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LEADERSHIP CENTER OF THE AMERICAS

SECOND EVALUATION

THE INTERNSHIP PROGRAM AND THE PAN CONFERENCE

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A

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
METHODOLOGY	1
FINDINGS	1
CONCLUSIONS	4
RECOMMENDATIONS	5
<u>Internships</u>	5
<u>PAN Conference</u>	7
1. PURPOSE OF THE EVALUATION	8
1.1. INTRODUCTION	8
1.2. OBJECTIVES OF THE EVALUATION	9
1.3. ORGANIZATION OF THE REPORT	9
2. METHODOLOGY	10
2.1. DATA COLLECTION	10
2.2. ANALYSIS OF DATA	11
3. FINDINGS	12
3.1. ASSESSMENT OF LCA'S ABILITY TO OBTAIN SUMMER INTERNSHIPS	12
3.1.1. STAFFING AND ORGANIZATION	13
3.1.2. CORPORATE RECRUITMENT	14
3.1.3. SCREENING AND SELECTION	17
3.1.4. PLACEMENT AND SUPPORT	18
3.1.5. COSTS OF INTERNSHIPS	18
RECOMMENDATIONS	20
3.2. EVALUATION OF INTERNSHIPS	21
3.2.1. RELEVANCE OF THE INTERNSHIPS TO THE PARTICIPANTS' BACKGROUND AND EMPLOYMENT NEEDS	21
3.2.2. EXTENT TO WHICH INTERNSHIPS ASSISTED PARTICIPANTS TO MEET FUTURE EMPLOYMENT GOALS	22

B

TABLE OF CONTENTS - CONTINUED

3.2.3. LEARNING AND TRAINING OPPORTUNITIES	23
3.2.4. ADEQUACY OF LCA ARRANGEMENTS AND SERVICES IN SUPPORT OF THE INTERNSHIPS	23
3.2.5. COMPANY LOGISTICS AND SERVICES	24
3.2.6. INTERNS' SUGGESTED IMPROVEMENTS	24
3.2.7. PARTICIPANTS' NEW KNOWLEDGE OF THE PRIVATE SECTOR . .	25
3.2.8. GENERAL IMPRESSIONS AND HIGHLIGHTS	26
3.2.9. CORPORATE IMPRESSIONS AND CONCLUSIONS	26
RECOMMENDATIONS	28
3.3. EVALUATION OF PAN CONFERENCE	29
3.3.1. PRE-CONFERENCE INFORMATION	30
3.3.2. ORGANIZATION OF THE PAN	30
3.3.3. CONTACTS WITH TRANSNATIONAL ORGANIZATIONS	31
3.3.4. DEVELOPING JOB-SEARCH SKILLS	32
3.3.5. UNDERSTANDING DEVELOPMENT AND THE PRIVATE SECTOR . . .	32
3.3.6. CONFERENCE LOGISTICS	33
3.3.7. CONFERENCE ORGANIZATION	33
3.3.8. CONFERENCE COSTS	34
RECOMMENDATIONS	34
4.4. CONCLUSIONS AND LESSONS LEARNED	35
4.4.1. CONCLUSIONS	35
4.4.2. LESSONS LEARNED	35

C

LIST OF ANNEXES

- ANNEX 1 Scope of Work
- ANNEX 2 Evaluation Forms
 - 2.1 Internships Participant Evaluations
 - 2.2 PAN Conference and PAN Network Evaluation
 - 2.3 Company Questionnaire
- ANNEX 3 Results of Internship Evaluations
- ANNEX 4 Results of Pan Conference Evaluations
- ANNEX 5 Job Description
- ANNEX 6 Corporate Sponsor Packet
- ANNEX 7 LCA Plan for Involving the Private Sector
- ANNEX 8 List of Companies Contacted by Categories and Levels
- ANNEX 9 Profile of LCA 1988-89 Students
- ANNEX 10 Profile of LCA 1988-89 Interns
- ANNEX 11 LCA Description of Screening, Selection and Placement
- ANNEX 12 Summary of Consultant Costs for Internship Program
- ANNEX 13 Results of Company Questionnaire
- ANNEX 14 PAN Pre-Conference Information Package
- ANNEX 15 PAN Conference Cost Memorandum



EXECUTIVE SUMMARY

This study presents the findings of a formative first year evaluation of the Leadership Center of the Americas (LCA), progress in carrying out the internship portion of its program, and the effectiveness of the Pan American Network (PAN) conference of LCA participants held in Miami, Florida on August 10-13, 1989.

The objectives of the evaluation were to:

- (1) review the ability of the LCA to obtain internships for eligible students selected from those who attended the mid-winter seminar;
- (2) determine the appropriateness of the training being offered and its relevance to the trainees' future employment in Latin America and the Caribbean (LAC) region; and
- (3) assess the overall usefulness and relevance of the PAN reunion to the trainees' future employment in Latin America.

METHODOLOGY

The Institute for International Research team of two evaluators conducted an examination of the LCA's system for corporate recruitment and participation, internship placement and monitoring, and organization and effectiveness of the PAN reunion. The team interviewed a selected sample of transnational company executives participating in the LCA internship program, analyzed company evaluations of their experiences and interviewed half of the students who had participated in the internship program. In addition, both team members attended the PAN reunion in Miami. Formal data were obtained through the use of three evaluation questionnaires and augmented with information gathered in over fifty interviews with participants, private sector representatives, LCA staff, consultants and board members. Team members visited a number of internship job sites and also the LCA offices in Baton Rouge.

FINDINGS

In less than nine months of operation¹, LCA established a well organized and well defined system of corporate participation. LCA contacted over 386 major transnational companies by mail and telephone and established ongoing working relationships with

¹This is the actual time from the commencement of LCA operations to May, 1989, when most student internship arrangements had to be finalized.

seven major business associations and networks representing over 800 active companies in the LAC region. LCA secured and arranged a total of 57 internships and actually placed and managed 46.² About 34% of the eligible students obtained internships. In addition, LCA enrolled three multinational corporations, i.e. Chevron, Chrysler, and Proctor and Gamble to become corporate sponsors or affiliates. According to one transnational executive, LCA accomplished in less than one year what many career placement centers of established U.S. universities have not done in five years. The report describes the many factors affecting the process of securing internships for a special student population.

Recruitment of internships with transnational companies proved to be challenging, expensive and labor intensive effort. Most of these companies are looking for students with a business sector background. Less than 20% of the LCA participants qualified in this category.

LCA broadened its corporate recruitment strategy to target national companies in participant host countries, which facilitated placement.

All companies interviewed gave LCA excellent ratings in all aspects of the internship screening, placement and monitoring process. In particular private sector executives commented on the staff's responsiveness and professionalism in meeting their companies' needs.

Seven out of twelve companies responding to a survey said they would hire an intern if a job was available. Six students obtained or were offered permanent employment as a result of their involvement with LCA. Most interns were not immediately available since they were returning to school upon completion of the internship.

Companies bore the costs of the actual internship, which included travel costs to and from the training site and to and from PAN reunion, local transportation and housing and living expenses. The average cost was about \$280,000. For students doing an internship in the U.S., the costs were between \$4,000 and \$7,500.

Cost requirements proved to be a disincentive to many companies. Even those transnationals which had successfully placed a number of interns and were highly committed to the goals of the program, expressed serious concern about the costs. The requirement to

²A number of students obtained permanent employment prior to the internship, others for various reasons become unavailable. Company specifications and requirements were such that other LCA students did not qualify to fill those vacancies.

pay for interns travel to and from the PAN conferences was particularly objectionable for them.

Students' ratings of their internship experiences were generally high. Over 75% of interns indicated that the program had made good use of their educational background and fulfilled their expectations. 90% felt that the internship would assist them significantly in meeting their future employment goals.

Most interesting were the many comments by students regarding how the internship experience had changed their views regarding the role and function of the private sector in their countries. One pointed example is a student with prior negative feelings towards large banana multinationals, who stated for the first time he could see how some corporations could contribute with solutions and technical training to help solve the agricultural problems of his country.

Interns were exposed to a diversity of technical skills and knowledge areas, as well as important job skills such as planning and organizing, problem solving and decision making, and time management.

The great majority of participants felt that LCA provided excellent arrangements and support for the internships. Principal problems noted by some participants were: late confirmation of some of the internships, lack of specific information about the details of given internships, and lack of specific work/training plans.

Participant suggestions for programs improvements indicated the need for:

- o more advanced information on possible options for internships and more student involvement in choosing them;
- o earlier confirmation of internships and notice to participants;
- o mutual development of a work/training plan by participants and sponsoring companies prior to the beginning of the internships;
- o provision of a general on-the-job orientation to the company before the intern begins his/her specific assignment
- o challenge interns to work above, rather than at or below their current capabilities

Regarding the PAN conference, over 90% of the 122 participants who completed the evaluation questionnaire indicated that the conference met their expectations to a high degree. The two main

reasons given were the opportunity of interacting with other students, and participating in the formation of PAN. The report provides suggestions for improving future PAN conferences, toward promoting internships and facilitating long term employment.

CONCLUSIONS

1. For a first year operation, LCA established a credible system of corporate recruitment, internship placement and monitoring. Half of the internships secured were, with large transnationals, eg. Monsanto, Colgate, Merrill Lynch, Johnson and Johnson, Dow Chemical, etc..
2. The objective of placing all participants in internships during the first year of the program was unrealistic, given the newness of the operation and the complexity of the program. As the organization gains in credibility and solidifies networks in the corporate world, it can expect to place a much higher proportion of students during the second program year.
3. A unique strength of the LCA program, (according to corporate executives who were asked why their companies were participating) is that LCA's goals--promoting and strengthening the private sector in the regions where it operates--matches their corporate priorities.
4. The PAN network will require organizational support by the LCA during the crucial first year of its operation, and probably for at least two years beyond, in order to allow it to establish a sufficient base of organizational stability and programmatic direction to ensure its viability and continued growth.

RECOMMENDATIONS

LCA has demonstrated that as a result of its first year of experience it has established an effective recruitment and management capability. Given that LAC was a new endeavor, engaged in a complex new program, it produced several tangible and successful results. This evaluation also points to areas for improvement. As a result of its first year learning experience, it is recommended that LCA expand and develop its program in the following directions:

Internships

1. Recruit candidates who have a higher probability of being selected by the target companies, i.e. students possessing the characteristics and study subjects that meet the companies' preferences and needs.
2. Begin earlier to recruit companies for internships, synchronizing efforts with the companies' annual planning cycle, which occurs each summer. A number of companies indicated that they would not be able to take interns this year because they had not been approached during this past summer.
3. Continue to expand and diversify the companies being recruited for internships. Recruitment should not be limited to transnationals. CLASP students seem to have better opportunity to find placement in national companies in their respective countries or in job sites in the non-government or public sector.
4. Under the new leadership of the recently hired LCA Internship Director, develop a realistic corporate recruitment and placement strategy that sets feasible and clear targets for the various categories of companies and students. A 100% placement rate is not feasible given eligibility considerations and availability of students meeting company criteria. Progressively higher placement targets per implementation year should be set to accommodate the realities of the program.
5. Clear and strong management by new Internship Director will be needed to insure that LCA meet a significantly higher placement rate than this past year.
6. By capitalizing on the corporate contacts already made through current internship graduates, as well as bonds with corporate personnel who participated in the first year of the program, develop new internships to

accommodate at least 50% to 65% of all eligible students.

7. Cost requirements for companies should be examined, specifically the travel costs to and from the PAN conferences.
8. Enhance the already complete and individualized corporate recruitment package, including information on LCA and the internship program, by using improved graphics, editing and packaging. LCA needs to create and carry out a marketing campaign in order to attract more corporations. Attractively and professionally packaged materials could be more effective in commanding the attention and receptivity of corporation executives, including companies and business networks in participant's own countries. As a result, all promotional materials should also be available in Spanish.
9. Require students to identify their learning and employment goals prior to beginning the LCA program, in order to enhance the possibility of their obtaining an internship that will have a positive impact on their employment and careers. (Information from employer evaluations of the first-year interns indicated that the most successful experiences involved students who had established their training and employment goals, and had made an effort to obtain prior information about the company, its goals, activities and procedures).
10. Involve students more actively in identifying and researching preferred companies. This strategy for any job-search effort will improve their possibilities of obtaining an appropriate internship and will reduce the LCA's burden of identifying companies and matching them with students.
11. Notify students of confirmed internships much earlier (a minimum of six weeks) in order to facilitate their own preparations for the internship.
12. Have students and sponsoring corporations sign a letter of agreement detailing a mutually agreed-upon training plan. This should include both the intern's and the company's expectations and responsibilities. The intern's direct supervisor should have a copy of this agreement.
13. LCA's program goal should be clarified. If it is as the cooperative agreement states, "to expand trainees'

knowledge and commitment to the role of private enterprise in a democratic system," placement in a national corporation would be as effective as placement in a transnational.

PAN Conference

1. It is recommended that A.I.D. examine the cost-benefit returns of the PAN conference and consider discontinuing this component of the program.

In the event that the conference continues as a program component, the report offers recommendations to strengthen the event.

1. PURPOSE OF THE EVALUATION

1.1. INTRODUCTION

The Leadership Center of the Americas, (LCA), is a private organization created in 1987 by an Act of Congress in response to a 1985 report of the Kissinger Commission on central America, which called for a greater emphasis on U.S. educational opportunities in the United States for students from Latin America and the Caribbean. Organized by the Consortium for Service to Latin America, (CSLA), a private sector, non-governmental organization based in Baton Rouge, Louisiana, the center is financed by Cooperative Grant Amendment No. LAC-0640-A-00-8040-00, signed in September 1988, for the purpose of strengthening democracy in Latin America and the Caribbean by establishing "links of friendship between the United States and its student guests and among the students themselves," and by developing leadership qualities in those students.

LCA's goals are implemented through a four-fold strategy:

- (1) a scholarship program bringing together two hundred students from Latin America and the Caribbean for a twenty-day winter seminar in Baton Rouge to study political and economic topics promoting democracy and private enterprise;
- (2) a summer internship program in which the students are placed with cooperating transnational corporations to "gain an understanding and appreciation of the role of private concerns in the development and growth of the economies of their regions"; and
- (3) the development of an alumni organization of LCA grantees for the purpose of creating a network to assist these students in maintaining and building on the contacts and friendships gained through this program; and
- (4) the active functioning of a National Advisory Board to strengthen the LCA program by giving it prestige and prominence and attracting private assistance and resources.

Sixty percent of the students for the LCA program are recruited from economically disadvantaged groups; at least 40% are women. These students are selected primarily from components of the CLASP program for the purpose of ensuring that leadership development of the region and include those who traditionally have had limited opportunities to affect the social and economic development of their countries.

1.2. OBJECTIVES OF THE EVALUATION

This evaluation concerns itself with LCA's progress in carrying out the internship portion of the program and the effectiveness of a meeting in Miami, August 10-13, 1989 for alumni of the mid-winter seminar to form the Pan American Network (PAN). Specifically, the evaluation will:

- (1) review the ability of the LCA to obtain summer internships for eligible students selected from those who attended the mid-winter seminar;
- (2) determine the appropriateness of the training being offered and its relevance to the trainees' future employment in Latin America; and
- (3) assess the overall usefulness and relevance of the PAN reunion to the trainees' future employment in Latin America.

1.3. ORGANIZATION OF THE REPORT

The report is organized into four sections and an annex. Section 1 describes the purpose of the evaluation. Section 2 describes the methodology used. Section 3 includes major findings with respect to the three principal objectives of the evaluation; and presents recommendations, related to each objective, to strengthen the LCA program. Section 4 presents the conclusions and lessons learned

2. METHODOLOGY

The Institute for International Research team of two evaluators examined LCA's systems for corporate recruitment and participation; internship placement and monitoring; and organization and effectiveness of the PAN reunion. The objectives of this evaluation are fully stated in the scope of work found in Annex 1.

In response to the work order, the team interviewed a selected sample of transnational company executives in the LCA internship program, analyzed company evaluations of their experience, interviewed half of all the interns, and attended the PAN reunion in Miami. In addition, the team conducted over 50 interviews with the various types of individuals involved in the program.

2.1. DATA COLLECTION

The team obtained formal data by designing and using three standardized questionnaires, including the following forms:

An Internship Participant Evaluation Form

A PAN Conference and PAN Network Evaluation Form

A Company Questionnaire

These are presented in Annexes 2.1-2.3

The team interviewed the 20 interns attending the PAN Conference and collected questionnaires from 50% of all interns placed for a total number of 23.

With respect with the PAN conference, the team attended and administered a six-page questionnaire, collecting a total of 122 completed surveys.

Company data was collected through four in-person interviews with representatives of four U.S. transnational corporations including Dow Chemical, Johnson and Johnson, Colgate-Palmolive, and Merrill Lynch. Eight other companies also submitted reports by mail.

The standardized data was augmented with information gathered in over fifty interviews with participants, private sector representatives, LCA staff, consultants and board members. The team leader also made a two-day visit to examine the files at the LCA offices in Baton Rouge.

2.2. ANALYSIS OF DATA

The data was coded, computerized and analyzed using the SPSS-PC computer-based statistical software. Typical descriptive statistics were generated including simple frequency distributions, cross tabulations and variances, and Pearson Correlation Coefficients. The data and tables for the internships and for the PAN conference evaluation in Annexes 3 and 4.

For the purposes of this report, the team utilized only those sets of variables which were most relevant and interesting to support the questions posed in the Scope of Work.

3. FINDINGS

3.1. ASSESSMENT OF LCA'S ABILITY TO OBTAIN SUMMER INTERNSHIPS

The most ambitious component of the LCA program is the corporate internship program. As the Cooperative Agreement, goal is "to place 200 students (who participate in a mid-winter seminar) in a two month paid internship with U.S. transnational corporations operating in the Caribbean Basin." Specifically, the objectives sought are to:

"expand the trainee's knowledge of, and commitment to, the role of private enterprise in a democratic system; and

provide potential placement in key jobs of Caribbean Basin and Andean participants who are sympathetic to the United States and who some day may occupy top leadership positions in their countries."

Participants are expected to be placed with a U.S. transnational corporation whose commercial operations are preferably in the same country as that of the participant.

The first year implementation plan required LCA to meet the following targets with respect to the internships:

1. Place all seminar graduates (1989) in two-month paid internships with transnational corporations in the summer of 1989, and arrange subsistence payments to be paid by the corporations;
2. Identify corporations willing to offer internships;
3. Match participants with available internships where practicable, assigning them to corporations with operations in their own countries;
4. Reach agreement with corporate sponsors on numbers and remuneration arrangements;
5. Define duties and training objectives with company representatives;
6. Monitor the trainee(s) performance, assisting in the resolution of any problems that may arise;
7. Request that corporations submit performance reports for each trainee.

