will in no way effect the total amount of \$393,900 budgeted for procurement in this project.

In addition, there have been considerable international telex, domestic telephone, and postage expenses incurred by the Procurement Officer in the process of ordering and clarifying specifications of required materials and equipment. Since it was impossible for the members of the team to provide the Procurement Officer with detailed specifications of the technical equipment required for this project, many questions have arisen during the procurement process which have required clarifications from the team members. Requests for clarifications and answers had to be made by telex. These clarifications were in turn passed to the suppliers by telephone or letter as quickly as possible. It is therefore recommended that telex, postage and other communication expenses be costed to procurement expenses.

9. Activities of Team Members in Morocco: the Team Leader, Dr. Anthony Fisher has been keeping in close and constant contact with AMIDEAST/Washington and AMIDEAST/Rabat. He also has established effective and efficient channels of communications with AID/Rabat and OFPPT Director General and personnel. He has been providing efficient overall supervision for the project, coordinating activities of all team members, and facilitating the acquisition of data that involves Ministries other than the Ministry of Labor and OFPPT. Dr. Fisher has also been supervising the modifications of the design of curriculum and teaching methodology at the training centers.

The Economist, Mr. Carlos Gomez, has made several trips to the "Centre National de Documentation" and the "Direction Generale de Statistiques" in Rabat. His visits were for the purpose of obtaining official documents containing basic information that will constitute the benchmark data for studies on the labor market to be undertaken by the OFPPT. He has determined that data from these sources will need to be purchased, and he has requested funds from the Team Leader. In addition, he has asked his counterpart to initiate official requests for documents in order to create a library on labor market research materials for the OFPPT.

Mr. Gomez has begun to make contacts with the Conseil de Perfectionnement in Casablanca in order to involve them in the studies he intends to conduct. Mr. Gomez is completing the methodology and the first draft of a questionnaire which will be used in a labor force survey. He intends to initiate this study once pretesting of the questionnaire is completed and all official permits have been received.

Due to the unfortunate accident of the Social Psychologist of the project, Dr. Hind Nassif, no counseling of the women students was possible at the training centers during these last four months. In January, the Director General of OFPPT asked staff psychologists at the center in Ain Borja to start studying the motivation of the girls already enrolled in the various programs.

At the construction design section, there are 16 girls enrolled in Casablanca. This program was already started when the team arrived in October 1979. A construction design section was begun in Fez with 10 girls on January 7, 1980. Beginners drafting easels, some compasses and other small items were purchased locally in order to start the program.

Fifteen girls have been enrolled in the industrial design section in Casablanca. Local materials were purchased (easels, pens, compasses.... etc.) for this section. Mr. Comeaux, the Drafting Specialist, taught the

afternoon section in industrial design, since a full time teacher was not available. Before his departure, Mr. Comeaux in conjunction with his counterpart, designed a program for the first year industrial drafting students. (The Team Leader and the Director of the Institute have been given copies). In elaborating the program, Mr. Comeaux has made recommendations for the modification of teaching of drafting and the development of curriculum which is more skill-oriented.

At the business education section in Casablanca, 27 girls have been chosen for the accounting section and have been assimilated into classes for regular students. Thirty-two secretarial students have also been chosen and have begun classes.

In Fez, the business education program was initiated on January 7, 1980. There are twenty-two girls in the accounting section and eleven in the section for secretaries.

Mr. Banville, the Business Education Specialist, has begun the teaching of English as a second language, and is developing a course called "Tenue de bureau". The course is intended to provide the students with practical office procedures.

Classes for teaching of Electricity began in Casablanca on the 14th of January, 1980. At the training center in Ain Borja there are

fourteen girls currently enrolled in the program. In the Maarif center there are fifteen girls enrolled. Local materials were purchased in order to start these courses pending the arrival of the major part of the training equipment from the United States.

In Fez, there are fifteen girls selected for the program in basic electricity. Unfortunately, the construction of work areas has not as yet been completed. It is estimated that the program will start in February, 1980.

10. U.S. Training of the Six Moroccan Female Participants: AMIDEAST contacted a number of U.S. universities for the admission of the six participants to English language programs. Two participants were admitted to the Language program at the Experiment in International Living at the Dominican College in San Rafael, California . Four girls were admitted to the language program at Arizona State University in Pheonix, Arizona.

On January 10, 1980, AMIDEAST's Director in Rabat conducted a full day orientation program for the six women participants before leaving for the United States. (see Appendix 3).

On January 14, 1980, two of the six women arrived in Washington, D.C. where AMIDEAST Headquarters arranged for their reception and provided the necessary orientation before leaving for their schools. (see Appendix 4).

On January 17, 1980, the other four women students arrived in Washington, D.C. AMIDEAST conducted their orientation program and provided the information necessary to facilitate their adjustment to the new environment. (see Appendix 5).

By January 20, 1980, all six women participants had reported to their schools and started their English language programs as shown in Appendix 6.

Arrangements have been made for applying for their admission to academic programs at the conclusion of their English programs. (see Appendix 7).

By the end of March 1980, one of the two students in California, Ms. Fatiha Remh, will be transferred to the Economic Institute of Boulder, Colorado since her English is more advanced than the others. In addition, to providing English language training, the Economic Institute prepares students to enter the Master's programs in the field of Economics. The Economic Institute programs are designed to provide both advanced proficiency in English and strong preparation in the core pre-requisites for graduate degree programs in economics. The Institute also prepares students for the TOEFL, (Test of English as a Foreign Language) and the GRE (Graduate Record Exam) which students are required to take prior to their academic work.

