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FROM: LAGOS

DATE SENT: Sep. 17, 1965

SUBJECT: END OF TOUR REPORT

REFERENCE:

Name: Roland B. Eutsler
Country of Assignment: Nigeria (Federal Territory)
Tour of Duty Began: January 1964
Tour of Duty Ended: July 1965
Project Activity: Contract # 620-11-770-739
Job Title: Professor of Economics
New York University Contract

A series of events affecting the University of Lagos make writing a meaningful end-of-tour report difficult.

Some of the difficulty arises from the conditions engendered in the virtual "crash" program to get the University of Lagos started. Inevitable difficulties arise in such a situation, not the least of which concerned policies and relationships. Policy problems arose from the situation of an American institution participating in a predominantly British-oriented institution. Relationship problems arose from the situation where the American Dean of the Faculty of Business and Social Studies was responsible to the sponsoring institution, New York University, AID-Lagos, and AID/Washington. The guidelines of the relationships involved were not clearly stated. So, both guidelines for relationships and the establishment of policies and objectives had to be worked out after the fledgeling institution was underway. In this regard, however, there were but few fundamental conflicts so that these problems were in the process of being solved.

There was, however, a complicating problem in the lack of cooperation between the Dean (and Chief of Party) and the Assistant Dean (and Deputy Chief of Party). I do not know the origins of this situation except by hearsay and so cannot comment on it except to point out that it created many administrative muddles. It also affected me personally.

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| DRAFTED BY | OFFICE | PHONE NO. | DATE | APPROVED BY |
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| RBEutsler:sao | Education | | 16 Sept. 65 | John H. Mosler, Acting Director |

AID AND OTHER CLEARANCES

Philip Phillips (Ag Chief of Party) _____ Education DEW
William E. Rhodes (Gen. Representative) _____

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I was the first addition to the project recruited from an institution other than N.Y.U. But little effort was made to include me in the project or to keep me informed of developments. In this situation, it soon became obvious to me that I would be unable to make the contributions which I expected to make. Serious consideration was given to resigning. I persuaded myself not to do so in view of the fact that the lack of cooperation would be eliminated as the tour of duty of one of the parties was ending. Further, the project was being enlarged and, with only two holdovers, it was apparent that a new team would have to be built.

The next event was the failure of the Assistant Dean and Deputy Chief, now elevated to Dean and Chief of Party, to return from a trip to the U.S. His anticipated return was postponed by frequent cables from home (he got that far on his way back), extending over a period of more than a month until he finally announced that he was not returning.

During this period, the "new" staff was arriving. As the only member of the Party on the scene, I was elected to welcome them as they arrived. Moreover, they looked to me for direction and guidance. This I could not give. As explained earlier, I had not been taken into the "councils" on the project. Moreover, the project files were closed to me. I did not even know who was arriving and certainly did not know their specific assignments. Officials in the Education Division of AID-Lagos opened their files on who was arriving and otherwise gave me much welcomed guidance and assistance. But these records did not include special assignments, and teaching schedules for the fall term had not been made. It is no wonder that these new arrivals, at best, were quite restless as they were unable to get to work in the planning and preparation for which their arrivals had been scheduled.

There was a similar situation for the incoming new Nigerian staff. Here again, I had no information but received assistance from the Registrar of the university. Not only was this group restless, but they also expressed wonder and concern as to the kind of situation into which they had come.

This situation continued until the arrival of the Campus Coordinator from N.Y.U. and the subsequent appointment of one of the group to serve as Dean and Chief of Party. By this time, however, the fall term was getting under way; and there were some confusions and misunderstandings.

In due time, however, these confusions and misunderstandings faded away as the faculty went about doing its jobs. All indications showed that a sound foundation for progress and advancement was being made. In addition to teaching, work was going forward in planning course content and curricula, preparing course outlines and teaching materials, building of library resources -- all the hallmarks of a sound foundation on which to build.

The "final" event with serious consequences concerned the appointment of a Vice-Chancellor. I will not here try to give a history of the events as they occurred. It immediately developed into a situation or issue concerning "political" control of the University. An overwhelming majority of the University Senate, supported by a majority of the staff and students, resisted this move on the part of the Provisional Council, the governing body of the university. A series of events, including barricading the campus by the students, resulted in the closing of the university in early March. This conflict between the Provisional Council and the Senate, staff and students culminated in the Provisional Council, in June, dismissing six of the seven deans (the Medical School continued to operate during this crisis). The dismissal of the deans was followed by a mass resignation of a majority of the senior staff.

This is where the situation stands today. The University of Lagos has not re-opened since its closure in March. It has been reduced to a shambles; about two thirds of the staff has resigned (in general the best qualified and most experienced) and about three fourths of the students vow that they will not return. Optimistic views hold that, in time, the university can recruit a new staff, attract students, and re-build itself. Less optimistic, and probably more realistic, views hold that it will be a long time before the university can regain status as a truly academic institution. Certainly now, and probably near time in the near future, it will, at best, hold doubtful academic status. I am glad that under these conditions I am no longer identified with it and question the advisability of the sponsor, N.Y.U., to continue its identification with the University of Lagos, Faculty of Business and Social Studies.

"This is a particularly candid report which reveals one of the problems that has been associated with this project." (W.S. Rhode)

"No comments are necessary regarding the first three pages of the report as they represent Professor Eutsler's experiences and observations.

In connection with the final paragraph on page four (4) it may be stated that the University will reopen on October 2 with staff and most of the students returning plus the admission of new first year students.

The comments regarding the quality of the institution are necessarily the personal views of Professor Eutsler." (P. R. Phillips)

HATTIWS