According to the Cooperative Agreement, each firm would provide each participant with a stipend of approximately \$1,000.00 per

month for lodging, food, and expenses. In addition, LCA requires firms to cover the travel costs of each participant from the university where she/he is attending to the place of internship. The firm is also expected to defray the cost of the student's transportation to and from the site of the PAN conference.

3.1.1. STAFFING AND ORGANIZATION

At the time of this evaluation, LCA staff consisted of a half time executive director and an administrative assistant. Fulltime staff included a deputy, a student coordinator, and another administrative assistant. The responsibility of overseeing the internship program was divided among the student coordinator and the two administrative assistants, with oversight by the deputy. At the onset of the LCA program, there had been a second deputy in charge of internships who resigned on December 31, 1988. His resignation, at the most critical time of the corporate recruitment effort, was a major setback for LCA. However, as a result of creative and persistent efforts by the staff and consultants, LCA was able to place 34% of its eligible students.

The first evaluation of the LCA program by Cruz and Hurwitz (January 1989) strongly recommended that a full time senior level staff member be hired to coordinate all aspects of the internship program, including marketing to corporations. The position was advertised in mid-April in a leading academic journal. LCA attempted to fill the position in June, unsuccessfully. Leading candidates found it difficult to re-locate to Baton Rouge.

Four senior consultants, with substantial experience and contacts in corporate recruitment, trade and the region, were responsible for most of the corporate contacts and actual internships secured.

In reviewing the records, it was evident that there was a real need for a central coordinator of the internship activities. This person would focus and manage all aspects of this component, including developing and managing a viable corporate recruitment strategy, overseeing the student selection, placement and follow-up process and developing a corporate fund raising program to involve firms that support LCA but may not be willing to sponsor an intern. The current deputy was focused primarily on the administration and implementation of the three other components of the LCA program.

As of this writing, Managing Director for the corporate internship program has been hired and has been on the job for two months. A Student Coordinator has been assigned to assist the new position. The new Internship Director has substantial experience in training and placement of the CLASP students, is in fluent Spanish and has worked extensively with A.I.D. missions in

similar scholarship programs. His skills complement those of the current staff. (See Annex 5 for the job description of the Internship Director).

In addition, three of the original corporate recruitment consultants are still actively involved in the effort. Given the delicate nature of building relationships which is so critical to the success of the program, staff continuity is extremely important. However, it will be essential that the new Internship Director develop a realistic and feasible corporate participation strategy with achievable targets by specific dates. He should execute and manage all consultant agreements related to this component of the program and be given ample administrative authority to direct the recruitment effort. Clear and strong management by the new Internship Director will be needed to insure that LCA meet a significantly higher placement rate than this past year.

3.1.2. CORPORATE RECRUITMENT

In the fall of 1989, LCA developed an initial strategy for involving the private sector which included sending letters to 1,000 U.S. transnationals announcing the creation of the internship program. The mass mailing effort was unsuccessful. Most letters were unanswered or returned. The response rate was less than 5%. Identifying the right person to contact proved to be more difficult than expected, and it became apparent that personal contacts and references were essential. LCA soon learned that corporate recruitment was built on a time consuming, labor intensive process of relationship building and networking.

By December, LCA had contracted the services of two senior level consultants with a substantial track record in U.S. corporate recruitment and two others with extensive contacts and specific experience in trade and export promotion in the LAC region. As a result, the recruitment strategy was broadened and diversified to:

- (1) target national companies in participant host countries;
- (2) work more closely with existing networks of transnational and national business associations and chambers of commerce; and
- (3) reinforce contacts by telephone and personal visits.

LCA developed corporate recruitment materials, including a recruitment video and brochure. Systems were organized to track company contacts via consultants and categories. Interested companies received a corporate sponsor packet which included:

- o Options for Corporate Participation
- o a Letter of Intent
- o a Letter of Agreement
- o a Training Plan, and
- o a Student Nominating Form.

These are presented in Annex 6.

Corporate response improved. Many corporations reacted favorably to the concept. However, constrained by their own planning and budgeting cycles, many were unable to work out the complex details of placing an intern in June.

By the Spring, LCA had established regular contacts with over 381 companies (mostly U.S. transnationals) and extensive contacts with seven business organizations assisting LCA in recruiting sponsors. These associations are:

- o American Association of Latin American Chambers of Commerce
- o Caribbean/Central American Action (C/CAA)
- o Council of the Americas
- o Fundacion Empresarial Para el Desarrollo Educativo (FEDAPE-El Salvador)
- o Louisiana/New Orleans Hispanic Chamber of Commerce
- o National Foreign Trade Council (NFTC)

With so many notable corporations and associations committed in the first year to support this work, the following year should more than double the number of internships secured for 1988-1989.

Executives interviewed in the course of this evaluation cited a number of factors which limited LCA's ability to secure more internships:

- o Transnationals' expectations that students would be at the graduate or senior level and majoring in some business related field;
- o Corporate funding and planning cycles that determine budgeting for interns in July-August, when most companies are preparing their annual plans;

- o LCA's limitations as a new organization with very specific requirements regarding time, financial assistance, population characteristics, and site requirements;
- o The large size of most transnationals, which requires a series of complicated layers and levels of approval that demands timely and delicate negotiations.

This last factor is worth more explanation. As recounted by the Human Resource Director (HRD) of Colgate-Palmolive, once LCA convinced him to participate, he had to sell the concept of participation to his CEO, and then to every manager in the various subsidiaries in the region. The manager in-country who was interested had to convince his HRD supervisor, who in turn had to find a willing department manager to assume the responsibility for supervising an eight week program at the cost of about \$4,000. Colgate-Palmolive was one of the LCA's success stories. The company placed four interns in four countries, and the HRD executive is now an active member of the National Board. For 1990, he has agreed to place six more interns, however, they must all be business graduate students.

In response to the various difficulties encountered, LCA again modified its corporate strategy in late March 1989 to expand the ways of engaging companies even if they could not make a short-term commitment to accept an intern. The categories of participants were as follows:

- o Internships Sponsors
- o Affiliate Sponsors: \$500 contribution
- o Corporate Donors: \$4,000 contribution

Annex 7 presents LCA's plan for involving the private sector.

By May, LCA had enrolled 32 internship sponsors, one affiliate sponsor, and two corporate donors: Chevron and Chrysler. In addition, corporate contacts were categorized into levels depending on interest and relationship established. The first level contained 32 companies that sponsored the 57 internships. The second level included ten companies which made a commitment to sponsor interns but were unable to identify suitable students among those available; and those companies which made a commitment either to sponsor an intern or to make a donation, pending final approval at some level. 12 third level companies were sufficiently interested to request student nomination forms, thus suggesting that there was an opening for future involvement. As the list of companies by categories and levels presented in Annex 8 shows, more than half of the companies LCA enrolled were large transnationals and their subsidiaries.

3.1.3. SCREENING AND SELECTION

LCA interviewed all participants at the mid-winter seminar to determine their job interests and learning goals for the internship.³ LCA staff prepared standardized, professionally-developed resumes for each participant and entered these into a computerized file that could be matched easily to companies' preferences. Interviewed corporate representatives commented on the resumes' high quality.

As noted above, there were a number of factors that made it particularly difficult for LCA to match all students with internships, e.g. timing, companies' requirements and criteria, availability of students and student characteristics. In particular, the timing of the mid-winter seminar in December left only five months in which to match students with companies. For the second year, LCA has been able to recruit earlier and begin the matching process prior to the December seminar. Also as a result of the first year's experience LCA has modified its selection criteria to accept students who meet the sponsoring companies' requirements more closely.

Many companies have mentioned that the unique characteristics of LCA student population further compound an already difficult task. The 1990 program requires LCA to take at least 60% CLASP students.⁴ (See Annex 9 for profile of LCA 1988-89 students). Most transnationals indicated a preference for second year graduate students with business-related majors. These were the first to be placed. LCA secured and arranged a total of 57 internships and actually placed and managed 46. Of the 57 recruited in 1989, 15 were non-CLASP and 31 were CLASP. Proportionately these match the overall project quotas. Of the 46 placed, only 7 were CLASP two year or AA students. According to LCA, these are the most difficult students to place. (See Annex 10 for profiles of the interns)

According to one transnational executive, LCA, with a very special population, accomplished in less than one year what many career placement centers of established U.S. universities have not done in five years. The report describes the many factors affecting the process of securing internships.

³Because start up activities did not get underway until early September due to delay in the pass through of program funds, staff primarily focused on marketing, screening, and selecting students, and designing the mid-winter vacation.

⁴ The original requirements was for LCA to accept a 70/30 ratio of CLASP to NON-CLASP students. When enough CLASP students did not apply the ratio was changed to 65/35, which LCA did meet in all programmatic areas.

3.1.4. PLACEMENT AND SUPPORT

LCA secured and arranged a total of 57 internships and actually placed and managed 46,⁵ of these, half were graduate students. This figure represents approximately 34% of the eligible students. Although this falls short of their 100% placement target, it is the opinion of this evaluation team that the objective of placing all participants in internships with transnational corporations during the first year of the program was over-ambitious and unrealistic. LCA can expect to place a significantly higher proportion of students during the second program year if the organization gains credibility in the corporate world;

it selects a group of students that match the companies' requirements more closely; and

it solidifies the networks it has begun to forge.

As the first evaluation stated, serious consideration should be given to the requirement that all students should be offered an internship. As was the case this year, not all participants may be eligible.

As evidenced in the amount of correspondence and faxes, once a firm had agreed to place a student(s), LCA spent substantial staff time assisting companies in processing the student and complying with numerous program and immigration regulations. LCA also served as the liaison with the students' university advisor and CLASP contractors who have the primary responsibility for the student.

The screening and placement process varied depending on the interest of the company. (The LCA description of the screening, selection and placement process is contained in Annex 11). All companies interviewed gave LCA excellent ratings in all aspects of the internship screening, placement and monitoring process. Private sector representatives commented on the responsiveness and dedication of LCA staff in meeting their companies needs throughout the internship program.

3.1.5. COSTS OF INTERNSHIPS

LCA costs were difficult to ascertain since there were no records of staff time allocations on the internship activity. For the period of February to June, staff interviews suggest that at least 90% of their time was spent on the internship component.

⁵ A number of students obtained permanent employment prior to placement, and others became unavailable for personal or other reasons.

There were, however extensive records of consultant expenditures on the corporate recruitment efforts. These totalled \$137,066.00, or approximately \$2,404.00 per internship, and are summarized in the annexes. Although these costs are high, it should be noted that consultant time was spent primarily on introducing and promoting the credibility of this new effort. The cost of this investment should be amortized in benefits in the years to come.

This evaluation did not attempt to estimate the cost benefit ratios of the internship program, since it is unrealistic to analyze these returns during a start-up year without data on long term impacts that would be available from later evaluations.

Company costs need careful scrutiny.

Companies sponsoring interns provided an average stipend of \$1,000.00 to cover lodging, food and other incidental expenses. Because travel costs for the internships cannot be paid directly by A.I.D., firms were asked to pay for travel costs of each participant from his/her university to the internship site and to and from the PAN conference.

Review of the record indicate that companies bore the costs of the travel and stipends for the internships. The average cost per company was about \$2,827.00. For students doing an internship in the U.S., the costs were sometimes higher, ranging from \$4,000 to \$7,500.

The cost requirements have proved to be a disincentive to many companies, especially to firms in the region. Merrill Lynch and Dow Chemical, who placed interns in their local headquarters in Miami, noted that the LCA program is significantly more expensive than other internship program with which they are involved. Another example is Volkswagen of Mexico, which has agreed to take nine interns in the coming summer. However, the company is unwilling to assume the travel costs for the PAN conference.

For the second year, the company costs of the internship and PAN conference should be scrutinized. It is difficult to secure internships without the added burden to companies of having to pay students' travel to and from the job site and the conference. Other mechanisms for paying for student travel should be explored, including asking non-CLASP students to pay all their own travel expenses to the extent feasible, except for those who can document financial need.

Students responses to the stipend and living arrangements were extremely positive. Ninety one percent rated it from adequate to very adequate, with the highest number rating it as very adequate (56%). It would appear from the data that the stipend may be more than adequate. It is recommended that stipends be reviewed

to see where they can be reasonably reduced in order to attract more companies, especially firms based in participants' own countries.

RECOMMENDATIONS

1. Recruit candidates who have a higher probability of being selected by the target companies, i.e. students possessing the characteristics and studying the subjects that meet the companies' preferences and needs documented by evaluation comments.
2. Begin earlier to recruit companies for internships, synchronizing effort with the companies' annual planning cycle, occurring each summer. A number of companies indicated that they would not be able to take interns this year because they had not been approached during this past summer.
3. Continue to expand and diversify the companies being recruited for internships. Recruitment should not be limited to transnationals. CLASP students seem to have a better opportunity to find placement in national companies in their respective countries or in job sites in the non-government or public sector.
4. Under the leadership of the recently hired Internship Director, develop a realistic corporate recruitment and placement strategy that sets feasible and clear targets for the various categories of companies and students. A 100% placement rate is not feasible given eligibility considerations and availability of students meeting company criteria. Progressively higher placement targets per implementation year should be set to accommodate the realities of the program.
5. Clear and strong management by the new Internship Director will be needed to insure that a LCA meet a significantly higher placement rate than this past year.
6. By capitalizing on the corporate contacts already made as well as bonds with corporate personnel involved in the first year of the program, develop a new internship program to accommodate at least 50% to 65% of all eligible students.
7. Costs requirements for companies should be examined, specifically the travel costs to and from the PAN conferences.
8. Enhance the already complete and individualized corporate recruitment package, including information on LCA

and the internship program, by using improved graphics, editing and packaging. LCA needs to create and carry out a marketing campaign in order to attract corporations. Attractively and professionally packaged materials could be more effective in commanding the attention and receptivity of corporation executives to include companies and business networks in participants' own countries. All promotional materials should also be available in Spanish.

9. LCA's program goal should be clarified. If it is as the cooperative agreement states, "to expand trainees, knowledge and commitment to the role of private enterprise in a democratic system," placement in a national corporation would be as effective as placement in a transnational.

3.2. EVALUATION OF INTERNSHIPS

An assessment of the internships was carried out through a three-fold approach that included completion of a detailed questionnaire by 23 interns who attended the PAN conference and interviews with 20 of the interns, and with representatives of a number of the participating corporations. The questionnaire for the students included numerical ratings, as well as open-ended items, allowing the respondents to comment on all issues addressed in a variety of formats.

Replies to the questionnaires and the interviews revealed that interns had a wide range of experiences and reactions. Still, there were sufficient commonalities among them to determine representative findings and draw conclusions.

Overall, most participants described the internships as extremely rewarding experiences, well-worth the time and effort involved. Both interns and corporate representatives had comments and suggestions for strengthening the program, and these are included in the assessment.

3.2.1. RELEVANCE OF THE INTERNSHIPS TO THE PARTICIPANTS' BACKGROUND AND EMPLOYMENT NEEDS

Of the 23 trainees interviewed, 20 indicated that the internships made good or adequate use of their background. Of the three who replied negatively to this question, two acknowledged that they had learned a great deal from the experience, e.g. the realities of working in a large corporation, as well as the acquisition of specific technical skills, such as use of computer programs.

Representative comments included:

"the material covered familiarized me with marketing, terminology, and highlighted the importance of relating a country's culture to various marketing strategies."

"the internship not only allowed me to put my Texas University training into practice, but also my studies in human resources in Mexico which were what I needed to carry out my internship."

"I think LCA found a very good match for my qualifications."

"It (the internship) gave me an opportunity to find out about the structure and performance of private medical centers in my country. (I am a health care manager)."

3.2.2. EXTENT TO WHICH INTERNSHIPS ASSISTED PARTICIPANTS TO MEET FUTURE EMPLOYMENT GOALS

Five of the 23 interns interviewed received job offers from the sponsoring company. All of the participants rated the internship experience highly as preparation for meeting their future employment goals, (86% rated it very highly). Principal benefits of the experience, as elicited from the questionnaires and interviews were:

- o Practical experience in the world of work, as compared to theoretical studies;
- o Acquiring knowledge and experience for corporate culture;
- o Development of appropriate work habits;
- o Learning how to work with a supervisor, as well as with different levels of employees;
- o Specific learning about given fields of interest;
- o Acquisition of computer skills;
- o Clarification of career goals;
- o Opportunity to prove themselves and gain more professional self-confidence;
- o Awareness of additional learning needs.

The few participants who replied negatively felt that the work had not been challenging enough, or did not relate to their specific fields of interest.

3.2.3. LEARNING AND TRAINING OPPORTUNITIES

It is apparent from the participants' comments that the internships provided an intense practical schooling in the world of work.

Although most of those interviewed did not set any specific learning or training goals for their internships, the group as a whole was exposed to a large variety of skill and knowledge areas. These included: assessment of training needs; analysis of company cash flow; legal research; corporate taxation; computerized control of agricultural activities; banana exporting; analysis of data on private health centers; markets studies; quality control; computer software adaptation; planning of experiments to test herbicides; processing of loan applications; and training for small business owners.

Interns learned important job skills: report writing; planning and organizing work activities; problem solving and making decisions; listening and communicating; leadership; and time management.

3.2.4. ADEQUACY OF LCA ARRANGEMENTS AND SERVICES IN SUPPORT OF THE INTERNSHIPS

The majority of the participants felt that LCA provided excellent arrangements and support for their internships. The personal concern of the LCA staff before and during the internships was singled out as particularly helpful. Some representative participant comments follow:

"LCA did everything to make things easier for me. They did a remarkable job."

"LCA helped me when I had problems with the internship."

"LCA provided a very valuable intervention in the company. Without it this valuable experience wouldn't have happened."

While predominant reaction to the internships was positive, some problems were noted:

- o Delays in notifying or confirming internship. At least a quarter of those participants interviewed found this to be a problem; some participants received confirmation only days before they were to leave. The principal causes of delay were described as problems in confirming arrangements with companies, policy problems with one AID mission regarding permission for nationals to have internships in their own country, visa complications, etc..

These delays obviously were frustrating and interfered with planning. Some participants did not know whether to register for summer school session at their universities or not. Others were not able to make necessary pre-internship arrangements which might have made the experience more valuable.

- o A lack of sufficient information about the details of the specific internships. A number of participants felt that there was no specific work/training plan prepared for them when they arrived, and they tended to flounder about until they eventually found a niche. (It should be noted that the most successful internships were those where the interns took a proactive role in ensuring a positive experience through creative initiative).