It is expected that the girls will be undergoing some adjustment problems such as adjusting to the place, people, food and culture which are different from their own. This initial stage is only temporary and fades out as soon as they start feeling settled-in and more accepted within the new environment.

After receiving and examining the files of the six students, AMIDEAST has found that the average grade of these girls is pass (10/20) and four of the six girls have failed and repeated one year of university. As a result this will limit the choices of the universities to which they can be admitted and AMIDEAST may face some difficulties placing them in universities where the competition is very keen.

#### IV. PROJECT DIFFICULTIES

1. The project is still in its infancy stage. In addition, considering the pressure under which all project activities had to be organized and implemented, the number of problems had been rather low.
2. The delay in signing the project contract was the cause for the late start of the project. OFPPT's needs required team members to report immediately to the project site, leaving no time for the proposed initial visit of the Team Leader and the Project Director to Morocco. The objective of the initial visit was to visit the training centers, finalize the list of equipment, establish a working relationship with the Moroccan officials and centers' staff, and make arrangements for team settling-in procedures. As a result, certain adjustment problems and procurement delays occurred.
3. On October 17, 1979, Dr. Nassif (project Social Psychologist), while getting out of the OFPPT car on her way to the U.S. Consulate in Casablanca, fell and broke her leg. She was taken immediately to the hospital where she was operated. Dr. Nassif's injury forced her to stay in bed, unable to perform her project assignment fully.
4. Two months after Dr. Nassif's accident, the OFPPT requested that Dr. Nassif be replaced as she was still unable to perform her duties. Dr. Nassif was informed of the OFPPT's decision last December in the presence of

Mrs. Sue Buret (AMIDEAST Director in Rabat), Mr. Jim Smith and Mr. Eric Grifell of AID/Rabat and Dr. Fisher (Project Team Leader).

5. AMIDEAST has made the necessary arrangements to replace Dr. Nassif. Dr. Judith Graeff, Psychologist, will be leaving for Casablanca on March 23, 1980. (see Appendix 8).

6. On October 29, 1979 Mr. Comeaux, the Drafting Expert, indicated to the Team Leader his need to terminate his employment due to unexpected health reasons. Mr. Comeaux gave the required three months notice last October 1979. AMIDEAST is in the final stage of selecting the best qualified person for the position from a panel of four pre-screened candidates.

7. As it is stated under the U.S. Training of Six Moroccan Participants page 14, the average grade of the six participants is 10/20 (pass) and four of the six have repeated one year each in the university. As a result, this will limit the choices of the universities to which they are admissible.

## V. RECOMMENDATIONS

1. In Mr. Comeaux's report prior to his departure for the United States, recommendations have been made for the modifications of the teaching methodology of drafting and the development of a more skill oriented curriculum. AMIDEAST recommends that these recommendations be given serious considerations.
2. In order to maintain effective channels of communications with team members and the activities at the training centers, also to clarify details related to the procurement of equipment, there have been considerable international telex, cables, telephones and postage expenses incurred at both ends. In addition, there have been domestic telephone, cable and postage expenses related to six participants in the United States and the procurement of the equipment. Therefore, AMIDEAST recommends that the budget be amended to include an item that would cover such costs.
3. It has been AMIDEAST's experience that visits by an AMIDEAST counselor to each student on his/her campus are both helpful and highly desirable. Such contact allows our personnel to establish a more personal and individualized relationship with the student, and thus to meet the scholar's needs more adequately. At the time of each visit, the AMIDEAST

counselor would also meet with each student's Academic Advisor as well as with the Foreign Student Advisor. Such meetings with the student and Advisors would allow AMIDEAST to identify and tackle problems in their early stages, thereby minimizing the possibility of complications in later stages of the student's curriculum. Each visit would be followed by a detailed report on the student, the student's progress, the campus and its facilities. The on-campus visit is the best way for AMIDEAST to prepare its recommendations to both OFPPT, and AID/Rabat. AMIDEAST recommends, therefore, that allowance be made in the amendment suggested above in recommendation number 2, for at least one visit annually to each student by an AMIDEAST counselor.

4. In the project budget, funds were allocated according to the expected costs of each item. The actual costs have frequently differed from the expected costs, however. In some cases, actual costs were greater than expected costs, while in other cases actual costs were less than the expected ones. As a result, we suggest that AMIDEAST be allowed to reallocate funds among components of the budget so long as the total budget is not exceeded. This flexibility will enable AMIDEAST to use surplus funds from some components to offset the deficit of other budget components.

## VI. APPENDICES

1. AID/Rabat and OFPPT approval of budget Amendment
2. Contract Budget line Item Expenditures and detailed procurement report
3. Orientation Program for Six Participants in Morocco
4. Orientation Program for the first two Participants
5. Orientation Program for the other four Participants
6. AID Form 1380-9
7. List of Universities that the six participants' applications were submitted for academic programs
8. Dr. Judith Graeff's resume

APPENDIX 1

Mr. Abderrahman El Fassi Fihri  
Directeur Général de l'Office de  
la Formation Professionnelle  
Ministère du Travail  
Casablanca

Objet: Contrat financé par l'AID entre l'AMIDEAST et la Formation  
Professionnelle, Ministère du Travail pour la mise en oeuvre  
du projet intitulé: Formation Professionnelle des Femmes dans  
l'Industrie et le Commerce (0147) signé le 23 Septembre 1979.