- o Some participants placed with transnationals, felt that while the company headquarters, (usually in the U.S.) had a clear idea about the internship, local supervisors did not, and consequently did not know how to handle the intern. A smaller group felt that the local supervisors actively resented the intern, feeling that he/she had been imposed on him. (Most interns, however, got along well with their supervisors and felt that they were very supportive).

3.2.5. COMPANY LOGISTICS AND SERVICES

While some participants had complaints about the local travel or housing arrangements, most were very positive in their ratings of company-arranged travel, housing, and stipend arrangements, as well as working conditions.

3.2.6. INTERNS' SUGGESTED IMPROVEMENTS

Participants of the first year program suggested greater preparation on the part of LCA, the interns themselves and the sponsoring corporations.

Specific suggestions, as summarized, were:

- o Students should have more advance information on possible companies, and have more involvement in choosing among them;

- o Once confirmed, trainees should participate with the company and LCA, in devising a training plan focused on the needs of the trainee as well as those of the company;

- o Once confirmed, interns should be proactive in finding out as much as possible about the corporation and country to which they are assigned, before the internship begins;

- o Before beginning specific work, interns should have a formal orientation to the company, possibly of a week's duration, including its departments, key personnel and policies;

- o Interns should be challenged to work above, rather than at or below their current abilities.

3.2.7. PARTICIPANTS' NEW KNOWLEDGE OF THE PRIVATE SECTOR

Most participants were impressed with the role and contributions of the private sector to the economy and life of the countries where they functioned. In many cases this perspective represented a change in point of view, particularly with respect to transnational corporations. In response to a survey question directed to this issue, all participants indicated a positive impression and/or change in attitude, with 73% indicating a very positive change. The experience of working within the companies, having direct daily contact with individuals and activities, including key officers and policy makers, provided a totally different and instructive perspective for a large number of participants.

Some representative comments were:

"For the first time I was in contact with a private company, and I saw how they work to make Bolivia a better country. I was exposed to a project in which the company is involved in bringing water to Indian communities, which is very important to Bolivia, as well as to the company."

"I could see, in this case, that some corporations could contribute with solutions and technical training to the agriculture sector in our countries. This was a different view of what to expect after having been exposed to heavy anti-transnational propaganda in Central America (specifically against the banana companies)."

"I saw their concern with competence. This is good for the country. There could be better products and services in the market."

"I became aware of how much the private sector is contributing to economic development."

"I got a better idea of the role and contributions of corporations in agricultural development in Latin America."

3.2.8. GENERAL IMPRESSIONS AND HIGHLIGHTS

The participants were almost evenly divided as to the desirable length of the program, with half of them feeling it should be longer and half feeling the current length was about right. Only one participant felt it should be shorter. An impressive 91% of the participants saw the internships as one of the most beneficial components of the LCA a program.

Although the participants described many highlights, key experiences tended to fall into the following general areas:

Having one's ideas, suggestions and products accepted and used in the company.

Being treated as a full, professional member of the corporation, e.g. one participant was asked to attend a meeting and make a presentation before the Minister of Commerce of Mexico when his supervisor was unexpectedly unable to attend; another has his analytic report distributed among the top officers of the company. A number of participants were given farewell parties at the end of their internships.

Contacts and friendships established with a wide variety of individuals, many of which were expected to be useful in career development.

Increased knowledge about one's own country, as well as issues, needs and concerns in one's field.

Exposure to the concept of corporate team work.

3.2.9. CORPORATE IMPRESSIONS AND CONCLUSIONS

Corporate sponsors were asked to submit formal reports on the internships, covering specific aspects of the experience. A key question was directed to their impressions of the interns with respect to motivation, work habits, attitude, adequacy of background for the job, relationships to supervisors and co-workers, etc. (See Annex 13).

Seven out of 12 respondents indicated that they would definitely be willing to accept interns again this year, with three additional companies giving a qualified "yes." All the respondents praised the goals of the program, and saw it as useful for the students, as well as ultimately for the private sector.

Illustrative comments were:

"Since the majority of interns will eventually become employees or employers in the private sector, it is essential that they see the value of the private sector first hand. Another benefit of the program is that the student, upon return to college, can more easily apply the education they are receiving to the day-to-day activity of the community, since they have now been exposed to it."

"The participating company gets the opportunity to contribute to a very beneficial program and also the opportunity for international recognition."

"She was so motivated that she did volunteer work after hours. She related so well to everybody in the office that in the end she was considered one of us."

"We would be willing to accept one or more interns for the coming year. However we feel that the selection process (yours and ours) should be better geared toward identifying candidates that are mature, responsible, communicative, possess a strong self-image and are clear as to their objectives and responsibilities in the program." (From a company that had an unsatisfactory intern).

"LCA has been outstanding in their delivery of services to Dow. From the initial contact, continuing through the end, LCA has been extremely responsive and most professional."

Some important perspectives on the internship program emerged in personal interviews with selected executives of sponsoring corporations. In general they felt that while the program is extremely valuable in principle, it has its practical limitations from the corporations' point of view. These are:

Cost. As discussed earlier in this report, the cost of the internships is high, and is therefore a deterrent to corporate collaboration with the program.

Vague goals. One executive felt that the broad-based internship was too vague in terms of desired outcomes, and felt that it should focus on a particular aspect of learning target.

Candidate qualifications. The characteristics and quality of the candidates affect the companies' receptivity. They are looking for interns with business sector backgrounds, i.e. economics, finance, sales, marketing, electrical engineering, etc. Of the almost 200 participants in the first year program, only about 25% were qualified. This made it difficult to place a significant number of them.

Participants' personal style. An additional qualification sought by most transnational corporations is a certain level of confidence, polish, personal projection and understanding of a business dress code, which not all LCA candidates possessed.

Other options. Some companies also preferred to provide their own nationals with internships, which may not be consistent with the LCA candidate pool. Candidates from certain countries were easier to place.

Timing of the internships. This is a serious consideration for companies which may already have a number of other competing priorities. The June-August internships period coincides with the busiest time of the year for many transnational companies.

On an encouraging note, the evaluation team asked corporate representatives about their reasons for their participation in the program in spite of the cost. Their responses indicated a high-level corporate commitment to LCA's over-all program goal to promote positive attitudes towards free enterprise in the region.

RECOMMENDATIONS

1. Require students to identify their learning and employment goals prior to taking the LCA program, in order to enhance the possibility of their obtaining an internship that will have a positive impact on their employment and careers. (Information from employer evaluations of the first-year interns indicated that the most successful experiences involved students who had established their training and employment goals, and had made an effort to obtain prior information about the company, its goals, activities and procedures, prior to the internship).
2. Involve students more actively in identifying and researching companies. This preferred strategy for any job-search effort will improve their possibilities of obtaining an appropriate internship and will reduce LCA's burden of identifying companies and matching them to students.
3. Notify students of confirmed internships much earlier (a minimum of six weeks) in order to facilitate their own preparation for the internship.
4. Have students and sponsoring corporations sign a letter of agreement detailing a mutually agreed-upon training plan. This should include both the intern's and the company' expectations and responsibilities. The intern's direct supervisor should have a copy of this agreement.

5. Once an internship is confirmed, participants should inform themselves as much as possible about the corporation and country to which they are assigned, before the internship begins.

3.3. EVALUATION OF PAN CONFERENCE

The principle objectives of the PAN reunion, (August 10-13, Miami), as announced in the pre-conferences information packet (See Annex 14), were:

(1) To formally organize the Pan American Network. The three-day program, which took place at the Hyatt Regency Hotel, focused on activities leading to the election of officers on the final day.

(2) To give the participants an opportunity to be interviewed by representatives of transnational corporations associated with the LCA program, in connection with possible internships and/or permanent employment.

(3) To provide the participants with an overview of some basic job research skills.

(4) To strengthen the participants' understanding of the relationships between development and the private sector, (the official theme of the conference was "Development and the Private Sector").

All four objectives were reflected in the schedule of events included in the pre-conference materials.

The evaluators attended and observed the full conference, interacted with and interviewed the student participants, conference presenters and LCA staff, and distributed an evaluation instrument to the students for their written assessment of the event. At the closing banquet students returned the completed evaluations, (see Annex 2.2, Evaluation, PAN Conference, and Annex 4, Summary of Results of PAN Evaluation in the annexes).

143 of the 198 participants in the winter seminar attended the PAN conference. 12 participants completed the evaluation questionnaire, and virtually all indicated that the conference met their expectations to a high degree. In response to a question asking them to rank order their reasons for attending, the two highest ranked reasons were opportunity to interact with other students and the opportunity to participate in the

formation of the PAN. The two lowest-ranked reasons were the opportunity to obtain an internship, and the opportunity to obtain a job. Replies to an open-ended question inviting comments to improve future PAN conferences suggested that there was some concern in the effectiveness in areas of promoting internships and future employment. These aspects of the conference will be treated in more detail below.

3.3.1. PRE-CONFERENCE INFORMATION

Pre-Conference arrangements by LCA included a mailing to participants that included a description of the Pan American Network, a schedule of events, and general useful logistical information. While this material was fairly complete, the one page description of the PAN was somewhat misleading, giving the impression that the conference itself would provide an opportunity to "organize national PAN chapters and to plan projects and activities in each country designed to build on the members' LCA experiences." In fact, the conference only allowed for the nomination of candidates for officers and regional representatives, and the election itself.

3.3.2. ORGANIZATION OF THE PAN

Organization activities of the Pan American Network were interspersed with a number of the other activities throughout the two days, which may have diluted their effectiveness. The PAN activities included orientation to the organizing procedures, meeting the geographic region to nominate candidates for officers and regional representatives, a session devoted to campaign speeches from the candidates, elections, and planning sessions of those elected. LCA mentors effectively facilitated the meeting of the regional groups, as well as the plenary organizing sessions.

Comments from the students evaluations indicated that more time should have been allocated for such PAN activities as putting together platforms, campaigning, and discussion of candidate positions before the election. Some participants felt that at least one more day should have been available for the new officers and regional representatives to interact with the participants, form committees, and work together in groups to plan activities of the fledgling organization, particularly in light of the fact that they would soon be dispersing with the attendant problems of long-distance communication.

Since the objective of the PAN is to "provide reinforcement of the democratic....principles and leadership skills taught on the (winter) seminars," it was important that the organization of the PAN itself model those principles. Both the evaluators'

observations as well as the participants' evaluations confirmed that the organizational procedures were open and highly participatory at all stages. Nevertheless, a number of responses to the written evaluation suggested that the procedures could have been even more democratic had there been sufficient time for campaign speeches, questions and answers, and discussion of candidate positions and platforms before the election. Others felt that the procedure would have been more democratic had all LCA graduates, rather than just those attending been allowed to vote.

From an observer's point of view, the session devoted to campaign speeches indicated that there is a need for the candidates to prepare their presentations better; some speeches were painfully rudimentary, and indicated a lack of experience in the campaigning process. The fact that the "platforms" were quite vague was perhaps a function of the early phase of the organization, and may change with time, experience, and knowledge of the PAN's activities.

It should be noted, (the above comments notwithstanding), that LCA's pre-conference letter to participants did urge participants to "come prepared with platform(s), program(s), idea(s), etc.," and noted that the time available for campaigning would be very limited.

A multi-regional slate of officers of the PAN was elected, with the first president coming from Jamaica. Organization officers spoke at the closing banquet and urged the support and participation of all members. The PAN will require full support from LCA during this crucial first year of its organization, and probably for at least two years beyond, in order to allow it to establish a sufficient base of organizational stability and programmatic direction to ensure its viability and continued growth.

The students' final evaluation showed considerable enthusiasm for the concept of the PAN, most of them seeing in it a potential for job opportunities, personal and professional development, a source of linkage with an international fraternity of like-minded people, and an opportunity, in some as-yet-undefined way to create a development impact in their countries and their regions.

3.3.3. CONTACTS WITH TRANSNATIONAL ORGANIZATIONS

This phase of the conference was the most disappointing, in that few corporate representatives attended. Out of fifty, mostly from transnationals, who were invited, only four appeared, and they were on the official program. This was an obvious source of frustration for all concerned, the students in particular, and was reflected in their evaluation comments.

The low response from the corporate sector is an indication of the distance that LCA must cover in selling the program to this transnational target group. Nonetheless, those corporate representatives which did appear demonstrated a sincere interest in the students and the program, participating in the formal conference activities and interacting informally with as many as possible.

Suggestions from students' evaluations to increase networking opportunities with corporate representatives at future PAN conferences included a number of alternatives emphasizing informal contacts over than formal lectures, such as more planned social activities similar to the opening reception, where participants and corporate representatives meet, and meals including representatives and student participants.

A number of participants suggested that to accommodate those students in non-business fields, representatives be invited from other fields than business organizations. This suggestion implicitly raised the issue of the enterprise focus of the program, and the problem of securing internships for students in other fields.

3.3.4. DEVELOPING JOB-SEARCH SKILLS

The conference offered two sessions focussing on job search skills such as networking, resume preparation, and job interviews. The latter two subjects were billed as work groups, but were in effect lecture presentations, as was the address on networking. While these sessions provided question and answered periods, the format could only provide an overview that whetted the participants' interest for more.

The job search techniques deserve more serious time and attention for actual skill building. This can only be accomplished in longer workshops, where the participants are in manageable groups that permit more direct contact with instructors, and where experimental exercises provide opportunities for learning and practicing.

3.3.5. UNDERSTANDING DEVELOPMENT AND THE PRIVATE SECTOR

The conference program included two presentations under this theme: an individual presentation by a representative of Merrill Lynch, and a panel discussion involving representatives of Johnson and Johnson, Colgate-Palmolive. All three presenters were knowledgeable about their topic as well as its application to Latin American and the Caribbean. While no-one broke new ground, their comments appeared to interest the participants, who

took advantage freely of the question and answer period following each presentation.

A third presentation provided a discussion of U.S. Foreign Policy by Edwin G. Corr a former ambassador (on leave from the Foreign Service) currently teaching at the University of Oklahoma. Ambassador Corr was known to the participants, since he had also participated in the winter seminar. He is a very competent speaker who knows his theme well, and enjoys sharing his perceptions and fielding a large number of questions. All three presentations were rated highly by the participants, although one or two commented that since Ambassador Corr has presented a similar theme at the mid-winter program, they felt that time could have been used to more advantage by bringing in a person who was not already known to the group.

3.3.6. CONFERENCE LOGISTICS

The conference was held at the Hyatt Regency Hotel in Miami, a luxury hotel with ample facilities for a meeting of this nature. Living accommodations were very comfortable, and the hotel provided excellent meeting rooms for both large and smaller group activities, as well as the opening reception and closing dinner.

The cost of food and transportation was apparently a problem for a number of participants. However, the evaluation team felt the stipend was more than adequate to cover necessary expenditures.

Nevertheless, a number of participants suggested that future PAN conferences be located at a less expensive hotel, and that the difference in cost be applied to provisions of all meals, as well as arrangements for transportation to and from the airport.

3.3.7. CONFERENCE ORGANIZATION

While the conference design attempted to provide varied activities to meet the four above-identified objectives, there was not enough time in two days to cover them all to everyone's satisfaction. The issue of lack of time predominated participant comments on an open question in the final evaluation, with requests for more time for discussion, campaigning and organization activities for PAN, and for general interaction with other participants and corporate representatives. Given the varied agendas of a group this large, it is probable that time would be an issue even if the conference were extended by several days. Nonetheless, it seems apparent that the participants' basic interests focus on the organization of PAN and job-related activities such as contacts with corporate representatives and job search skills, and these should be the emphasis in future LCA conferences.

3.3.8 CONFERENCE COSTS

The conference budget totalled \$53,750, not counting staff time and preparations, according to a June 30 memorandum in LCA files (See Annex 15). The average cost per participant was approximately \$270, covering all lodging, programming, materials and stipends.

The twenty interns in attendance at the conference all had their travel costs paid by sponsoring companies. LCA, however, had to pay for the travel expenses for the 123 other participants, which totalled about \$30,000. The total costs for the PAN conference, if one adds in staff time, almost equals the total costs of consultants to carry out the corporate recruitment effort. A.I.D. may therefore wish to re-consider the cost-effectiveness of this component of the program.

RECOMMENDATIONS

It is recommended that A.I.D. examine the cost-benefit of the PAN conference and consider discontinuing this component of the program.

In the event that the conference continues as a program component, the following recommendations are offered to strengthen the event.

1. Send pre-conference information to participants regarding the PAN election process. Urge those interested in candidacy to come prepared with ideas, platforms, etc. (Participants did receive a similar request this year. The procedure should be continued and re-emphasized, including information on time constraints). It would also be helpful to discuss this at the winter seminar, as well as to provide training on the fine points of public speaking, at the same event.
2. Plan more time for the campaign process. Participants should have some background information on the candidates.
3. Make special efforts to bring more corporate representatives from both transnationals and national firms to the conference. Provide opportunities for them to meet formally and informally with the participants. Also invite leaders of the key business associations and networks active in the LAC region.
4. Invite representatives from the non-business as well as the business sector to participate in the conference, in order to accommodate those students who may not have a business background.

4.4. CONCLUSIONS AND LESSONS LEARNED

4.4.1. CONCLUSIONS

1. For a first year operation, LCA established a credible system of corporate recruitment, internship placement and monitoring. Half of the internships secured were with large transnationals, e.g. Monsanto, Colgate, Merrill Lynch, Johnson and Johnson, Dow Chemical, etc.
2. The objective of placing all participants in internships during the first year of the program was unrealistic, given the newness of the operation and the complexity of the program. As the organization gains in credibility and solidifies networks in the corporate world, it can expect to place a much higher proportion of students during the second program year.
3. A unique strength of the LCA program, (according to corporate executives who were asked why their companies were participating) is that LCA's goals--promoting and strengthening the private sector in the regions where it operates--matches their corporate priorities.
4. The PAN network will require organizational support by the LCA during the crucial first year of its operation, and probably for at list two years beyond, in order to allow it to establish a sufficient base of organizational stability and programmatic direction to ensure its viability and continued growth.

4.4.2 LESSONS LEARNED

- o Internship recruitment is a complex and time-consuming effort.
- o Recruitment needs to start as early as May-August of the year prior to placement, in order to meet companies' planning and budgeting cycles.
- o Not all students are eligible, therefore a 100% placement rate is unrealistic.
- o Corporate recruitment is costly. To reduce cost and increase the placement rate, LCA should target fewer transnational and more national firms.
- o The quality of the intern affects the company receptivity. Transnationals are interested in graduate business majors. Recruitment efforts to these firms should be limited. More emphasis should be on placing students with national companies in participants hosts countries.

To this end AID missions training and private sector officers could be particularly helpful to LCA in identifying receptive national countries.

- o Placement targets should be increased incrementally by implementation years. A 34% placement rate for year one of a five year effort is realistic.

- o The PAN Conference proved too expensive for the benefits targeted to be achieved.

ANNEX 1
SCOPE OF WORK

LEADERSHIP CENTER OF THE AMERICAS (LCA)

SCOPE OF WORK FOR EVALUATION OF TRAINEESHIPS AND PAN REUNION

NOTE: This scope of work is a continuation of the scope of work - attached hereto - for the initial project evaluation of the LCA. The initial project evaluation concerned start-up activities and the mid-winter seminar conducted by the LCA. This scope of work will concern itself with the traineeships and the Pan American Network (PAN) reunion.

OBJECTIVES:

This evaluation will concern itself with only the progress made by the LCA in carrying out the traineeship portion of the program and the effectiveness of the PAN reunion. This evaluation has three objectives:

- (1) To review the ability of the LCA to obtain summer traineeships for eligible students selected from those who attended the mid-winter seminar.
- (2) To review a sample number of traineeships to determine the appropriateness of the training being offered and its relevance to the trainee's future employment in Latin America.
- (3) To attend the PAN reunion and to determine its effectiveness in assisting in the employment of graduates.

QUESTIONS TO BE ANSWERED BY THE EVALUATION

Objective 1

To review the ability of the LCA to obtain summer traineeships for eligible students selected from the mid-winter seminar

Specifically, the evaluator will answer the following questions after interviewing LCA staff and consultants at LCA Headquarters in Baton Rouge, Louisiana:

- Of the 198 participants who attended the mid-winter seminar, how many were offered traineeships?
- What was the basis of their selection?
- How many obtained traineeships in activities which bore some relationship to their studies?
- Who is bearing the cost of the traineeships?
- How were the traineeships obtained and what changes, if any, should be made in LCA's efforts to obtain traineeships?
- Should the LCA attempt to obtain these traineeships at the country level rather than at corporate headquarters in the U.S.
- What are the perceptions of the firms offering traineeships as to

the LCA? Are they willing to continue putting up money for travel and stipend (about \$4,000 per student)?

Objective 2

To review a sample number of traineeships to determine the appropriateness of the training being offered and its relevance to the trainee's future employment in Latin America

The evaluator will visit Kingston Jamaica where training is being carried out at the Colgate Palmolive Co, the National Development Foundation and the Jamaica Telephone Company. In addition, the evaluator will visit Miami, Florida to investigate training being carried out by the Dow Chemical Company and Merrill Lynch Corporation. The evaluator will attempt to determine:

Whether, or not, the training is relevant to the trainee's needs?

What are the trainee's impressions of his/her training experience?

Is the training challenging?

Is the trainee learning something?

Can the training be put to good use when the trainee returns home?

What do personnel of the organization think of their trainees?

Have the logistics been satisfactory? The travel? The housing?

Is the stipend adequate?

Objective 3

To attend the PAN reunion and to determine its overall usefulness and its relevance to the trainee's future employment in Latin America

The PAN reunion will take place August 10-13 in Miami, Florida. The reunion's purposes are two-fold: (a) to renew friendships that began during the mid-winter seminar; and (b) to assist participants who need help in obtaining suitable employment. Both corporate representatives and participants will attend. Since all parties will be gathered together for the first time, this will provide an ideal opportunity to substantiate information and/or data developed during the evaluation. Toward this end, the evaluator should develop two protocols, one for the students and one for the corporation representatives. In addition, an evaluation should be made of:

The program presented

The quality of the speakers. Were they adequately briefed?
The housing
Transportation
Meeting rooms
The effectiveness of the job placement component of the reunion

RELATIONSHIPS AND RESPONSIBILITIES

The evaluator will work directly with the A.I.D. Chief of LAC/DR/EST and the LAC Evaluation Division to carry out the project. During the first week of the evaluation period, the evaluator will meet directly with the Chief LAC/DR/EST to ensure that he/she fully understands the terms and scope of the evaluation.

It is envisioned that all necessary travel, other than the PAN reunion, will be carried out in July, 1989. A maximum of three days are budgeted for the Baton Rouge visit, two days to interview the three trainees in Jamaica and one day to interview the two trainees in Miami. The same protocol should be used for each of the five interviews. And, if practicable, this protocol might also serve for use at the Miami reunion.

PERSONNEL

The Evaluation Specialist will have previous direct experience with participant training programs and with participants from Spanish-speaking countries, preferably in both the home country and the U.S. The Evaluation Specialist will have had several years experience conducting evaluations. He/she must speak Spanish at least on the 3+ level.

REPORTS

At the conclusion of the evaluation, the evaluator shall submit a final report that will include the following:

Executive Summary

- Purpose of the evaluation
- Methods used
- Findings
- Lessons learned
- Recommendations

Body of the Report

The body of the report will address each of the objectives of the evaluation and among others, answer the questions posed in

this Statement of Work.

TERMS OF PERFORMANCE

Effective Date

The evaluation is effective as of July 1, 1989.

Completion

The evaluation will be completed by 15 September, 1989, by which time ten copies (10) of the final report along with a diskette of the report will have been submitted. Draft portions of the report may be submitted to A.I.D. at any time prior to the project completion date.

If requested, the evaluator may present a briefing on the evaluation to A./I.D. personnel and other interested parties, following LAC/DR/EST approval of the final report.

ATTACHMENT ONE

LEADERSHIP CENTER OF THE AMERICAS (LCA)

SCOPE OF WORK FOR INITIAL PROJECT EVALUATION

I. BACKGROUND

The Caribbean and Latin American Scholarship Program (CLASP), mandated by the Central America Initiative that was approved by the Congress in 1985, has as its primary goals the strengthening of the manpower resources of the region through training in skills essential for social, economic, and political development, and the forging of ties of friendship and understanding between the peoples and countries of the region and the United States. CLASP targets individuals and groups who traditionally have lacked access to training in the U.S. Trainees are selected based on their economic need, leadership potential, and membership in a special-concern or disadvantaged group (women, youth, the rural poor, minority populations, and future leaders); seventy percent must come from disadvantaged groups and forty percent must be women. Academic and technical training is augmented by the "Experience America" program, a key facet of CLASP in which trainees get to know Americans, our communities and institutions, both professionally and personally, through internships, home stays, and association with civic and community organizations. CLASP also focuses on follow-up procedures to maintain ongoing relationships between the returned participants and individuals and groups in the U.S.

The Consortium for Service to Latin America (CSLA), a non-profit organization in the State of Louisiana founded in 1986, specializes in training programs for Latin American and Caribbean participants. It is an independent corporation with no organizational ties to higher education institutions. CSLA has a permanent bicultural, bilingual staff, and draws upon the expertise of regionally-based professors and other recognized experts. It is currently implementing a Central American Peace Scholarships (CAPS) grant secured through USAID/El Salvador; 156 community leaders, mayors and small business entrepreneurs are receiving short-term skills training, while 131 long-term students from El Salvador and Panama are matriculating for associate degrees in technical fields. CSLA also fulfilled a contract with A.I.D.'s Office of Democratic Initiatives to train fifty justices of the peace from El Salvador.

Utilizing a \$1,250,000 FY 88 Congressional earmark, the CSLA launched a program called the Leadership Center of the Americas (LCA). It is intended that the Center become a vital and beneficial supplement to four of the CLASP

regional components - the Central American Peace Scholarships (CAPS), the Presidential Training Initiative for the Island Caribbean (PTIIC), the Cooperative Association of States for Scholars (CASS), and the Andean Peace Scholarships Program (APSP). During the first year of an anticipated five-year program, a twenty-day seminar for 200 Caribbean Basin and Andean Region students already at U.S. colleges and universities will be held at Louisiana State University, Baton Rouge, during the Christmas-New Year period; it will focus on the roles of various democratic institutions and processes in promoting socio-economic development. The following summer, these two hundred participants will be placed in two-month paid traineeships with trans national corporations. A three-day founding meeting of the Pan American Network (PAN), an international support facility for the graduates, will immediately follow the traineeships. Also, an LCA National Advisory Board, consisting of approximately fifteen Americans who are prominent in education, industry, and Latin American/Caribbean affairs, will take an active part in promoting the program, affording it substantial public prestige and attracting private resources and assistance to it; the Board has already been constituted and held its first meeting in May, 1988.

II. OBJECTIVES

The long-term goal of the program is to establish a thriving, permanent network of skilled and educated leaders in the Caribbean Basin and the Andean Region who can, and will, contribute to their countries' stability by helping to build durable economic, social, and civic infrastructures.

The objectives of the program are:

1. Through the provision of short-term training, to a) create more positive attitudes toward the American political system, its democratic values and procedures, and the role of the private economic sector in the maintenance of a free society; b) forge lasting ties of friendship and understanding between the students and the U.S. and our people, as well as among the students themselves; c) select candidates with a view to beginning the formation of strong bonds between the participants and the trans national concerns to which they are attached; and d)

create support among the students for the formation of a Pan American Network (PAN).

2. Through the provision of traineeships with trans national corporations, to: a) expand the trainees' knowledge of, and commitment to, the role of private enterprise in a democratic system; and b) where possible, provide placement in key jobs of young Caribbean Basin and Andean participants who are sympathetic to the United States and who some day may occupy top leadership positions in their countries.

3. Through the establishment and operation of a Pan American Network (PAN), to: (a) provide an international support mechanism for LCA graduates, which will serve to enhance and strengthen links among themselves and between them and the U.S.; b) deepen and broaden the graduates' commitment to the democratic and economic principles taught in the seminar; c) bolster the leadership skills acquired in the seminar; and d) furnish a means by which the responsibilities of the private corporate sector in the region can be reinforced.

4. Through the active functioning of a National Advisory Board, to strengthen the LCA program by: a) according it public prestige and prominence; and b) attracting private assistance and resources to it.

III. Proposed Achievements

By the end of the first year of the LCA program:

- Approximately 200 Caribbean Basin and Andean Region students from U.S. colleges and universities, all of them sophomores or juniors and seventy per cent of them CAPS, PTIIC, or APSP participants, will have completed a twenty-day seminar on democracy and development, accompanied by an "Experience America"-type program.

- The same 200 students will have completed two-month paid traineeships with trans national corporations operating in the Caribbean Basin or the Andean Region. - The founding meeting of the Pan American Network (PAN) will have been held, and attended by the students.

- The LCA National Advisory Board will be actively fostering the development of the program.

Central American, Caribbean and Andean countries eligible for this program are

the Dominican Republic, the Eastern Caribbean states, Haiti, Jamaica, Belize, Costa Rica, El Salvador, Guatemala, Honduras, Bolivia, Colombia, Ecuador and Peru. Unless advised otherwise in writing by A.I.D., Panama is not eligible.

The recipient will furnish the services of a project management team, which will assist the Consortium for Service to Latin America in implementing the aforementioned education/training program. Services provided by the recipient will include the establishment, implementation, monitoring and coordination of the program. They will also include the recruitment, selection and follow-up of the seminar participants; the organization and implementation of the twenty-day seminar; the identification, negotiation and procurement of traineeships with trans national corporations; the matching of participants with suitable traineeships, monitoring and end-of-traineeship evaluations; the organization and holding of the founding meeting of the Pan American Network (PAN); and the convening twice a year of the LCA National Advisory Board. The services will be furnished for a period of one year.

A. Preparatory Steps

1. Recruit the members of the project management team.
2. Prepare a detailed implementation plan for each of the program's four components: seminar; traineeships; Pan American Network (PAN); and LCA National Advisory Board.
3. Determine, in collaboration with LAC/DR/EST, which of the eligible Central American, Caribbean and Andean countries will be represented by participants in the program.
4. Coordinate the actions required of the Consortium, the CSLA Board of Directors, the LCA National Advisory Board, higher education institutions involved, public sector organizations, and private sector businesses and corporations, in order to maximize and administer cash or in-kind contributions to the program.
5. Enter into sub-agreements with institutions, organizations, businesses and corporations as may be appropriate, regarding the participation of the parties in this program. These sub-agreements will specify the services to be furnished and will include: budgets with definition of costs to be paid by each party; financial arrangements and responsibilities; procedures and documentation required to support Federal payments; specific program responsibilities; monitoring and reporting requirements on program and fiscal data; and applicable time-frames.

B. Seminar

1. Recruit, select and train the participants. Selection will be based on CLASP criteria which require that seventy percent of the trainees come from disadvantaged/special concern groups, including women, youth, the rural poor, the minority populations of the region, and future leaders, and that forty percent be women. Approximately 200 students from Central America, the Caribbean, and the Andean countries who are in their sophomore or junior years at U.S. colleges and universities will be instructed on the roles of democratic institutions and processes in promoting socio-economic development; the course will be held on the Louisiana State University campus, Baton Rouge, for twenty days during the 1988-89 Christmas-New Years break; seventy percent of the students will be CLASP scholarship holders recruited through the CAPS, PTIIC, and APSP contractors, with the remainder chosen through LCA's contacts with higher education institutions and groups. In addition to seventeen hours of formal instruction, there will be extensive informal discussions (totaling about thirty-four hours) between students, faculty, and invited guest speakers. There will also be a wide variety of social, cultural, and recreational activities to allow the students to "Experience America" through exposure to life in the surrounding community.

2. Recruit, select, and arrange for well-qualified faculty, from regional and national institutions, to teach in the seminar; for prominent public and private sector leaders to address the seminar; and for teaching/logistical assistants to lead discussion sessions and facilitate seminar arrangements.

3. Make all logistical arrangements for the seminar, including transportation to and from Baton Rouge, accommodations, meals, extracurricular activities, Health and Accident Coverage (HAC), etc.

4. Conduct pre- and post-seminar evaluations of participants' civic attitudes, with the intent of measuring the impact of the three weeks on attitudinal change. An outside evaluator may be used in this facet of the program.

IV. GENERAL OBJECTIVES OF THIS EVALUATION

This evaluation will concern itself with only the progress made by the LCA in initial start up and the effectiveness of the mid winter seminar. This evaluation has three objectives.

(a) To assess the effectiveness of the preparatory management work done by the LCA to establish the organization after signing the Cooperative Agreement.

(b) To examine the design, implementation and monitoring of the LCA program and to identify the strengths, weaknesses, and lessons learned from LCA activities to date.

(c) To observe the first mid-winter seminar, evaluate its effectiveness, and make recommendations for the possible improvement of future seminars.

V. QUESTIONS TO BE ANSWERED BY THE EVALUATION

OBJECTIVE 1

To assess the effectiveness of the preparatory work done by LCA to establish the organization after signing the Cooperative Agreement.

Both in the Proposal and the Cooperative Agreement, the preparatory steps were spelled out as listed in Para. III A. above.

Specifically, the evaluator will answer the following questions -

Is the LCA by now a viable, operating entity with adequate staff and suitable operating equipment? Are adequate files maintained? Does LCA have adequate staff to handle travel and living arrangements for 200 students?

Are existing sub-agreements with institutions, individuals, businesses, and corporations adequate for their purposes?

Has the LCA made adequate use of the resources of A.I.D. missions and CLASP contractors? How effective are LCA's communications with A.I.D./W?

Is the relationship between the CSLA and the LCA appropriate to serve the needs of LCA?

How effective has the National Advisory Board been in assisting the LCA? In particular, how effective has it been in

OBJECTIVE II

To examine the design, implementation and monitoring of the LCA Program to identify the strengths, weaknesses and lessons learned from LCA activities to date.

Although the LCA is just beginning operations, some information should now be emerging. For example,

As designed, the transnational corporations are to make a major contribution to the project by paying approximately \$1,000 per month in stipends to each student as well as transportation costs to and from the traineeship as well as travel and other costs of the Pan American Network reunion. How responsive have the transnational corporations been to date with regard to LCA solicitations for these grants? Are internal rules and regulations of the transnational corporations an impediment? Are the lack of visas and work permits a factor? accelerating the involvement and support of the private sector?

What are the qualifications of the LCA staff? In what detail and to what degree of clarity are the roles and responsibilities delineated?

Has the LCA developed adequate documentation practices so that financial transactions, participant's personnel data, and other essential management information are well maintained?

Has the LCA developed clear and useful implementation plans for all phases of the project?

Has the LCA taken steps to ensure that it adequately meets CLASP criteria that seventy percent of the trainees come from disadvantaged groups and forty percent must be women.

Are the relationships between the LCA and CLASP contractors (e.g., Georgetown University) mutually reinforcing? From a management standpoint, will the LCA improve the efforts of CLASP contractors? If so, how much and in which ways?

OBJECTIVE III

To observe the first mid-winter seminar, evaluate its effectiveness and make recommendations for the possible improvement of future seminars

The A.I.D.-C.L.S.A. Cooperating Agreement, with which the

LCA was created, stipulates that LCA will conduct pre-and-post seminar evaluations of "participant's civic attitudes." This is to be done with the "intent of measuring the impact of the ~~three weeks on attitudinal change.~~" The evaluator under this project will cooperate and assist the LCA evaluator(s) in designing any questionnaires to be used; evaluating the completed questionnaires; attending any interview sessions; and attending any meetings where this topic is discussed. If for any reason, the evaluator under this project should feel that the LCA evaluation lacks relevance, needs more, or needs more accurate information, he/she will obtain such additional information and evaluate same as may be necessary.

A part of the mid-winter seminar will be devoted to recreation and cultural activities. This aspect of the seminar should be evaluated as to its cost-effectiveness, relevance, program content, etc.

An evaluation should be made of the seminar's curriculum, quality of the speakers, student participation, adequacy of logistics for housing, transporting trainees, and meeting rooms, etc. Specifically, were the trainees adequately prepared for the seminar? To what extent were the speakers adequately selected and briefed? What were the perceptions of the trainees as to what they were given to expect and what they actually received. Of that which they learned, which would be most applicable in their home countries? Which would most help in obtaining employment?

RELATIONSHIPS, RESPONSIBILITIES, AND KEY PERSONNEL

The evaluation team will work directly with the A.I.D. Chief of LAC/DR/EST and the LAC Evaluation Division to implement the evaluation. During the first week of the evaluation period, the evaluation team will meet with the Chief of LAC/DR/EST and the LAC Evaluation Division to discuss the terms and scope of this evaluation. By the end of the first week, the evaluation team will present a detailed implementation plan, complete with instruments to be reviewed and approved by A.I.D./W.

The week of the 12th-16th, December, 1988, will be devoted to pre-seminar work. The team will depart for Baton Rouge on December 19th and remain through the duration of the seminar on January 8, 1989.