Monsieur le Directeur,

J'ai l'honneur de vous informer que l'USAID a examiné et approuvé  
la demande que vous avez formulée au sujet de l'amendement du contrat  
cité en objet.

Cet amendement (l'amendement No.1) figurant aux termes du contrat,  
représente une augmentation de \$78,313 du montant total qui s'élève  
maintenant à \$2.328,850.

Veuillez agréer Monsieur le Directeur, l'expression de ma considé-  
ration distinguée.

Harold S. Fleming  
Directeur

Drafted by:HR:SESuggs:am:1/15/80

Translated by:EWibaux:1/15/80

A M E N D E M E N T \_ I \_ \_PROJET DE FORMATION DES FEMMES MAROCAINES.

Le contrat pour la formation commerciale et industrielle des femmes au Maroc a fait l'objet d'une augmentation du budget de 2.250.537\$ à 2.328.850\$. La différence de 78.313\$ sera utilisée de la manière suivante

|   |                           |
|---|---------------------------|
| I. SALAIRE ANNUEL DU DIRECTEUR DU PROJET:                 | 21.000\$                  |
| Charges sociales 13,5%                                    | <u>2.835\$</u>            |
| TOTAL   | 23.835\$                  |
| Salaire des mois d'Août et Septembre                      | 3.973\$                   |
| 2. ALLOCATION LOGEMENT DES FORMATEURS                     |                           |
| 920\$ x 12 mois x 6 formateurs x 3½ années                | <u>231.840\$</u>          |
| TOTAL   | 235.813\$                 |
| 3. ALLOCATION LOGEMENT TOTALE comme indiquée précédemment |                           |
| Table C du budget   | 157.500\$                 |
| AJOUT AU COUT TOTAL du projet                             | 78.313\$                  |
| COUT TOTAL DU PROJET, comme indiqué Table A               | <u>2.250.537\$</u>        |
| COUT TOTAL DU PROJET                                      | <u><u>2.328.850\$</u></u> |

Toutes les autres prévisions demeurent les mêmes.

Les parties au présent amendement, par l'entremise de leurs représentants dûment autorisés, conviennent par la présente les clauses du présent amendement.

Entrepreneur : AMIDEAST

A. Baurot

Par Fonction

Date 29 Novembre 1979

Organisme de passation des marchés

Par Fonction

Date



# AMERICA — MIDEAST EDUCATIONAL & TRAINING SERVICES

1717 massachusetts ave., n.w. • suite 100 • washington, d.c. 20036 • (202) 797-7900 • telex: 440160 • cable: amideast

October 29, 1979

SUBJECT: COMMERCIAL/INDUSTRIAL TRAINING FOR WOMEN  
IN MOROCCO

TO : MR. A.FASSI FIHRI, Director-General of OFPPT  
FROM : Ms. SAMIRA HARFOUSH, Project Director, AMIDEAST  
REF : Project Budget

According to our agreement while I was in Casablanca, the total additional amount to the total cost of the project will be \$78,313 as explained below:

|  |                           |
|--|---------------------------|
| 1. ANNUAL SALARY OF PROJECT DIRECTOR                       | \$21,000                  |
| Benefits 13.5%   | <u>2,835</u>              |
| TOTAL  | 23,835                    |
| August and September Salary                                | \$3,973                   |
| 2. PROJECT TEAM: HOUSING ALLOWANCE                         |                           |
| \$920 x 12 months x 6 team members x 3 $\frac{1}{2}$ years | <u>231,840</u>            |
| TOTAL  | 235,813                   |
| TOTAL HOUSING ALLOWANCE as stated in Table C of the budget | <u>157,500</u>            |
| TOTAL ADDITION TO TOTAL COST of the project                | 78,313                    |
| TOTAL COST OF PROJECT as stated in Table A                 | <u>2,250,537</u>          |
| TOTAL COST OF PROJECT NOW                                  | <u><u>\$2,328,850</u></u> |

AMIDEAST

\_\_\_\_\_  
\_\_\_\_\_

DATE

OFPPT ( DIRECTOR-GENERAL )

\_\_\_\_\_  
\_\_\_\_\_

DATE

**BOARD OF DIRECTORS**

ALBERT G SIMS, *Chairman* • MALCOLM H KERR, *Vice Chairman* • ORIN D PARKER, *President*  
ALFORD CARLETON • ELLIOT R. CATTARULLA • J WILLIAM FULBRIGHT • ALAN HORTON  
ALBERT J MEYER • RICHARD H NOLTE • R BAYLY WINDER

72

APPENDIX 2

CONTRACT BUDGET LINE ITEM EXPENDITURES

| REFERENCE CODE                         | DESCRIPTION                            | BUDGETED AMOUNT  | EXPENDITURES / Orders upto February 12, 80 |
|--|--|------------------|--|
| A                                      | Electric Typewriter (French Keyboard)  | \$1,100          |  |
| B                                      | Electric Typewriter (English Keyboard) | 1,000            | 1,191.50                                   |
| C                                      | Language Laboratory                    | 30,000           | 5,085.00                                   |
| D                                      | Equipment for Electrical Training      | 153,200          | 26,225.45                                  |
| E                                      | Equipment for Electronics Training     | 169,200          |  |
| F                                      | Audio-Visual Equipment                 | 10,000           | 13,370.36                                  |
| G                                      | Teaching Materials                     | 10,000           | 64,133.81                                  |
| H                                      | Project Vehicle                        | 15,000           | 10,234.00                                  |
| Total Costs of Materials and Equipment |  | <u>\$389,500</u> | <u>\$120,240.12</u>                        |
| I                                      | Shipping and Air Freight               | 4,400            | 9,437.58                                   |
| Total Costs                            |  | <u>\$393,900</u> | <u>\$129,677.70*</u>                       |

\* Figure does not include \$91,000 forwarded to Dr. Anthony Fisher, Project Team Leader for procurement of materials locally.

25

21

MURDEAD PROJECT PROGRAM #111

| ITEM/QUANTITY          | REF BUDGET CATEGORY | SUPPLIER       | QUOTE     | SHIP. CHGS. | ORDER DATE P/O NUMBER | DELIVERY DATE | DATE TO PAYMENT LABEL # | DATE SHIPPED TO BUDGET | DATE RECEIVED BY TEAM | REMARKS           |
|------------------------|---------------------|----------------|-----------|-------------|-----------------------|---------------|-------------------------|------------------------|-----------------------|-------------------|
| Chevy Van (1)          | I                   | JKJ Chev       | 10,195.00 | -           | 11/2/79 (561)         | 11/26/79      | 11/2/79 (01310)         | 11/26/79               | 1/7/80                |                   |
| Insurance              | I                   | JKJ Chev       | 12.50     |             | ----                  | ----          | 11/2/79                 | ---                    | ---                   |                   |
| Oil filters (6)        | I                   | JKJ Chev       | 39.00     |             | 1/10/80 (627)         | 1/14/80       | 1/14/80 (1499)          | 1/15/80                |                       | via J. Smith A10  |
| <b>TRANSPARANCIES</b>  |                     |                |           |             |                       |               |                         |                        |                       |                   |
| 5 boxes 383            | F                   | 3M Co.         | 203.75    | 5.60        | 11/30/79 (590)        | 1/7/80        | 11/30/79 (01393)        |                        |                       |                   |
| 5 boxes 574            | F                   | 3M Co.         | 212.75    |             | 11/30/79 (590)        | 1/7/80        | 11/30/79 (01393)        |                        |                       |                   |
| 5 boxes 577            | F                   | 3M Co.         | 247.00    |             | 11/30/79 (590)        | 1/7/80        | 11/30/79 (01393)        |                        |                       |                   |
| <b>MOUNTING FRAMES</b> |                     |                |           |             |                       |               |                         |                        |                       |                   |
| 300                    | F                   | 3M Co.         | 69.00     |             | 11/30/79 (590)        | 1/7/80        | 11/30/79 (01393)        |                        |                       |                   |
| Pens, 5 pks.           | F                   | 3M Co.         | 25.65     |             | 11/30/79 (560)        | 1/7/80        | 11/30/79 (01393)        |                        |                       |                   |
| Scotch tape 5 dz.      | F                   | 3M Co.         |           |             |                       |               |                         |                        |                       |                   |
| AV Documents           | G                   | McGraw Hill    | 279.39    | 00.01       | 1/8/80 (626)          |               | 1/9/80 (b.d.)           |                        |                       | \$7.50 bk. charge |
| Typewriter             | B                   | IDM            | 075.00    |             | 12/10/79 (599)        |               |                         |                        |                       |                   |
| 6 dz. ribbons          | B                   | IDM            |           |             | 12/10/79 (599)        | 1/21/79       |                         |                        |                       |                   |
| AV Documents           | G                   | Mn. Ed./Québec | 557.14    | 55.72       | 12/10/79 (594)        | 1/11, 1/14/80 | 1/10/80 (b.d.)          |                        |                       | 0.00 bk. charge   |





MOROCCAN PROJECT PROGRAM EXP.

| ITEM/QUANTITY   | REF BUDGET CATEGORY | SUPPLIER      | QUOTE    | SHIP. CHGS. | ORDER DATE P/O NUMBER | DELIVERY DATE | DATE OF PAYMENT CHECK // | DATE SHIPPED TO MOROCCO | DATE RECEIVED BY TEAM | REMARKS               |
|-----------------|---------------------|---------------|----------|-------------|-----------------------|---------------|--------------------------|-------------------------|-----------------------|-----------------------|
| Audioframer (4) | C                   | McCarthy Mfg. | 3,160.00 |             | 1/18/80 (673)         |               |                          |                         |                       |                       |
| Headsets (55)   | C                   | McCarthy Mfg. | 1,925.00 |             | 1/18/80 (673)         |               |                          |                         |                       |                       |
| Book (1)        | G                   | McGraw Hill   | 34.50    | 1.91        | 11/5/79 (562)         | 12/10/79      | 12/20/79 (01433)         | 12/19/79                |                       |                       |
| Journal (1)     | G                   | Sage Pub.     | 41.50    |             | 11/5/79 (565)         |               | 12/17/79 (01434)         |                         |                       | (Sent dr. to Morocco) |
| AV Documents    | G                   | Secas Adimoc  |          |             | 12/10/79 (595-96)     | 1/23/80       |                          |                         |                       |                       |
| AV Documents    | G                   | Secas Adimoc  | 90.59    | 3.27        | 12/10/79 (595-96)     | 1/15/80       | 1/22/80 b.d.             |                         |                       | \$7.50 b.d. charge    |
| Books (SH)      | G                   | Ohio State U. | 33.15    |             | 1/23/80 (674,675)     |               | 1/23/80 (01534)          |                         |                       |                       |