Evaluation Specialist - Team Leader The Evaluation Specialist will have previous direct experience with participant training programs and with participants from Spanish-speaking countries, preferably in both the home countries and the U.S. ~~The Evaluation Specialist will have at least five years experience directing evaluations. He/she must speak Spanish, at least on the 3+ level.~~

Evaluation Consultant The Evaluation Consultant will have previous experience serving on evaluation teams conducting interviews, developing survey instruments and writing reports. The Evaluation Specialist will have at least five years experience directing evaluations. He/she must speak Spanish, at least on the 3+ level.

REPORTS

At the conclusion of the Start-up and Seminar evaluation, the evaluation team will submit a final report that will include the following:

Project Identification Data Sheet
Executive Summary

purpose of the evaluation
methods used
findings
lessons learned
recommendations

Body of the Report

The body of the report will address each of the objectives of the evaluation and among others, answer the questions posed in this Statement of Work.

Major Findings

Lessons Learned and Recommendations

Appendices

scope of work for the evaluation
methodology of the evaluation
bibliography of documents
copies of all instruments used in the evaluation

TERMS OF PERFORMANCE

Effective Date

The evaluation is effective as of December 12, 1988

Completion of Start-up and Seminar Evaluations

Work will be completed by January 31, 1989.

Final Report of the Start-up and Seminar Evaluations

The evaluation team is responsible for preparing a final report. Ten copies (10) of the final report along with a diskette of the report will be submitted for A.I.D. approval by January 31, 1989. Draft versions of the report may be submitted to A.I.D. at any time prior to the project completion date.

The evaluation team will present a briefing on the evaluation to A.I.D. personnel and other interested parties following A.I.D. LAC/DR/EST approval of the final report.

A schedule of the Traineeship and PAN evaluation will be drawn up as these activities become planned more firmly.

ANNEX 2
EVALUATION FORMS

LEADERSHIP CENTER OF THE AMERICAS

INTERNSHIP PARTICIPANT EVALUATION FORM

Instructions:

The purpose of this questionnaire is to obtain your opinions regarding all aspects of the internship component of the LCA program. For each question, please circle the value that reflects your response. A space is provided for you to write additional comments, we would appreciate it if you would explain responses a rating less than 3.

For open ended questions, write your answer legibly in the space provided. You may respond to the open questions in Spanish.

1. Rate the extent to which your internship made use of your educational background skills.

not adequate 1 2 3 4 5 very adequate

Comments:

2. Rate the degree to which your internship has fulfilled your expectations.

not adequate 1 2 3 4 5 very adequate

Comments:

3. To what extent do you think your internship will assist you in meeting your future employment goals?

not adequate 1 2 3 4 5 very adequate

Comments:

4. Describe the tasks which were assigned to you.

5. Rate the extent to which the LCA's internship arrangements and services met your needs.

not adequate 1 2 3 4 5 very adequate

Comments:

6. To what extent has this internship experience provided you with new perspectives on the contributions of the private sector to economic development?

not adequate 1 2 3 4 5 very adequate

Comments:

7. Would you wish to be associated with your internship sponsoring company in a permanent arrangement?

yes _____ no _____

8. Did you set specific learning goals for your internship?

yes _____ no _____

9. What were your learning goals on entering your internship?

10. To what extent were your individual learning goals met in your internship?

not adequate 1 2 3 4 5 very adequate

Comments:

11. Describe any new skills you have learned as a result of your internship:

12. Rate the extent to which your supervisor provided you with the necessary guidance and support during your internship.

not adequate 1 2 3 4 5 very adequate

Comments:

13. For each of the following aspects of your internship, please rate the following:

- | | | | | | | | |
|---|--------------|---|---|---|---|---|---------------|
| (a) Logistics | not adequate | 1 | 2 | 3 | 4 | 5 | very adequate |
| (b) Travel arrangements | | 1 | 2 | 3 | 4 | 5 | |
| (c) Transportation to and from
your worksite | | 1 | 2 | 3 | 4 | 5 | |
| (d) Living accommodations | | 1 | 2 | 3 | 4 | 5 | |
| (e) Stipend | | 1 | 2 | 3 | 4 | 5 | |
| (f) Working conditions on
job site | | 1 | 2 | 3 | 4 | 5 | |
| (g) Other: Specify and Comment: | | | | | | | |

Please use this space to comment on any of the above questions. (Questions 1 - 12).

14. Rate the extent to which you believe the internship component is a beneficial part of the LCA program

not adequate 1 2 3 4 5 very adequate

Comments:

15. Regarding the duration of the internships, should they be:

- (1) Shorter
- (2) Longer
- (3) Stay the same (8 weeks)

16. What were the major problems with regards to your internship?

17. Comment on those aspects of the internship program that could be improved:

18. What were the highlights of your internship experience?

55

EVALUATION, PAN CONFERENCE**Hyatt Regency Hotel, Miami, Florida****August 10 - 13, 1989****Instructions:**

This questionnaire serves to obtain your reactions to the conference and provide the organizers with information that can help improve future events. For each question, please circle the rating that reflects your response. For open-ended questions, write your answer legibly in the space following the question. You may respond to the open-ended questions in Spanish. Thank you for your cooperation and assistance. This is an anonymous evaluation.

1. Why did you attend this conference? Please select one or more of the alternatives listed below, rating each one on a scale of 1 - 5 (1 is low, 5 is high).

(a) Opportunity to learn about the proposed topics.

low 1 2 3 4 5 high

(b) Opportunity to interact with speakers and staff.

low 1 2 3 4 5 high

(c) Opportunity to interact with other Latin American and Caribbean Students.

low 1 2 3 4 5 high

(d) Opportunity to obtain an internship with a transnational firm.

low 1 2 3 4 5 high

(e) Opportunity to obtain a job.

low 1 2 3 4 5 high

(f) Opportunity to participate in and influence the formation of PAN.

low 1 2 3 4 5 high

(g) Opportunity to influence issues affecting Latin America and the Caribbean.

low 1 2 3 4 5 high

For the following questions, please explain any rating below 3 in the space following the rating.

2. Did you receive adequate preliminary information regarding the goals of the conference?

Not adequate 1 2 3 4 5 Adequate

Comments:

3. Before you arrived, did you receive adequate information about the activities and schedules of the conference?

Not adequate 1 2 3 4 5 Adequate

Comments:

4. Did the description of the conference accurately describe what you experienced?

Not at all 1 2 3 4 5 Accurately

Comments:

5. Was the time allocated to the different seminar conference adequate to fulfill the conference objectives?

Not at all 1 2 3 4 5 Adequate

Comments:

6. The conferences provided sufficient opportunities to interact with other Latin American and Caribbean participants.

Not sufficient 1 2 3 4 5 Sufficient

Comments:

7. The conference provided adequate opportunities to establish contacts and network with corporate representatives.

Not adequate 1 2 3 4 5 Adequate

Comments:

8. Please rate the following conference aspects relating to the formation of PAN:

- (a) The planned activities and procedures leading to the organization of PAN were open and democratic.

Not democratic 1 2 3 4 5 Democratic

Comments:

- (b) The procedures would have been more democratic if:

- (c) Active participation in the organizing process was encouraged and facilitated.

Not at all 1 2 3 4 5 Encouraged/facilitated

Comments:

- (d) Different points of view were respected.

Not at all 1 2 3 4 5 Respected

Comments:

- (e) The mentors were effective in their role as discussion facilitators.

Not effective 1 2 3 4 5 Effective

Comments:

- (f) The role of the mentor would have been more effective if:

9. Please rate the following topics and speakers in terms of clarity and usefulness to your learning:

	Poor	Good	Excellent
(a) Welcome (Jim Thornton)	1	2	3
(b) Development and the Private Sector (Francisco Granados)	1	2	3
(c) Networking	1	2	3
(d) Panel: Development and the Private Sector (Leon Gibbs, Moderator)	1	2	3
(e) Discussion: U.S. Foreign Policy in Latin America, (Edwin G. Corr)	1	2	3

10. For each of the following aspects of the seminar, please rate the following: (1 is low, 5 is high)

(a) Accommodations	1	2	3	4	5
(b) LCA staff responsiveness	1	2	3	4	5
(c) LCA mentor Responsiveness	1	2	3	4	5

11. Did the conference meet your expectations?

Not at all 1 2 3 4 5 Fully met

Comments:

12. What suggestions do you have for the organizers to improve future Pan Conferences? (Use other side for additional space, if needed).

13. Are you on a Caribbean Latin America Scholarship Program? (Circle answer)

(1) No (2) Yes (3) Don't know

14. Are you: (1) Male (2) Female

15. Did you participate in an LNC sponsored internship?

(1) No (2) Yes

16. If you were not placed in an internship program this summer, are you still interested in being placed next year?

(1) No (2) Yes

17. Please offer any other comments not covered above that you want to share with us. Thank you.

PAN NETWORK EVALUATION

Please comment in the space beneath each question. If more room is needed, please use the space allotted for additional comments, identifying the question by number which relates to your additional comments.

1. The three phases of the LCA program are: the winter seminars; the internship program; and the Pan American Network. Please place them in what you consider the order of their importance. Please tell us why you put them in that order.

2. For you personally, can you see any benefit to be derived from the Pan American Network? If so, please explain.

3. Do you plan to stay with and take active part in PAN? Why or why not?

4. Do you understand the concept of "Networking"? Do you believe networking would be a benefit to PAN's membership?

5. In what ways do you feel you have ties with PAN members from your country?

6. Do you believe PAN members can benefit from forming a network within each country of a region?

7. Are you satisfied with the PAN organization as it now exists? If not, what additions or changes would you make?

8. With relation to this Miami PAN Conference:
 - (a) If you were able to pay your own way, would you like to attend next year's PAN conference?
 - (b) Did you consider the election process fair?
 - (c) Do you believe the PAN constitution to be fair to all regions?
 - (d) Would you like Miami to be next year's location for the PAN conference?
 - (e) What help would you like to see LCA give PAN in the years to come?

ADDITIONAL COMMENTS:

INTERNSHIP QUESTIONNAIRE

Following are recommended items to guide you in evaluation of the interns from the Leadership Center of the Americas' Program. Please feel free in the area of "additional comments" to supply additional standards of evaluation which may be appropriate in the circumstances.

1. Name of intern and his/her country of origin.
2. Name, address and telephone number of the evaluator.
3. Location where the intern served his/her internship.
4. Please describe the general duties the intern undertook during the internship.
5. Please describe the size and nature of the office (plant, etc...) in which the intern did his internship.
6. Please give the name, title, and telephone number of the person(s) who supervised the intern. (If it is the same person as the one doing this evaluation, please note that fact.)
7. Please comment on the following aspects of the interns performance.
 - a. Was his/her personal appearance satisfactory?
 - b. Was he/she punctual and faithful in his/her work habits?
 - c. Was he/she properly motivated?
 - d. Was his/her training and education sufficient for the work he/she did?
 - e. Was his/her attitude good?
 - f. Did he/she relate well to his co-workers and supervisor?
 - g. Was his/her performance in the above categories such that you are pleased that the internship was arranged?
 - h. If you had an opening for the skills, training and education of the intern(s), would you consider him/her for a permanent position with your company.
 - i. Please comment on the leadership potential of the intern.
8. As a result of your experience with the Leadership's intern program, would you be willing to accept an internship for next year? Would you be willing to accept more than one internship? If so, how many?

9. Please provide the following data about the internship.
 - a. Where was the intern housed? (private home, hotel, apartment)
 - b. How much stipend was the intern given?
 - c. Please itemize the cost in U.S. dollars of the internship to your company. (This is required by the Agency for International Development. Please include transportation, staff time, supplies, stipend, meals, etc....)
10. Please give us your candid evaluation of the internship program, commenting on its benefits in showing students the value of the private sector at first hand and introducing students to the benefits of capitalism and the free enterprise system.
11. Please supply the name, title, address and phone number of the person in your corporation that should be contacted by us on future internships.
12. Please use the space below to make additional comments.

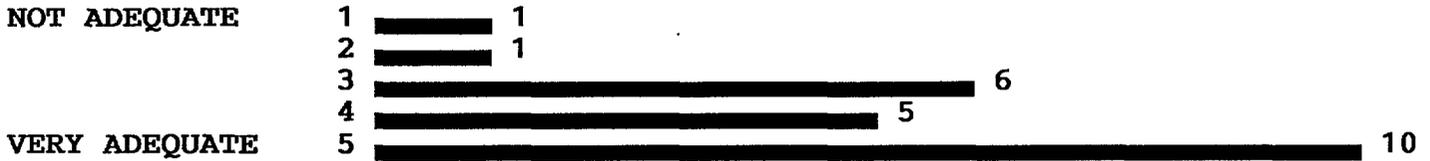
62

ANNEX 3

RESULTS OF INTERSHIP EVALUATIONS

EDBACK Extent educational skills used

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	1	4.3	4.3	4.3
	2	1	4.3	4.3	8.7
	3	6	26.1	26.1	34.8
	4	5	21.7	21.7	56.5
VERY ADEQUATE	5	10	43.5	43.5	100.0
TOTAL		23	100.0	100.0	



Mean	3.957	Std Err	.239	Median	4.000
Mode	5.000	Std Dev	1.147	Variance	1.316
Kurtosis	.265	S E Kurt	1.942	Skewness	-.897
S E Skew	.481	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	91.000		
Valid Cases	23	Missing Cases	0		

EXPECT Degree internship fulfilled expectations

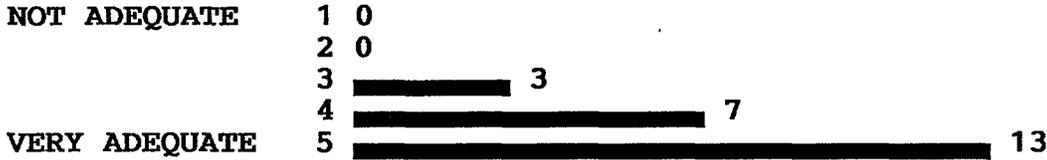
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	1	4.3	4.3	4.3
	3	5	21.7	21.7	26.1
	4	8	34.8	34.8	60.9
VERY ADEQUATE	5	9	39.1	39.1	100.0
TOTAL		23	100.0	100.0	



Mean	4.087	Std Err	.188	Median	4.000
Mode	5.000	Std Dev	.900	Variance	.810
Kurtosis	-.527	S E Kurt	1.942	Skewness	-.591
S E Skew	.481	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	94.000		
Valid Cases	23	Missing Cases	0		

FUTGOALS Extent assists future employment goals

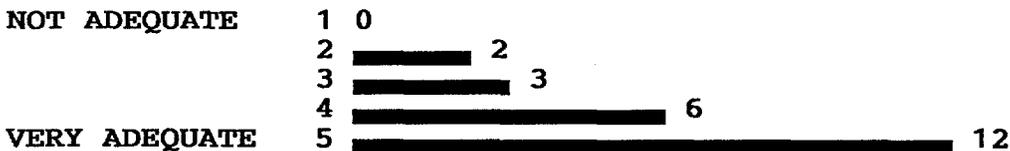
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	0	0.0	0.0	0.0
	3	3	13.0	13.0	13.0
	4	7	30.4	30.4	43.5
VERY ADEQUATE	5	13	56.5	56.5	100.0
TOTAL		23	100.0	100.0	



Mean	4.435	Std Err	.152	Median	5.000
Mode	5.000	Std Dev	.728	Variance	.530
Kurtosis	-.414	S E Kurt	1.942	Skewness	-.916
S E Skew	.481	Range	2.000	Minimum	3.000
Maximum	5.000	Sum	102.000		
Valid Cases	23	Missing Cases	0		

NEEDSMET Extent LCA arrangements met needs

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	2	8.7	8.7	8.7
	3	3	13.0	13.0	21.7
	4	6	26.1	26.1	47.8
VERY ADEQUATE	5	12	52.2	52.2	100.0
TOTAL		23	100.0	100.0	



Mean	4.217	Std Err	.208	Median	5.000
Mode	5.000	Std Dev	.998	Variance	.996
Kurtosis	.123	S E Kurt	1.942	Skewness	-1.078
S E Skew	.481	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	97.000		
Valid Cases	23	Missing Cases	0		

65

PRISECT New perspectives on private sector level

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	0	0.0	0.0	0.0
	3	6	26.1	27.3	27.3
	4	5	21.7	22.7	50.0
VERY ADEQUATE	5	11	47.8	50.0	100.0
	.	1	4.3	MISSING	
TOTAL		23	100.0	100.0	

NOT ADEQUATE	1	0
	2	0
	3	6
	4	5
VERY ADEQUATE	5	11

Mean	4.227	Std Err	.185	Median	4.500
Mode	5.000	Std Dev	.869	Variance	.755
Kurtosis	-1.532	S E Kurt	1.941	Skewness	-.485
S E Skew	.491	Range	2.000	Minimum	3.000
Maximum	5.000	Sum	93.000		

Valid Cases 22 Missing Cases 1

PERMARR Would like permanent arrangement w/ company

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	18	78.3	78.3	78.3
NO	2	5	21.7	21.7	100.0
TOTAL		23	100.0	100.0	

YES	18
NO	5

Mean	1.217	Std Err	.088	Median	1.000
Mode	1.000	Std Dev	.422	Variance	.178
Kurtosis	.161	S E Kurt	1.942	Skewness	1.468
S E Skew	.481	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	28.000		

Valid Cases 23 Missing Cases 0

SETGOALS Did you set specific learning goals

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	13	56.5	56.5	56.5
NO	2	10	43.5	43.5	100.0
TOTAL		23	100.0	100.0	

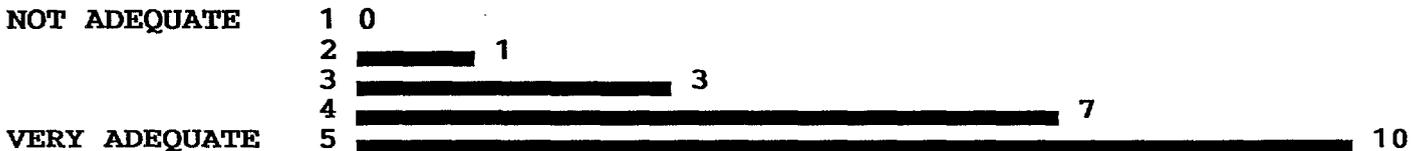


Mean	1.435	Std Err	.106	Median	1.000
Mode	1.000	Std Dev	.507	Variance	.257
Kurtosis	-2.113	S E Kurt	1.942	Skewness	.282
S E Skew	.481	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	33.000		

Valid Cases 23 Missing Cases 0

GOALSMET Extent learning goals met in internship

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	1	4.3	4.8	4.8
	3	3	13.0	14.3	19.0
	4	7	30.4	33.3	52.4
VERY ADEQUATE	5	10	43.5	47.6	100.0
	.	2	8.7	MISSING	
TOTAL		23	100.0	100.0	

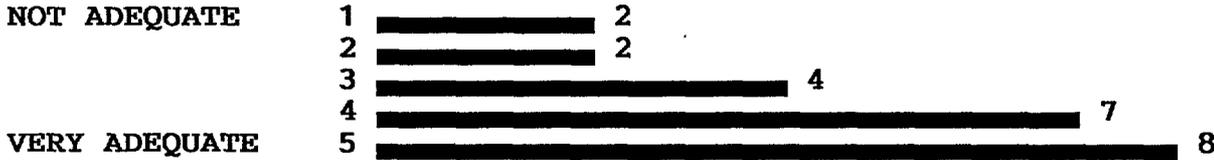


Mean	4.238	Std Err	.194	Median	4.000
Mode	5.000	Std Dev	.889	Variance	.790
Kurtosis	.332	S E Kurt	1.939	Skewness	-.989
S E Skew	.501	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	89.000		

Valid Cases 21 Missing Cases 2

SUPERVIS Supervisor provided necessary guidance

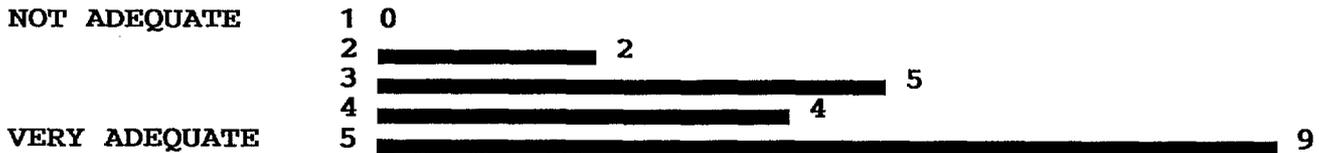
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	2	8.7	8.7	8.7
	2	2	8.7	8.7	17.4
	3	4	17.4	17.4	34.8
	4	7	30.4	30.4	65.2
VERY ADEQUATE	5	8	34.8	34.8	100.0
TOTAL		23	100.0	100.0	



Mean	3.739	Std Err	.268	Median	4.000
Mode	5.000	Std Dev	1.287	Variance	1.656
Kurtosis	-.139	S E Kurt	1.942	Skewness	-.866
S E Skew	.481	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	86.000		
Valid Cases	23	Missing Cases	0		

LOGISTIC Rate logistics of internship

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	2	8.7	10.0	10.0
	3	5	21.7	25.0	35.0
	4	4	17.4	20.0	55.0
VERY ADEQUATE	5	9	39.1	45.0	100.0
	.	3	13.0	MISSING	
TOTAL		23	100.0	100.0	



Mean	4.000	Std Err	.241	Median	4.000
Mode	5.000	Std Dev	1.076	Variance	1.158
Kurtosis	-1.061	S E Kurt	1.938	Skewness	-.563
S E Skew	.512	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	80.000		
Valid Cases	20	Missing Cases	3		

68

TRAVLARR Rate travel arrangements

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	2	8.7	8.7	8.7
	3	1	4.3	4.3	13.0
	4	4	17.4	17.4	30.4
VERY ADEQUATE	5	16	69.6	69.6	100.0
TOTAL		23	100.0	100.0	

NOT ADEQUATE	1	0	
	2	2	
	3	1	
	4	4	
VERY ADEQUATE	5	16	

Mean	4.478	Std Err	.198	Median	5.000
Mode	5.000	Std Dev	.947	Variance	.897
Kurtosis	2.599	S E Kurt	1.942	Skewness	-1.865
S E Skew	.481	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	103.000		

Valid Cases 23 Missing Cases 0

TRANSPOR Rate transportation to/from worksite

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	2	8.7	8.7	8.7
	3	3	13.0	13.0	21.7
	4	5	21.7	21.7	43.5
VERY ADEQUATE	5	13	56.5	56.5	100.0
TOTAL		23	100.0	100.0	

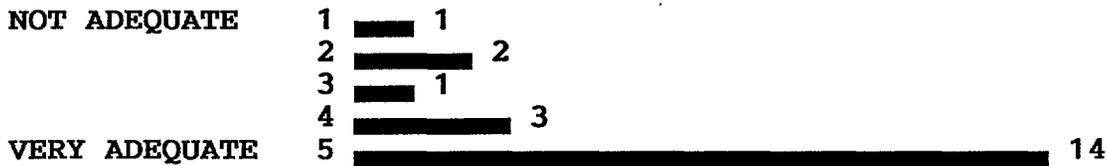
NOT ADEQUATE	1	0	
	2	2	
	3	3	
	4	5	
VERY ADEQUATE	5	13	

Mean	4.261	Std Err	.211	Median	5.000
Mode	5.000	Std Dev	1.010	Variance	1.020
Kurtosis	.205	S E Kurt	1.942	Skewness	-1.159
S E Skew	.481	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	98.000		

Valid Cases 23 Missing Cases 0

LIVING Rate living accommodations

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	1	4.3	4.8	4.8
	2	2	8.7	9.5	14.3
	3	1	4.3	4.8	19.0
	4	3	13.0	14.3	33.3
VERY ADEQUATE	5	14	60.9	66.7	100.0
	.	2	8.7	MISSING	
TOTAL		23	100.0	100.0	

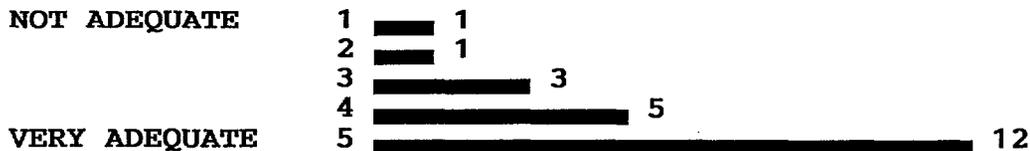


Mean	4.286	Std Err	.269	Median	5.000
Mode	5.000	Std Dev	1.231	Variance	1.514
Kurtosis	1.721	S E Kurt	1.939	Skewness	-1.674
S E Skew	.501	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	90.000		

Valid Cases 21 Missing Cases 2

STIPEND Rate stipend

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	1	4.3	4.5	4.5
	2	1	4.3	4.5	9.1
	3	3	13.0	13.6	22.7
	4	5	21.7	22.7	45.5
VERY ADEQUATE	5	12	52.2	54.5	100.0
	.	1	4.3	MISSING	
TOTAL		23	100.0	100.0	



Mean	4.182	Std Err	.243	Median	5.000
Mode	5.000	Std Dev	1.140	Variance	1.299
Kurtosis	1.646	S E Kurt	1.941	Skewness	-1.451
S E Skew	.491	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	92.000		

Valid Cases 22 Missing Cases 1

WORKCOND Rate working conditions

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	1	4.3	4.8	4.8
	3	1	4.3	4.8	9.5
	4	7	30.4	33.3	42.9
VERY ADEQUATE	5	12	52.2	57.1	100.0
	.	2	8.7	MISSING	
TOTAL		23	100.0	100.0	

NOT ADEQUATE	1	0
	2	1
	3	1
	4	7
VERY ADEQUATE	5	12

Mean	4.429	Std Err	.177	Median	5.000
Mode	5.000	Std Dev	.811	Variance	.657
Kurtosis	2.821	S E Kurt	1.939	Skewness	-1.613
S E Skew	.501	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	93.000		

Valid Cases 21 Missing Cases 2

INTBENFT Extent internship beneficial part of LCA

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	0	0.0	0.0	0.0
	2	0	0.0	0.0	0.0
	3	0	0.0	0.0	0.0
	4	2	8.7	8.7	8.7
VERY ADEQUATE	5	21	91.3	91.3	100.0
TOTAL		23	100.0	100.0	

NOT ADEQUATE	1	0
	2	0
	3	0
	4	2
VERY ADEQUATE	5	21

Mean	4.913	Std Err	.060	Median	5.000
Mode	5.000	Std Dev	.288	Variance	.083
Kurtosis	8.605	S E Kurt	1.942	Skewness	-3.140
S E Skew	.481	Range	1.000	Minimum	4.000
Maximum	5.000	Sum	113.000		

Valid Cases 23 Missing Cases 0

DURATION Internship duration should be:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SHORTER	1	1	4.3	4.3	4.3
LONGER	2	11	47.8	47.8	52.2
STAY SAME	3	11	47.8	47.8	100.0
TOTAL		23	100.0	100.0	



Mean	2.435	Std Err	.123	Median	2.000
Mode	2.000	Std Dev	.590	Variance	.348
Kurtosis	-.616	S E Kurt	1.942	Skewness	-.454
S E Skew	.481	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	56.000		
Valid Cases	23	Missing Cases	0		

ANNEX 4

RESULTS OF PAN CONFERENCE EVALUATIONS

RE: Summary of Analysis of PAN Evaluation

DATE: September 11, 1989

In general, it should be noted at the outset of this analysis that there is a high degree of correlation between all responses due to uniformly high ratings (for all but two questions the mode, i.e. the most frequent response, was the highest possible rating). Response set bias could be a factor here as all responses were coded in the same direction. Because the distributions are highly skewed in the same direction and because the variance in most cases is relatively small (the standard deviation never exceeds 1.5 for the 5-point scales and most often falls below 1.0), analysis of variance is somewhat difficult. In most cases, the difference of means is not statistically significant and thus is used for comparison only.

Controls for gender and CLASP/non-CLASP did not reveal significantly different response patterns except that CLASP students were somewhat more positive in their responses (e.g. more likely to mark "5" than "4") than non-CLASP students. In addition, controls for whether or not a respondent participated in an internship yielded little statistically significant information due to the small number of cases in which the respondent was an intern.

Question #1 Why did you attend this conference?

The modal response for all alternatives (a - g) was "5" indicating that respondents did not tend to rank order their responses but considered each of the alternatives to be somewhat important in their decision to attend the conference. The ranking of means is as follows:

- 4.762 Opportunity to interact with other LA & C students
- 4.377 Opportunity to participate in the formation of PAN
- 4.246 Opportunity to influence issues affecting LA & C
- 4.167 Opportunity to learn about proposed topics
- 3.975 Opportunity to interact w/ speakers and staff
- 3.832 Opportunity to obtain an internship
- 3.410 Opportunity to obtain a job

Students were asked to explain any rating below 3. Comments were few but in general indicated that participants considered the opportunity to obtain an internship or job to be an important aspect of the overall LCA program and of the long-range goals of the Pan American Network but that they did not attend the PAN conference for this reason. The perception seemed to be that simply attending the conference would not significantly improve one's chances of obtaining an internship or job, but that doing a good job in the formation of PAN might lead to more opportunities in the future.

Questions #2, #3, and #4 Preliminary information on conference

Again, the modal response for each of these questions was "5" with the majority of participants responding positively ("4" or "5") in each instance. In general, respondents indicated that the preliminary information regarding the goals of the conference was adequate, but less so than the information about the activities and schedules of the conference (the means were 4.034 and 4.410, respectively, and the distribution on the activities/schedules question was more highly skewed toward the highest rating). Overall, however, respondents felt that the conference was described accurately (over 80% responded "4" or "5").

Question #5 Was time adequate to fulfill conference objectives?

This was one of the two questions in which the modal response fell below the highest possible rating, the most frequent response being "4". The mean was 3.879. Although over 70% of respondents indicated that the time was adequate (i.e. "4" or "5"), the comparatively low ratings on this question indicate that the allocation of time was perceived less favorably than other issues and thus there may be room for improvement here.

Comments on this question were few but in general they indicated that there should have been more time after the election of officers (perhaps an additional day) for the formation of PAN so that the new officers and other PAN members could interact directly and work together in groups (e.g. committees). Respondents also felt that there should have been more time for campaigning, putting together platforms, and discussion of candidate positions before the election. A few respondents felt that some of the speakers wasted valuable time and that the participants should have a more active role at the conference (e.g. workshops rather than lectures/speeches).

Question #6 Opportunity for interaction w/ students

Again, the modal response was "5" with over 50% of respondents choosing the highest possible rating. The mean response was 4.265. In general the participants felt that the conference provided sufficient opportunities to interact with other Latin American and Caribbean students.

Question #7 Opportunity for networking w/ corporate reps

This was one of the two questions in which the modal response fell below the highest possible rating, the most frequent response being "4". The mean was 3.655, the lowest for any of the 5-point evaluative questions. In addition, the highest variance (standard deviation 1.135) and least skewed distribution of any of the evaluative questions was observed on this question. Although over 50% responded "4" or "5", indicating that the conference provided adequate opportunities to establish contacts and network with corporate representatives, the comparatively low ratings on this question (especially compared to Question #6) indicate that the participants perceived that there were fewer opportunities to network with corporate representatives than there were to interact with other students.

Comments on this question suggested that there would be more opportunity for networking with corporate representatives if:

- ** - there were more corporate reps in attendance (this was frequently stated negatively, e.g., there were not enough corporate representatives to network with)
- there were more planned social activities like the opening reception where participants and corporate reps could interact
- there were more active involvement of participants in activities in which corporate reps were present (e.g. workshops rather than lectures)
- there were more individual interviews
- participants and corporate reps ate together (i.e. if all meals had been taken as a group like at the winter seminar rather than individually)

Question #8 Formation of PAN

(a) procedures were open and democratic

Over 90% of respondents answered "4" or "5" on this question. The mean was 4.608. Only a single response was on the negative side of neutral and no one indicated that the process was "Not Democratic." The overwhelming majority felt that the procedures were democratic.

(b) Comments indicated that the procedures could have been more democratic if:

- there had been more time for speeches, questions and answers, and discussion of candidate positions/platforms before the election (many felt that they did not have enough information to make an informed decision and thus the election depended a lot on popularity)
- all LCA graduates had been able to vote for PAN officers rather than just those attending the conference (or if all LCA graduates had been able to attend)

(c) active participation encouraged/facilitated

Again, nearly 90% of respondents answered "4" or "5" on this question, only a single response was on the negative side of neutral and no one responded "Not at All." The mean was 4.504. The overwhelming majority felt that active participation was encouraged/facilitated.

Comments indicated that while participation was encouraged as far as was possible within the confines of the conference as it was structured, different types of activities would have allowed (i.e. facilitated) greater participation.

(d) different points of view were respected

Again, over 90% of respondents answered "4" or "5" on this question. The mean was 4.602. In this case, the single response on the negative side of neutral was a "1" or "Not at All" (no comment or explanation was given). The overwhelming majority of respondents felt that different points of view were respected.

(e) mentors effective as discussion facilitators

Although nearly 90% responded "4" or "5" to this question and the mean was 4.440 indicating that the mentors were generally perceived as being effective in their role as discussion facilitators, the comments indicated that there was some confusion regarding this particular question (e.g. "Was that their role?" "What discussion?" "They were effective, but not as discussion facilitators" "I don't think there was supposed to be a great deal of discussion" "Not relevant").

(f) role of mentor would have been more effective if:

- all of them/more of them spoke Spanish and/or knew more about the participants' countries
- they interacted more with the students
- there had been more time for discussions
- there were more mentors and smaller groups like at the winter seminar
- they knew exactly what was expected of them
- there were a strict schedule to follow

Question #9 Rating of topics/speakers

The modal response for all topics/speakers (a - e) was "3" (the highest possible response) and all but one of the means exceeded 2.5 indicating that respondents did not tend to rank order their responses but considered each of the topics/speakers to be somewhat useful to their learning. The ranking of means is as follows:

- 2.807 Networking (Jon McBride)
- 2.744 Panel: Development & Private Sector (Leon Gibbs, moderator)
- 2.597 Welcome (Jim Thornton).
- 2.517 Discussion: U.S. Foreign Policy (Edwin G. Corr)
- 2.496 Development & Private Sector (Francisco Granados)

The few comments indicated the need for more job search skills workshops like the talk by Beatrice Estrada. Others were not sure if Ms. Estrada's talk (following the elections) was supposed to be considered as part of the panel or if the panel was the Leon Gibbs/Mario Vieira talk of the previous day. One comment stated that the discussion of U.S. Foreign Policy was good but that it was less appropriate for the PAN Conference than for the winter seminar.

Question #10 Rating of accommodations, staff/mentor responsiveness

The responses to all three parts of this question (accommodations, staff responsiveness, mentor responsiveness) were highly skewed and overwhelmingly positive with over 95% responding "4" or "5" to each. The means were 4.777, 4.758 and 4.681, respectively.

Comparison of means for staff and mentor responsiveness indicates that the staff was perceived to be more responsive than the mentors. However, the difference is not statistically significant and a few comments indicated that there was some confusion as to who was to be considered "staff" and who "mentor" (e.g. "What mentors?" "Same thing" "I'm totally satisfied with the mentor's work, especially w/ Sharon, Kathy, Christina and Larry" [Kathy was not a mentor, Sharon was both a mentor and staff]). Perhaps future questionnaires should specify persons rather than simply "staff" or "mentor."

Question #11 Did conference meet expectations?

The majority of respondents indicated that their expectations were "Fully Met" (i.e. "5") with over 90% responding "4" or "5." Only two responses were on the negative side of neutral. The mean was 4.496.

One person who responded "3" indicated that the conference did not meet his/her expectations because his/her expectations had been bad

and the conference was much better than he/she expected. This illustrates the problem of interpreting responses to this question. Although we can assume that most who indicated that their expectations were "fully met" meant this positively, we do not know whether their expectations were high or low. Thus, it is difficult to use the responses to this question as a participant's overall evaluation of the conference. Perhaps future questionnaires could ask a similar question but phrase it in terms of satisfaction rather than expectations.

I have enclosed a blank evaluation form in case you didn't have a copy. A copy of the program, data, and the frequencies for all of the questions follow. I have also included the crosstabulation tables but, as I noted above, there were no significantly different response patterns for control groups revealed in the analysis of crosstabs. I ran correlations but I have not included the tables because they are very large and the findings are not particularly interesting as everything is highly correlated.

If you would like to see a complete printout of the SPSS-X runs, I'll be glad to mail it to you (but I have to warn you that it is not very easy to read as it is very light dot-matrix print and has not been edited).

If you have any questions about the analysis or if you want a particular statistic that I have not included, please don't hesitate to call me.

Sharon

EVALUATION, PAN CONFERENCE

Hyatt Regency Hotel, Miami, Florida

August 10 - 13, 1989

Instructions:

This questionnaire serves to obtain your reactions to the conference and provide the organizers with information that can help improve future events. For each question, please circle the rating that reflects your response. For open-ended questions, write your answer legibly in the space following the question. You may respond to the open-ended questions in Spanish. Thank you for your cooperation and assistance. This is an anonymous evaluation.

1. Why did you attend this conference? Please select one or more of the alternatives listed below, rating each one on a scale of 1 - 5 (1 is low, 5 is high).