MURKIN PROJECT PROGRAM

| ITEM/QUANTITY           | REF BUDGET CATEGORY | SUPPLIER          | QUOTF     | SHIP. CHGS. | ORDER DATE P/O NUMBER | DELIVERY DATE | DATE OF PAYMENT CHECK # | DATE SHIPPED TO PURCHASER | DATE RECEIVED BY TEAM | REMARKS |
|-------------------------|---------------------|-------------------|-----------|-------------|-----------------------|---------------|-------------------------|---------------------------|-----------------------|---------|
| Draft Materials         | G                   | Brodhead Garrett  | 63,633.54 | 3,924.00    |                       |               |                         |                           |                       |         |
| Textbooks               | G                   | Regent Publishing | 1,210.50  | 35.00       | 11/30/79              | 12/15/79      | 11/30/79                |                           |                       |         |
| Singer Ed Sys(2)        | F                   | Ritz Camera       | 1,051.00  |             | 12/20/79 (602)        |               |                         |                           |                       |         |
| lense (2)               | F                   | Ritz Camera       | 30.00     |             | 12/20/79 (602)        |               |                         |                           |                       |         |
| bulbs (6)               | F                   | Ritz Camera       | 81.00     |             | 12/20/79 (602)        |               |                         |                           |                       |         |
| Bell & Howell proj. (2) | F                   | Wilson Gill       | 2,268.00  |             | 12/20/79 (601)        | 1/7/80        | 1511                    |                           |                       |         |
| AKAI VTR nys (1)        | F                   | Wilson Gill       | 1,995.00  |             | 12/21/79 (605)        | 1/8/80        | 1462                    |                           |                       |         |
| Projection tbl. (1)     | F                   | Wilson Gill       | 73.95     |             | 12/20/79 (603)        | 1/8/80        | 1462                    |                           |                       |         |
| Projection screens (2)  | F                   | Wilson Gill       | 183.20    |             | 12/20/79 (603)        | 1/8/80        | 1462                    |                           |                       |         |
| Projection tbl. (1)     | F                   | Wilson Gill       | 73.95     |             | 1/24/80 (675)         | 1/25/80       | 1535                    |                           |                       |         |





ORIENTATION PROGRAM FOR SIX PARTICIPANTS

IN RABAT

- 10:00- Introduction - Sue Buret  
Introduce staff  
Introduce participants
- 10:15- Arrival in U.S. - Caryl Courtney  
Important documents to take  
Currency regulations and explanations (take travelers checks  
not great amounts of cash-have some money on hand when arrive  
for porters, bus transportation, etc....) -Currency exchange  
at airport; Customs clearance- describe process and regulations-  
Immigration clearance (I-94) show sample ENS.
- 10:45- Questions
- 11:00- Arrival on campus, Academic life- Muriel Pfiefer  
Intensive English program  
Contacts with FSA-Kinds of assistance  
Types of housing  
Food arrangements  
Medical insurance  
Registration and tuition payment  
Books and supplies  
Kinds of instruction- formal vs. informal- lectures, discussion  
groups, seminars, outside reading, term papers, library use, class  
participation, class attendance, methods of evaluation, Academic  
supervisor, study.
- 11:30- Questions
- 11:45- Panel of returnees
- 12-30- Lunch
- 2:30- Intercultural communication, cultural values, differences, etc...  
-Jean Love  
-Handouts
- 3:30- Video or filmstrip on study in the U.S.

"WHAT TO EXPECT AND HOW TO SUCCEED"

Social patterns and customs  
Friendships  
Dating patterns  
formality and informality  
Directness of American conversation,  
personal questions  
Ignorant questions from Americans  
Fast pace of life  
Appearance that Americans are rich  
American way of teaching  
Teacher-student relations  
Racial issue  
Dress Styles



# AMERICA—MIDEAST EDUCATIONAL & TRAINING SERVICES

1717 massachusetts ave., n.w. • suite 100 • washington, d.c. 20036 • (202) 797-7900 • telex: 440160 • cable: amideast

## W E L C O M E

### ARRIVAL IN WASHINGTON, D.C.

Everyone at AMIDEAST is looking forward to your arrival in Washington and to the opportunity of working with you. You shall be staying at the Executive House, then leave for your schools. Reine-Marie will pick you up on Tuesday the 15th around 9 o'clock in the morning, after having your breakfast. Please make sure you bring along with you all papers and passports.

In case of emergency, you may contact:

- Dr. Samira Harfoush, Project Director  
Tel Office: (202) 797-7900  
Res : (703) 533-9787

OR

- Miss Reine-Marie Matossian  
Tel Office: (202) 797-7900  
Res : (301) 424-0564

AMIDEAST is open daily from 9:00 am to 5:00 pm from Monday to Friday. We are closed on Saturdays, Sundays and on official U.S. holidays.