- (a) Opportunity to learn about the proposed topics.

low 1 2 3 4 5 high

- (b) Opportunity to interact with speakers and staff.

low 1 2 3 4 5 high

- (c) Opportunity to interact with other Latin American and Caribbean Students.

low 1 2 3 4 5 high

- (d) Opportunity to obtain an internship with a transnational firm.

low 1 2 3 4 5 high

- (e) Opportunity to obtain a job.

low 1 2 3 4 5 high

- (f) Opportunity to participate in and influence the formation of PAN.

low 1 2 3 4 5 high

- (g) Opportunity to influence issues affecting Latin America and the Caribbean.

low 1 2 3 4 5 high

For the following questions, please explain any rating below 3 in the space following the rating.

2. Did you receive adequate preliminary information regarding the goals of the conference?

Not adequate 1 2 3 4 5 Adequate

Comments:

3. Before you arrived, did you receive adequate information about the activities and schedules of the conference?

Not adequate 1 2 3 4 5 Adequate

Comments:

4. Did the description of the conference accurately describe what you experienced?

Not at all 1 2 3 4 5 Accurately

Comments:

5. Was the time allocated to the different seminar conference adequate to fulfill the conference objectives?

Not at all 1 2 3 4 5 Adequate

Comments:

6. The conferences provided sufficient opportunities to interact with other Latin American and Caribbean participants.

Not sufficient 1 2 3 4 5 Sufficient

Comments:

7. The conference provided adequate opportunities to establish contacts and network with corporate representatives.

Not adequate 1 2 3 4 5 Adequate

Comments:

8. Please rate the following conference aspects relating to the formation of PAN:

- (a) The planned activities and procedures leading to the organization of PAN were open and democratic.

Not democratic 1 2 3 4 5 Democratic

Comments:

- (b) The procedures would have been more democratic if:

- (c) Active participation in the organizing process was encouraged and facilitated.

Not at all 1 2 3 4 5 Encouraged/facilitated

Comments:

- (d) Different points of view were respected.

Not at all 1 2 3 4 5 Respected

Comments:

- (e) The mentors were effective in their role as discussion facilitators.

Not effective 1 2 3 4 5 Effective

Comments:

- (f) The role of the mentor would have been more effective if:

9. Please rate the following topics and speakers in terms of clarity and usefulness to your learning:

	Poor	Good	Excellent
(a) Welcome (Jim Thornton)	1	2	3
(b) Development and the Private Sector (Francisco Granados)	1	2	3
(c) Networking	1	2	3
(d) Panel: Development and the Private Sector (Leon Gibbs, Moderator)	1	2	3
(c) Discussion: U.S. Foreign Policy in Latin America, (Edwin G. Corr)	1	2	3

10. For each of the following aspects of the seminar, please rate the following: (1 is low, 5 is high)

- | | | | | | |
|-------------------------------|---|---|---|---|---|
| (a) Accommodations | 1 | 2 | 3 | 4 | 5 |
| (b) LCA staff responsiveness | 1 | 2 | 3 | 4 | 5 |
| (c) LCA mentor Responsiveness | 1 | 2 | 3 | 4 | 5 |

11. Did the conference meet your expectations?

Not at all 1 2 3 4 5 Fully met

Comments:

12. What suggestions do you have for the organizers to improve future Pan Conferences? (Use other side for additional space, if needed).

13. Are you on a Caribbean Latin America Scholarship Program? (Circle answer)

(1) No (2) Yes (3) Don't know

14. Are you: (1) Male (2) Female

15. Did you participate in an LNC sponsored internship?

(1) No (2) Yes

16. If you were not placed in an internship program this summer, are you still interested in being placed next year?

(1) No (2) Yes

17. Please offer any other comments not covered above that you want to share with us. Thank you.

SET SCREEN=OFF/DISK=ON/PRINTER=ON.

INCLUDE 'A:EVALDATA.PAN'.

DATA LIST FIXED

/TOPICS 1 (0) SPEAKERS 2 (0) STUDENTS 3 (0) INTERNSH 4 (0) JOBOPP 5 (0)
 PANNET 6 (0) ISSUES 7 (0) INFOGOAL 8 (0) INFOSCHD 9 (0) DESCRIBE 10 (0)
 TIMEALOT 11 (0) INTERACT 12 (0) CORPREPS 13 (0)
 DEMOCRAT 14 (0) ACTVPART 15 (0) PTOFVIEW 16 (0) MENTROLE 17 (0)
 THORNTON 18 (0) GRANADOS 19 (0) MCBRIDE 20 (0) PANEL 21 (0) EDCORR 22 (0)
 ACCOMMOD 23 (0) STAFRESP 24 (0) MENTRESP 25 (0) EXPECT 26 (0)
 CLASP 27 (0) GENDER 28 (0) INTERN 29 (0) STILLINT 30 (0).

VARIABLE LABELS TOPICS 'Opportunity to learn about topics'

/SPEAKERS 'Opp. to interact w/speakers & staff'
 /STUDENTS 'Opp. to interact w/LA & C students'
 /INTERNSH 'Opportunity to obtain internship'
 /JOBOPP 'Opportunity to obtain job'
 /PANNET 'Opp. to influence formation of PAN'
 /ISSUES 'Opp. to influence LA & C issues'
 /INFOGOAL 'Prelim. info. on goals of conference'
 /INFOSCHD 'Prelim. info. on activities/schedule'
 /DESCRIBE 'Was conference described accurately?'
 /TIMEALOT 'Was time adequate to fulfill objectives?'
 /INTERACT 'Opportunity for interaction w/students'
 /CORPREPS 'Opportunity for networking w/corp. reps'
 /DEMOCRAT 'Was organization of PAN democratic?'
 /ACTVPART 'Participation encouraged/facilitated?'
 /PTOFVIEW 'Different points of view respected?'
 /MENTROLE 'Mentors effective in discussion role?'
 /THORNTON 'Welcome (Jim Thornton)'
 /GRANADOS 'Development... (Francisco Granados)'
 /MCBRIDE 'Networking (John McBride)'
 /PANEL 'Development... (Panel Discussion)'
 /EDCORR 'US Foreign Policy (Edwin Corr)'
 /ACCOMMOD 'Accommodations'
 /STAFRESP 'Staff Responsiveness'
 /MENTRESP 'Mentor Responsiveness'
 /EXPECT 'Did conference meet your expectations?'
 /CLASP 'CLASP-Scholarship?'
 /GENDER 'Gender'
 /INTERN 'Did you participate in internship?'
 /STILLINT 'Interested in internship next year?'.
 VALUE LABELS TOPICS TO ISSUES 1 'LOW' 5 'HIGH'
 /INFOGOAL TO INFOSCHD 1 'NOT ADEQUATE' 5 'ADEQUATE'
 /DESCRIBE 1 'NOT AT ALL' 5 'ACCURATELY'
 /TIMEALOT 1 'NOT AT ALL' 5 'ADEQUATE'
 /INTERACT 1 'NOT SUFFICIENT' 5 'SUFFICIENT'
 /CORPREPS 1 'NOT ADEQUATE' 5 'ADEQUATE'
 /DEMOCRAT 1 'NOT DEMOCRATIC' 5 'DEMOCRATIC'
 /ACTVPART 1 'NOT AT ALL' 5 'ENCOURAGED'
 /PTOFVIEW 1 'NOT AT ALL' 5 'RESPECTED'
 /MENTROLE 1 'NOT EFFECTIVE' 5 'EFFECTIVE'
 /THORNTON TO EDCORR 1 'POOR' 2 'GOOD' 3 'EXCELLENT'
 /ACCOMMOD TO MENTRESP 1 'LOW' 5 'HIGH'
 /EXPECT 1 'NOT AT ALL' 5 'FULLY MET'
 /CLASP 1 'NO' 2 'YES' 3 'DONT KNOW'
 /GENDER 1 'MALE' 2 'FEMALE'
 /INTERN TO STILLINT 1 'NO' 2 'YES'.

BEGIN DATA.

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STUDENTS Opp. to interact w/LA & C students

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1				
	2	1	.8	.8	.8
	3	5	4.1	4.1	4.9
HIGH	4	16	13.1	13.1	18.0
	5	100	82.0	82.0	100.0
TOTAL		122	100.0	100.0	

LOW
 2 XX 1
 3 XXXX 5
 4 XXXXXXXXXXXX 16
 HIGH XX 100

Mean	4.762	Std Err	.051	Median	5.000
Mode	5.000	Std Dev	.561	Variance	.315
Kurtosis	6.746	S E Kurt	1.985	Skewness	-2.576
S E Skew	.219	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	581.000		

Valid Cases 122 Missing Cases 0

INTERNSH Opportunity to obtain internship

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1	13	10.7	10.9	10.9
	2	12	9.8	10.1	21.0
	3	17	13.9	14.3	35.3
	4	17	13.9	14.3	49.6
HIGH	5	60	49.2	50.4	100.0
	.	3	2.5	MISSING	
TOTAL		122	100.0	100.0	

LOW XXXXXXXXXXXX 13
 2 XXXXXXXXXXXX 12
 3 XXXXXXXXXXXXXXXXXXXX 17
 4 XXXXXXXXXXXXXXXXXXXX 17
 HIGH XX 60

Mean	3.832	Std Err	.130	Median	5.000
Mode	5.000	Std Dev	1.422	Variance	2.022
Kurtosis	-.699	S E Kurt	1.984	Skewness	-.848
S E Skew	.222	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	456.000		

Valid Cases 119 Missing Cases 3

JOBOPP Opportunity to obtain job

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1	21	17.2	17.9	17.9
	2	11	9.0	9.4	27.4
	3	25	20.5	21.4	48.7
	4	19	15.6	16.2	65.0
HIGH	5	41	33.6	35.0	100.0
	.	5	4.1	MISSING	
TOTAL		122	100.0	100.0	

LOW XXXXXXXXXXXXXXXXXXXXXXXXXXXX -21
 2 XXXXXXXXXXXXXXX 11
 3 XXXXXXXXXXXXXXXXXXXXXXXXXXXX 25
 4 XXXXXXXXXXXXXXXXXXXXXXX 19
 HIGH XXXXXXXXXXXXXXXXXXXXXXXXXXXX 41

Mean	3.410	Std Err	.138	Median	4.000
Mode	5.000	Std Dev	1.492	Variance	2.227
Kurtosis	-1.217	S E Kurt	1.984	Skewness	-.417
S E Skew	.224	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	399.000		

Valid Cases 117 Missing Cases 5

PANNET Opp. to influence formation of PAN

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1	1	.8	.8	.8
	2	3	2.5	2.5	3.3
	3	17	13.9	13.9	17.2
	4	29	23.8	23.8	41.0
HIGH	5	72	59.0	59.0	100.0
	TOTAL		122	100.0	100.0

LOW XX 1
 2 XXX 3
 3 XXXXXXXXXXXXXXX 17
 4 XXXXXXXXXXXXXXXXXXXXXXX 29
 HIGH XXXXXXXXXXXXXXXXXXXX 72

Mean	4.377	Std Err	.079	Median	5.000
Mode	5.000	Std Dev	.875	Variance	.766
Kurtosis	1.344	S E Kurt	1.985	Skewness	-1.346
S E Skew	.219	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	534.000		

Valid Cases 122 Missing Cases 0

ISSUES Opp. to influence IA & C issues

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1	3	2.5	2.5	2.5
	2	6	4.9	4.9	7.4
	3	18	14.8	14.8	22.1
	4	26	21.3	21.3	43.4
HIGH	5	69	56.6	56.6	100.0
TOTAL		122	100.0	100.0	

LOW XXX 3
 2 XXXXX 6
 3 XXXXXXXXXXXXXXXX 18
 4 XXXXXXXXXXXXXXXXXXXX 26
 HIGH XX 69

Mean	4.246	Std Err	.094	Median	5.000
Mode	5.000	Std Dev	1.039	Variance	1.080
Kurtosis	1.034	S E Kurt	1.985	Skewness	-1.320
S E Skew	.219	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	518.000		

Valid Cases 122 Missing Cases 0

INFOGOAL Prelim. info. on goals of conference

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	5	4.1	4.3	4.3
	2	6	4.9	5.1	9.4
	3	21	17.2	17.9	27.4
	4	33	27.0	28.2	55.6
ADEQUATE	5	52	42.6	44.4	100.0
	.	5	4.1	MISSING	
TOTAL		122	100.0	100.0	

NOT ADEQUATE XXXXX 5
 2 XXXXXX 6
 3 XXXXXXXXXXXXXXXXXXXX 21
 4 XXXXXXXXXXXXXXXXXXXX 33
 ADEQUATE XX 52

Mean	4.034	Std Err	.102	Median	4.000
Mode	5.000	Std Dev	1.106	Variance	1.223
Kurtosis	.537	S E Kurt	1.984	Skewness	-1.080
S E Skew	.224	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	472.000		

Valid Cases 117 Missing Cases 5

INFOSCHD Prelim. info. on activities/schedule

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	4	3.3	3.4	3.4
	2	3	2.5	2.6	6.0
	3	11	9.0	9.4	15.4
	4	22	18.0	18.8	34.2
ADEQUATE	5	77	63.1	65.8	100.0
	.	5	4.1	MISSING	
TOTAL		122	100.0	100.0	

NOT ADEQUATE XXX 4
 2 XXX 3
 3 XXXXXXXX 11
 4 XXXXXXXXXXXXXXXX 22
 ADEQUATE XX 77

Mean	4.410	Std Err	.093	Median	5.000
Mode	5.000	Std Dev	1.001	Variance	1.003
Kurtosis	3.203	S E Kurt	1.984	Skewness	-1.898
S E Skew	.224	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	516.000		
Valid Cases	117	Missing Cases	5		

DESCRIBE Was conference described accurately?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT AT ALL	1	2	1.6	1.7	1.7
	2	2	1.6	1.7	3.4
	3	17	13.9	14.7	18.1
	4	39	32.0	33.6	51.7
ACCURATELY	5	56	45.9	48.3	100.0
	.	6	4.9	MISSING	
TOTAL		122	100.0	100.0	

NOT AT ALL XXX 2
 2 XXX 2
 3 XXXXXXXXXXXXXXXX 17
 4 XX 39
 ACCURATELY XX 56

Mean	4.250	Std Err	.083	Median	4.000
Mode	5.000	Std Dev	.893	Variance	.798
Kurtosis	1.724	S E Kurt	1.984	Skewness	-1.262
S E Skew	.225	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	493.000		
Valid Cases	116	Missing Cases	6		

TIMEALOT Was time adequate to fulfill objectives?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT AT ALL	1	5	4.1	4.3	4.3
	2	10	8.2	8.6	12.9
	3	16	13.1	13.8	26.7
	4	48	39.3	41.4	68.1
ADEQUATE	5	37	30.3	31.9	100.0
	.	6	4.9	MISSING	
TOTAL		122	100.0	100.0	

NOT AT ALL XXXXXX 5
 2 XXXXXXXXXXXXX 10
 3 XXXXXXXXXXXXXXXXXXXX 16
 4 XXX 48
 ADEQUATE XXX 37

Mean	3.879	Std Err	.101	Median	4.000
Mode	4.000	Std Dev	1.089	Variance	1.185
Kurtosis	.417	S E Kurt	1.984	Skewness	-.990
S E Skew	.225	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	450.000		
Valid Cases	116	Missing Cases	6		

INTERACT Opportunity for interaction w/students

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT SUFFICIENT	1	1	.8	.9	.9
	2	5	4.1	4.3	5.1
	3	18	14.8	15.4	20.5
	4	31	25.4	26.5	47.0
SUFFICIENT	5	62	50.8	53.0	100.0
	.	5	4.1	MISSING	
TOTAL		122	100.0	100.0	

NOT SUFFICIENT XX 1
 2 XXXX 5
 3 XXXXXXXXXXXXXXXX 18
 4 XXXXXXXXXXXXXXXXXXXXXXXX 31
 SUFFICIENT XXX 62

Mean	4.265	Std Err	.086	Median	5.000
Mode	5.000	Std Dev	.932	Variance	.869
Kurtosis	.644	S E Kurt	1.984	Skewness	-1.140
S E Skew	.224	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	499.000		
Valid Cases	117	Missing Cases	5		

93

CORPREPS Opportunity for networking w/corp. reps

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT ADEQUATE	1	5	4.1	4.3	4.3
	2	14	11.5	12.1	16.4
	3	29	23.8	25.0	41.4
	4	36	29.5	31.0	72.4
ADEQUATE	5	32	26.2	27.6	100.0
	.	6	4.9	MISSING	
TOTAL		122	100.0	100.0	

NOT ADEQUATE XXXXXXXX 5
 2 XXXXXXXXXXXXXXXXXXXXXXXX 14
 3 XX 29
 4 XX 36
 ADEQUATE XX 32

Mean	3.655	Std Err	.105	Median	4.000
Mode	4.000	Std Dev	1.135	Variance	1.289
Kurtosis	-.520	S E Kurt	1.984	Skewness	-.520
S E Skew	.225	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	424.000		
Valid Cases	116	Missing Cases	6		

 DEMOCRAT Was organization of PAN democratic?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT DEMOCRATIC	1				
	2	1	.8	.8	.8
	3	7	5.7	5.8	6.7
	4	30	24.6	25.0	31.7
DEMOCRATIC	5	82	67.2	68.3	100.0
	.	2	1.6	MISSING	
TOTAL		122	100.0	100.0	

NOT DEMOCRATIC
 2 XX 1
 3 XXXXX 7
 4 XXXXXXXXXXXXXXXXXXXXXXXX 30
 DEMOCRATIC XX 82

Mean	4.608	Std Err	.058	Median	5.000
Mode	5.000	Std Dev	.639	Variance	.408
Kurtosis	2.179	S E Kurt	1.984	Skewness	-1.595
S E Skew	.221	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	553.000		
Valid Cases	120	Missing Cases	2		

94

ACTVPART Participation encouraged/facilitated?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT AT ALL	1				
	2	1	.8	.9	.9
	3	11	9.0	9.4	10.3
	4	33	27.0	28.2	38.5
ENCOURAGED/FACILITATED	5	72	59.0	61.5	100.0
	.	5	4.1	MISSING	
TOTAL		122	100.0	100.0	

NOT AT ALL

2 XX 1

3 XXXXXXXX 11

4 XXXXXXXXXXXXXXXXXXXXXXXXXXXX 33

ENCOURAGED XX 72

Mean	4.504	Std Err	.065	Median	5.000
Mode	5.000	Std Dev	.703	Variance	.494
Kurtosis	.728	S E Kurt	1.984	Skewness	-1.230
S E Skew	.224	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	527.000		