We hope you will enjoy your stay in Washington, D.C. and have a safe flight to your schools.

#### BOARD OF DIRECTORS

ALBERT G. SIMS, *Chairman* • MALCOLM H. KERR, *Vice Chairman* • ORIN D. PARKER, *President*  
ALFRED J. BOULOS • ALFORD CARLETON • ELLIOT R. CATTARULLA • J. WILLIAM FULBRIGHT • ALAN HORTON  
ALBERT J. MEYER • RICHARD H. NOLTE • DWIGHT PORTER • R. BAYLY WINDER

ORIENTATION PROGRAM FOR SIX PARTICIPANTS  
IN WASHINGTON, D.C.

January 14, 1980

- 6:45 pm - Arrival of two participants at Dulles Airport; Ms Chihani and Ms. Cherkaoui  
- Project Director, Dr. Samira Harfoush meets two participants and takes them to the hotel in Washington, D.C.

January 15, 1980

- 9:00 am - AMIDEAST staff member Ms. Reine-Marie Matossian picks up two participants and brings them to AMIDEAST's Headquarters  
- Meet Project Director and Vice President Ms. Dorothy LaGuardia
- 9:30 am - Introduction by Project Director and Vice President  
- Introduction other AMIDEAST staff members  
- Explaining Immigration procedures and copying visas and passports  
- Explaining Insurance procedures and filling out Insurance forms.  
- Discussing the financial arrangements; monthly allowances, how to open a bank account, check books, amounts of cash to carry...etc.  
- Common adjustment problems encountered by most foreign students while studying in the U.S.
- 12:30 -  
13:30 pm - Lunch at a typical American Cafeteria
- 14:00 pm - Visit and registration at the Moroccan Embassy in Washington, D.C.
- 15:00 pm - Sight seeing tour of Historical and Cultural landmarks in Washington, D.C.
- 18:00 pm - Return to hotel

January 16, 1980

- 8:30 am - Leave for Pheonix, Arizona to attend English Language Program at Arizona State University. AMIDEAST made arrangements for someone from the University to meet the two participants and take them to the University where their accommodation was arranged.



# AMERICA—MIDEAST EDUCATIONAL & TRAINING SERVICES

1717 massachusetts ave., n.w. • suite 100 • washington, d.c. 20036 • (202) 797-7900 • telex: 440160 • cable: amideast

## W E L C O M E

### ARRIVAL IN WASHINGTON, D.C.

Everyone at AMIDEAST is looking forward to your arrival in Washington and to the opportunity of working with you. You shall be staying at the Executive House, then leave for your schools. Reine-Marie will pick you up on Friday the 18th around 9 o'clock in the morning, after having your breakfast. Please make sure you bring along with you all papers and passports.

In case of emergency, you may contact:

- Dr. Samira Harfoush, Project Director  
Tel Office: (202) 797-7900  
Res : (703) 533-9787

OR

- Miss Reine-Marie Matossian  
Tel Office: (202) 797-7900  
Res : (301) 424-0564

AMIDEAST is open daily from 9:00 am to 5:00 pm from Monday to Friday. We are closed on Saturdays, Sundays and on official U.S. holidays.

We hope you will enjoy your stay in Washington, D.C. and have a safe flight to your schools.

#### BOARD OF DIRECTORS

ALBERT G. SIMS, *Chairman* • MALCOLM H. KERR, *Vice Chairman* • ORIN D. PARKER, *President*  
ALFRED J. BOULOS • ALFORD CARLETON • ELLIOT R. CATTARULLA • J. WILLIAM FULBRIGHT • ALAN HORTON  
ALBERT J. MEYER • RICHARD H. NOLTE • DWIGHT PORTER • R. BAYLY WINDER

## ORIENTATION PROGRAM FOR SIX PARTICIPANTS

IN WASHINGTON, D. C.

January 17, 1980

6:00 p.m. -Four participants arrive at Dulles Airport;  
Ms. Remh, Ms. Bennimas, Ms. Alalaoui and Ms. El Hajoui

January 18, 1980

9:00 a.m. -AMIDEAST staff member Ms. Reine- Marie Matossian picks up two participants and brings them to AMIDEAST's headquarters  
-Meet Project Director and Vice President Ms. Dorothy LaGuardia

9:30 a.m. -Introduction by Project Director and Vice President  
-Introducing other AMIDEAST staff members  
-Explaining Immigration procedures and copying visas and passports  
-Explaining Insurance procedure and filling out Insurance forms  
-Discussing the financial arrangements; monthly allowances, how to open a bank account, check books, amounts of cash to carry...etc.  
-Common adjustment problems encountered by most foreign students while studying in the U.S.

12:30 to 13:30 p.m. -Lunch at a typical American Cafeteria

14:00 p.m. -Visit and registration at the Moroccan Embassy in Washington, D.C.

14:30 p.m. -Ms. Bennimas and Ms. Alaoui leave for Phoenix, Arizona to join the language program at Arizona State University

18:30 p.m. -Ms. Hajoui and Ms. Remh attend an Art Exhibit Reception with the Project Director

2:00 p.m. -Ms. Hajoui and Ms. Remh return to hotel

January 19, 1980

12:30 p.m. -Project Director takes Ms. Hajoui and Ms. Remh on a sight seeing tour of historical and cultural landmarks in Washington, D.C.

18:00 p.m. -Return to Hotel

January 19, 1980 (Continued)

20:00 p.m.            -Project Director takes Ms. Hajoui and Ms. Remh to  
                         Dinner at a typical American Home

23:30 p.m.            -Return to Hotel

January 20, 1980

11:30 a.m.            -Project Director takes Ms. Hajoui and Ms. Remh to  
                         Airport

13:00 p.m.            -Lunch at Airport

15:45 p.m.            -Ms. Hajoui and Ms. Remh leave for San Francisco to  
                         join the English Language Program of the Experiment  
                         in International Living at the Dominican College in San  
                         Rafael

| DEPARTMENT OF STATE<br>AGENCY FOR INTERNATIONAL DEVELOPMENT<br>WASHINGTON, D.C. 20523<br>MONTHLY REPORT OF PARTICIPANTS UNDER GRANT, LOAN,<br>OR CONTRACT PROGRAMS<br>(See Reverse for Instructions) |                   |                          |                                   | 1. DATE<br>2/28/1980  |                          | 2. CONTRACT/GRANT/LOAN NUMBER<br>0147  |  | 3. TOTAL ON BOARD<br>Six (6) |                        |  |
|--|-------------------|--------------------------|-----------------------------------|---|--------------------------|--|--|------------------------------|------------------------|--|
|  |                   |                          |                                   | 4. CONTRACTOR/GRANTEE<br>America-Mideast Educational & Training<br>Services, Inc. |                          |  | 5. COORDINATOR/DIRECTOR<br>Dr. Samira Harfoush |                              |                        |  |
| 6. PIO/P NUMBER AND NAME OF<br>PARTICIPANT<br>(If PIO/P is not used, show<br>country of origin)  | 7.<br>S<br>E<br>X | 8.<br>DATE OF<br>ARRIVAL | 9.<br>FIELD OF<br>TRAINING        | 10.<br>TYPE<br>OF<br>TRAIN-<br>ING  | 11.<br>MAJOR/<br>DEGREE  | 12.<br>NAME, LOCATION, AND<br>DURATION OF TRAINING<br>AT EACH FACILITY                               | 13. DEPARTURE DATE                             |                              |                        |  |
|  |                   |                          |                                   |   |                          |  | A. Estimated<br>Departure                      | B. Actual<br>Departure       | C. Visa<br>Expir. Date |  |
| Nadia CHIHANI  | F                 | 1/14/80                  | AT PRESENT<br>English<br>Language | ACA   | MS/MA<br>Voc. Ed.        | English Training Programs<br>-----<br>Arizona State University<br>Tempe, Arizona.<br>( 1/80 - 8/80 ) | 1982   |                              | Jan 1981               |  |
| Lalla Mouna CHERKAOUI  | F                 | 1/14/80                  | "                                 | ACA   | MS/MA<br>Economics       | Arizona State University<br>Tempe, Arizona<br>( 1/80 - 8/80 )  | "  |                              | "                      |  |
| Asmaa El Omari El ALAOUI   | F                 | 1/17/80                  | "                                 | ACA   | MS/MA<br>Psychol-<br>ogy | Arizona State University<br>Tempe, Arizona.<br>( 1/80 - 8/80 )                                       | "  |                              | "                      |  |
| Fatiha REMH  | F                 | 1/17/80                  | "                                 | ACA   | MS/MA<br>Economics       | The Dominican College<br>San Rafael, California<br>( 1/80 - 3/80 )                                   | "  |                              | "                      |  |
| Malika BENNIMAS  | F                 | 1/17/80                  | "                                 | ACA   | MS/MA<br>Voc.Ed.         | Arizona State University<br>Tempe, Arizona<br>( 1/80 - 8/80 )  | "  |                              | "                      |  |
| Rouhel Kouloub EL-HAJOU  | F                 | 1/17/80                  | "                                 | ACA   | MS/MA<br>Economics       | The Dominican College<br>San Rafael, California<br>( 1/80 - 3/80 )                                   | "  |                              | "                      |  |

APPENDIX 7

INDUSTRIAL AND COMMERCIAL JOB TRAINING FOR WOMEN  
IN MOROCCO

Applications for the Academic Studies in the fields of Industrial Psychology, Vocational Education and Human Resource Economics are being submitted for admission at the following universities:

INDUSTRIAL PSYCHOLOGY

- : 1. Arizona State University, Tempe, Arizona
- 2. California State University, Los Angeles, California
- 3. Florida Technological University, Orlando, Florida
- 4. University of Houston, Houston, Texas,
- 5. Louisiana State University, Baton Rouge, Louisiana
- 6. University of New Orleans, New Orleans, Louisiana
- 7. San Francisco State University, San Francisco, California

VOCATIONAL EDUCATION

- : 1. Louisiana University, Baton Rouge, Louisiana
- 2. Ohio State University, Columbus, Ohio
- 3. Southern Illinois University, Carbondale, Illinois
- 4. Stout State University, Menomnie, Wisconsin
- 5. University of Texas at Austin, Austin, Texas
- 6. Western Michigan University, Kalamazoo, Michigan

HUMAN RESOURCE ECONOMICS

- : 1. Arizona State University, Tempe, Arizona
- 2. University of Southern California, Los Angeles, California
- 3. University of Florida, Gainesville, Florida
- 4. University of Houston, Houston, Texas
- 5. University of Texas at Austin, Austin, Texas
- 6. San Francisco State University, San Francisco, California

APPENDIX 8

JUDITH A. GRAEFF

641 Houston Ave. #505  
Takoma Park, MD. 20012

301 587-1677 (res)  
301 528-5179 (work)

PROFESSIONAL EXPERIENCE

Counselling and Behavior Therapy

- At the University of Maryland School of Medicine, Division of Adolescent Medicine, currently act as a consultant and/or manage both in-patient and out-patient adolescent cases where psycho-social problems are contributing significantly to the presenting problem.  
1979-present
- Was responsible for career and personal counselling of 14 American university students studying in London, England in their final year as undergraduates.  
1976-1978
- Supervised weekly, four peer counselors employed at a walk-in crisis center on a university campus.  
1974-1978
- Conducted individual counselling in a university psychology center, seeing three to five clients per week. Clients included adults, children and families from the community, and university students. Problems included family and marital discord, social and sexual inadequacies, obesity, temper tantrums, and refusal to speak.  
1974-1978
- Worked as a house parent at a home for "teenagers in trouble". Was responsible for 12 male and female adolescents four nights a month. Counseled them to help find alternatives to their present, maladaptive behaviors.  
1974-1976

Research

- At the University of Maryland Medical School, am currently responsible for running a study on "Adolescents' Perception of Physician and Hospital Staff Interest". Also designing a study on the male influence on adolescent couples' decision making to use birth control devices.  
1979-present
- Worked as a research associate in a nation-wide clinical trials study (Asprin Myocardial Infarction Study) funded through the National Institutes of Health. Helped to design and pre-test a questionnaire to tap patient compliance to the study regimen. Interviewed 75 patients in their homes.  
1979
- As a consultant to the Behavioral Medicine Branch, National Heart, Lung & Blood Institute, NIH, conducted a literature review on behavioral treatments for hypertension. Also conducted a literature review on patient compliance to medical regimens and helped to organize and participated in a working group conference in the area.  
1978-1979

Research, cont.

- Designed and carried out research on group dynamics. Eight leaders conducted discussion sessions of two hours each in front of video-tape cameras. Analyzed and interpreted data. Wrote final report in publishable form.  
1977-1979
- Designed and carried out evaluation of a training program for American university students in London, England. Results of the evaluation were used to improve the design of the program.  
1976-1978
- As a research assistant to the vice provost, was responsible for the investigation of the status of women at Cornell University, New York. Wrote employment policies section for the Board of Regents' Report on the Status of Women.  
1972-1973

Training and Supervision

- As Director of Training on a three-man team from S.U.N.Y. at Stony Brook, designed and implemented comprehensive training program for 14 American undergraduates taking an intensive year of behavioral psychology and practical work in London, England. They worked three days a week in community mental health centers thus integrating written work, theoretical material and behavioral techniques in practical settings. Planned and lead weekly seminars, and individually supervised the work of four students as part of the training package.  
1976-1978
- Trained two masters level psychologists from Holland to lead group counselling sessions at a day center for adult alcoholics in London, England.  
1977-1978
- As a Returned Peace Corps Volunteer, acted as a cross-cultural consultant and trainer of potential Volunteers at stagings in the United States.  
Oct., 1973 and Feb., 1974

Developing Countries

- Lived and worked in Ivory Coast for two years as a Peace Corps Volunteer, teaching four levels of English as a foreign language. Prepared students for the Brevet examination.  
1970-1972
- Worked in the maternity ward of a rural hospital giving nutritional and health advice to new mothers.  
1971
- As a free-lance writer for the Peace Corps, wrote articles for press release on the work and personal experiences of individual Peace Corps Volunteers serving overseas.  
1978-1979

## CONFERENCE PRESENTATIONS AND PUBLICATIONS

- Graeff, J. and Hutchison, W. "Applying behavioral principles to a training program", presented at the British Psychological Society Conference, Exeter, 1977.
- Graeff, J., Hutchison, W., Waters, J. and Krasner, L. "Using a behavioral approach in a multitude of situations", presented at the International Congress of the European Association of Behavior Therapy, Uppsala, Sweden, 1977.

CONFERENCE PRESENTATIONS AND PUBLICATIONS, cont.

- Graeff, J. "A behavioral medicine approach to the treatment of hypertension".  
Invited address at the International Congress of the European Association  
of Behavior Therapy, Paris, 1979.
- Hutchison, W., Harpin, R., Graeff, J., Waters, J., Ford, J. and Krasner, L.  
"The environmental design program in Stony Brook and London", in L.  
Krasner (Ed.), Environmental Design and Human Behavior. Elmsford, N.Y.:  
Pergamon Press, Inc., 1980.
- Hutchison, W., Graeff, J. and Waters, J. "Training of social skills training",  
submitted for publication, 1979.
- Hutchison, W., Waters, J. and Graeff, J. "Issues and methods in selecting  
skills to train", submitted for publication, 1979.

EDUCATION

- |             |   |
|-------------|---|
| B.A., 1970  | University of Michigan, Ann Arbor<br>psychology           |
| Ph.D., 1979 | State University of New York at Stony Brook<br>psychology |

LANGUAGES

Fluent in French