Valid Cases 117 Missing Cases 5

PTOFVIEW Different points of view respected?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT AT ALL	1	1	.8	.8	.8
	2	0			
	3	5	4.1	4.2	5.1
	4	33	27.0	28.0	33.1
RESPECTED	5	79	64.8	66.9	100.0
	.	4	3.3	MISSING	
TOTAL		122	100.0	100.0	

NOT AT ALL XX 1

2

3 XXXX 5

4 XXXXXXXXXXXXXXXXXXXXXXXXXXXX 33

RESPECTED XX 79

Mean	4.602	Std Err	.060	Median	5.000
Mode	5.000	Std Dev	.656	Variance	.430
Kurtosis	7.030	S E Kurt	1.984	Skewness	-2.144
S E Skew	.223	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	543.000		

Valid Cases 118 Missing Cases 4

95

MENTROLE Mentors effective in discussion role?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT EFFECTIVE	1	2	1.6	1.7	1.7
	2	3	2.5	2.6	4.3
	3	9	7.4	7.8	12.1
	4	30	24.6	25.9	37.9
EFFECTIVE	5	72	59.0	62.1	100.0
	.	6	4.9	MISSING	
TOTAL		122	100.0	100.0	

NOT EFFECTIVE XX 2
 2 XXX 3
 3 XXXXXXXX 9
 4 XXXXXXXXXXXXXXXXXXXXXXXXXXXX 30
 EFFECTIVE XX 72

Mean	4.440	Std Err	.081	Median	5.000
Mode	5.000	Std Dev	.878	Variance	.770
Kurtosis	3.608	S E Kurt	1.984	Skewness	-1.855
S E Skew	.225	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	515.000		

Valid Cases 116 Missing Cases 6

THORNTON Welcome (Jim Thornton)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POOR	1	2	1.6	1.7	1.7
GOOD	2	44	36.1	37.0	38.7
EXCELLENT	3	73	59.8	61.3	100.0
	.	3	2.5	MISSING	
TOTAL		122	100.0	100.0	

POOR XX 2
 GOOD XX 44
 EXCELLENT XX 73

Mean	2.597	Std Err	.048	Median	3.000
Mode	3.000	Std Dev	.526	Variance	.277
Kurtosis	-.688	S E Kurt	1.984	Skewness	-.752
S E Skew	.222	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	309.000		

Valid Cases 119 Missing Cases 3

GRANADOS Development... (Francisco Granados)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POOR	1	8	6.6	6.6	6.6
GOOD	2	45	36.9	37.2	43.8
EXCELLENT	3	68	55.7	56.2	100.0
.	.	1	.8	MISSING	
TOTAL		122	100.0	100.0	

POOR XXXXXX 8
 GOOD XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 45
 EXCELLENT XX 68

Mean	2.496	Std Err	.056	Median	3.000
Mode	3.000	Std Dev	.621	Variance	.385
Kurtosis	-.294	S E Kurt	1.985	Skewness	-.834
S E Skew	.220	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	302.000		

Valid Cases 121 Missing Cases 1

MCBRIDE Networking (John McBride)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POOR	1	1	.8	.8	.8
GOOD	2	21	17.2	17.6	18.5
EXCELLENT	3	97	79.5	81.5	100.0
.	.	3	2.5	MISSING	
TOTAL		122	100.0	100.0	

POOR XX 1
 GOOD XXXXXXXXXXXX 21
 EXCELLENT XX 97

Mean	2.807	Std Err	.038	Median	3.000
Mode	3.000	Std Dev	.417	Variance	.174
Kurtosis	2.707	S E Kurt	1.984	Skewness	-1.923
S E Skew	.222	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	334.000		

Valid Cases 119 Missing Cases 3

PANEL Development... (Panel Discussion)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POOR	1				
GOOD	2	31	25.4	25.6	25.6
EXCELLENT	3	90	73.8	74.4	100.0
	.	1	.8	MISSING	
TOTAL		122	100.0	100.0	

POOR
 GOOD XXXXXXXXXXXXXXXXXXXX 31
 EXCELLENT XX 90

Mean	2.744	Std Err	.040	Median	3.000
Mode	3.000	Std Dev	.438	Variance	.192
Kurtosis	-.733	S E Kurt	1.985	Skewness	-1.131
S E Skew	.220	Range	1.000	Minimum	2.000
Maximum	3.000	Sum	332.000		

Valid Cases 121 Missing Cases 1

EDCORR US Foreign Policy (Edwin Corr)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POOR	1	3	2.5	2.5	2.5
GOOD	2	51	41.8	43.2	45.8
EXCELLENT	3	64	52.5	54.2	100.0
	.	4	3.3	MISSING	
TOTAL		122	100.0	100.0	

POOR XXX 3
 GOOD XX 51
 EXCELLENT XX 64

Mean	2.517	Std Err	.051	Median	3.000
Mode	3.000	Std Dev	.551	Variance	.303
Kurtosis	-.825	S E Kurt	1.984	Skewness	-.537
S E Skew	.223	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	297.000		

Valid Cases 118 Missing Cases 4

CPB

ACCOMMOD Accommodations

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1				
	2				
	3	4	3.3	3.3	3.3
	4	19	15.6	15.7	19.0
HIGH	5	98	80.3	81.0	100.0
	.	1	.8	MISSING	
TOTAL		122	100.0	100.0	

LOW
 2
 3 XXX 4
 4 XXXXXXXXXXXXX 19
 HIGH XX 98

Mean	4.777	Std Err	.045	Median	5.000
Mode	5.000	Std Dev	.491	Variance	.241
Kurtosis	3.991	S E Kurt	1.985	Skewness	-2.161
S E Skew	.220	Range	2.000	Minimum	3.000
Maximum	5.000	Sum	578.000		
Valid Cases	121	Missing Cases	1		

STAFRESP Staff Responsiveness

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1				
	2				
	3	2	1.6	1.7	1.7
	4	25	20.5	20.8	22.5
HIGH	5	93	76.2	77.5	100.0
	.	2	1.6	MISSING	
TOTAL		122	100.0	100.0	

LOW
 2
 3 XX 2
 4 XXXXXXXXXXXXXXXX 25
 HIGH XX 93

Mean	4.758	Std Err	.043	Median	5.000
Mode	5.000	Std Dev	.467	Variance	.218
Kurtosis	2.055	S E Kurt	1.984	Skewness	-1.713
S E Skew	.221	Range	2.000	Minimum	3.000
Maximum	5.000	Sum	571.000		
Valid Cases	120	Missing Cases	2		

MENTRESP Mentor Responsiveness

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LOW	1	1	.8	.8	.8
	2				
	3	4	3.3	3.4	4.2
	4	26	21.3	21.8	26.1
HIGH	5	88	72.1	73.9	100.0
	.	3	2.5	MISSING	
TOTAL		122	100.0	100.0	

LOW-XX 1
 2
 3 XXX 4
 4 XXXXXXXXXXXXXXXX 26
 HIGH XX 88

Mean	4.681	Std Err	.057	Median	5.000
Mode	5.000	Std Dev	.623	Variance	.389
Kurtosis	10.021	S E Kurt	1.984	Skewness	-2.639
S E Skew	.222	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	557.000		
Valid Cases	119	Missing Cases	3		

EXPECT Did conference meet your expectations?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT AT ALL	1	1	.8	.8	.8
	2	1	.8	.8	1.7
	3	6	4.9	5.0	6.6
	4	42	34.4	34.7	41.3
FULLY MET	5	71	58.2	58.7	100.0
	.	1	.8	MISSING	
TOTAL		122	100.0	100.0	

NOT AT ALL XX 1
 2 XX 1
 3 XXXXX 6
 4 XX 42
 FULLY MET XX 71

Mean	4.496	Std Err	.064	Median	5.000
Mode	5.000	Std Dev	.709	Variance	.502
Kurtosis	4.755	S E Kurt	1.985	Skewness	-1.772
S E Skew	.220	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	544.000		
Valid Cases	121	Missing Cases	1		

100

CLASP CLASP Scholarship?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NO	1	54	44.3	45.4	45.4
YES	2	60	49.2	50.4	95.8
DONT KNOW	3	5	4.1	4.2	100.0
	.	3	2.5	MISSING	
TOTAL		122	100.0	100.0	

NO XX 54
 YES XX 60
 DONT KNOW XXXXX 5

Mean	1.588	Std Err	.053	Median	2.000
Mode	2.000	Std Dev	.574	Variance	.329
Kurtosis	-.767	S E Kurt	1.984	Skewness	.332
S E Skew	.222	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	189.000		

Valid Cases 119 Missing Cases 3

GENDER Gender

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MALE	1	70	57.4	61.4	61.4
FEMALE	2	44	36.1	38.6	100.0
	.	8	6.6	MISSING	
TOTAL		122	100.0	100.0	

MALE XX 70
 FEMALE XX 44

Mean	1.386	Std Err	.046	Median	1.000
Mode	1.000	Std Dev	.489	Variance	.239
Kurtosis	-1.807	S E Kurt	1.984	Skewness	.475
S E Skew	.226	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	158.000		

Valid Cases 114 Missing Cases 8

INTERN Did you participate in internship?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NO	1	106	86.9	89.8	89.8
YES	2	12	9.8	10.2	100.0
	.	4	3.3	MISSING	
	TOTAL	122	100.0	100.0	

NO XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 106
 YES XXXX 12

Mean	1.102	Std Err	.028	Median	1.000
Mode	1.000	Std Dev	.304	Variance	.092
Kurtosis	5.215	S E Kurt	1.984	Skewness	2.670
S E Skew	.223	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	130.000		

Valid Cases 118 Missing Cases 4

STILLINT Interested in internship next year?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NO	1	11	9.0	10.3	10.3
YES	2	96	78.7	89.7	100.0
	.	15	12.3	MISSING	
	TOTAL	122	100.0	100.0	

NO XXXXXXXX 11
 YES XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 96

Mean	1.897	Std Err	.029	Median	2.000
Mode	2.000	Std Dev	.305	Variance	.093
Kurtosis	5.134	S E Kurt	1.983	Skewness	-2.653
S E Skew	.234	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	203.000		

Valid Cases 107 Missing Cases 15

This procedure was completed at 8:48:45

***** Given WORKSPACE allows for 2183 Cells with
 2 Dimensions for CROSSTAB problem *****

102

Crosstabulation: **INTERN** Did you participate in internship?
 By **TOPICS** Opportunity to learn about topics

TOPICS-->	Count Row Pct Col Pct Tot Pct	LOW					HIGH					Row Total
		1	2	3	4	5						
INTERN												
NO	1	3 2.9 100.0 2.6	7 6.7 100.0 6.0	10 9.6 90.9 8.6	36 34.6 87.8 31.0	48 46.2 88.9 41.4	104 89.7					
YES	2			1 8.3 9.1 .9	5 41.7 12.2 4.3	6 50.0 11.1 5.2	12 10.3					
Column Total		3 2.6	7 6.0	11 9.5	41 35.3	54 46.6	116 100.0					

Number of Missing Observations = 6

Crosstabulation: **INTERN** Did you participate in internship?
 By **SPEAKERS** Opp. to interact w/speakers & staff

SPEAKERS-->	Count Row Pct Col Pct Tot Pct	LOW					HIGH					Row Total
		1	2	3	4	5						
INTERN												
NO	1	3 2.9 100.0 2.6	9 8.6 100.0 7.7	18 17.1 85.7 15.4	34 32.4 87.2 29.1	41 39.0 91.1 35.0	105 89.7					
YES	2			3 25.0 14.3 2.6	5 41.7 12.8 4.3	4 33.3 8.9 3.4	12 10.3					
Column Total		3 2.6	9 7.7	21 17.9	39 33.3	45 38.5	117 100.0					

Number of Missing Observations = 5

Crosstabulation: INTERN Did you participate in internship?
 By STUDENTS Opp. to interact w/LA & C students

STUDENTS->	Count Row Pct Col Pct Tot Pct	HIGH				Row Total
		2	3	4	5	
INTERN						
NO	1	1 .9 100.0 .8	4 3.8 100.0 3.4	14 13.2 87.5 11.9	87 82.1 89.7 73.7	106 89.8
YES	2			2 16.7 12.5 1.7	10 83.3 10.3 8.5	12 10.2
Column Total		1 .8	4 3.4	16 13.6	97 82.2	118 100.0

Number of Missing Observations = 4

Crosstabulation: INTERN Did you participate in internship?
 By INTERNSH Opportunity to obtain internship

INTERNSH->	Count Row Pct Col Pct Tot Pct	HIGH					Row Total
		LOW	1	2	3	4	
INTERN							
NO	1	13 12.5 100.0 11.2	9 8.7 81.8 7.8	14 13.5 87.5 12.1	16 15.4 94.1 13.8	52 50.0 88.1 44.8	104 89.7
YES	2		2 16.7 18.2 1.7	2 16.7 12.5 1.7	1 8.3 5.9 .9	7 58.3 11.9 6.0	12 10.3
Column Total		13 11.2	11 9.5	16 13.8	17 14.7	59 50.9	116 100.0

Number of Missing Observations = 6

104

Crosstabulation: INTERN Did you participate in internship?
 By JOBOPP Opportunity to obtain job

		Count	LOW				HIGH	
JOBOPP->	Row Pct		1	2	3	4	5	Row Total
	Col Pct							
	Tot Pct							
INTERN								
NO	1	19	9	21	15	38	102	
		18.6	8.8	20.6	14.7	37.3	90.3	
		90.5	90.0	87.5	78.9	97.4		
		16.8	8.0	18.6	13.3	33.6		
YES	2	2	1	3	4	1	11	
		18.2	9.1	27.3	36.4	9.1	9.7	
		9.5	10.0	12.5	21.1	2.6		
		1.8	.9	2.7	3.5	.9		
Column Total		21	10	24	19	39	113	
	Total	18.6	8.8	21.2	16.8	34.5	100.0	

Number of Missing Observations = 9

Crosstabulation: INTERN Did you participate in internship?
 By PANNET Opp. to influence formation of PAN

		Count	LOW				HIGH	
PANNET->	Row Pct		1	2	3	4	5	Row Total
	Col Pct							
	Tot Pct							
INTERN								
NO	1	1	2	17	26	60	106	
		.9	1.9	16.0	24.5	56.6	89.8	
		100.0	66.7	100.0	96.3	85.7		
		.8	1.7	14.4	22.0	50.8		
YES	2		1		1	10	12	
			8.3		8.3	83.3	10.2	
			33.3		3.7	14.3		
			.8		.8	8.5		
Column Total		1	3	17	27	70	118	
	Total	.8	2.5	14.4	22.9	59.3	100.0	

Number of Missing Observations = 4

105

Crosstabulation: **INTERN** Did you participate in internship?
 By ISSUES Opp. to influence IA & C issues

ISSUES->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
INTERN							
NO	1	3 2.8 100.0 2.5	6 5.7 100.0 5.1	18 17.0 100.0 15.3	21 19.8 87.5 17.8	58 54.7 86.6 49.2	106 89.8
YES	2				3 25.0 12.5 2.5	9 75.0 13.4 7.6	12 10.2
	Column Total	3 2.5	6 5.1	18 15.3	24 20.3	67 56.8	118 100.0

Number of Missing Observations = 4

Crosstabulation: **INTERN** Did you participate in internship?
 By INFOGOAL Prelim. info. on goals of conference

INFOGOAL->	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
		1	2	3	4	5	
INTERN							
NO	1	5 4.8 100.0 4.4	5 4.8 100.0 4.4	19 18.3 95.0 16.7	30 28.8 90.9 26.3	45 43.3 88.2 39.5	104 91.2
YES	2			1 10.0 5.0 .9	3 30.0 9.1 2.6	6 60.0 11.8 5.3	10 8.8
	Column Total	5 4.4	5 4.4	20 17.5	33 28.9	51 44.7	114 100.0

Number of Missing Observations = 8

106

Crosstabulation: INTERN Did you participate in internship?
 By INFOSCHD Prelim. info. on activities/schedule

INFOSCHD->	Count Row Pct Col Pct Tot Pct	NOT ADEQUATE				ADEQUATE	Row Total
		1	2	3	4	5	
INTERN							
NO	1	3 2.9 100.0 2.6	3 2.9 100.0 2.6	10 9.6 90.9 8.8	21 20.2 95.5 18.4	67 64.4 89.3 58.8	104 91.2
YES	2			1 10.0 9.1 .9	1 10.0 4.5 .9	8 80.0 10.7 7.0	10 8.8
Column Total		3 2.6	3 2.6	11 9.6	22 19.3	75 65.8	114 100.0

Number of Missing Observations = 8

Crosstabulation: INTERN Did you participate in internship?
 By DESCRIBE Was conference described accurately?

DESCRIBE->	Count Row Pct Col Pct Tot Pct	NOT AT ALL				ACCURATE LY	Row Total
		1	2	3	4	5	
INTERN							
NO	1	1 1.0 100.0 .9	2 1.9 100.0 1.8	16 15.5 94.1 14.2	32 31.1 84.2 28.3	52 50.5 94.5 46.0	103 91.2
YES	2			1 10.0 5.9 .9	6 60.0 15.8 5.3	3 30.0 5.5 2.7	10 8.8
Column Total		1 .9	2 1.8	17 15.0	38 33.6	55 48.7	113 100.0

Number of Missing Observations = 9

Crosstabulation: INTERN Did you participate in internship?
 By TIMEALOT Was time adequate to fulfill objectives?

		Count	NOT AT ADEQUATE					
TIMEALOT->	Row Pct	LL	1	2	3	4	5	Row Total
	Col Pct							
	Tot Pct							
INTERN								
NO	1	5 4.9 100.0 4.4	10 9.7 100.0 8.8	15 14.6 93.8 13.3	41 39.8 89.1 36.3	32 31.1 88.9 28.3		103 91.2
YES	2			1 10.0 6.3 .9	5 50.0 10.9 4.4	4 40.0 11.1 3.5		10 8.8
Column Total		5 4.4	10 8.8	16 14.2	46 40.7	36 31.9		113 100.0

Number of Missing Observations = 9

Crosstabulation: INTERN Did you participate in internship?
 By INTERACT Opportunity for interaction w/students

		Count	NOT SUFFICIENT				SUFFICIENT	
INTERACT->	Row Pct	ICIENT	1	2	3	4	5	Row Total
	Col Pct							
	Tot Pct							
INTERN								
NO	1	1 1.0 100.0 .9	5 4.8 100.0 4.4	15 14.4 83.3 13.2	29 27.9 96.7 25.4	54 51.9 90.0 47.4		104 91.2
YES	2			3 30.0 16.7 2.6	1 10.0 3.3 .9	6 60.0 10.0 5.3		10 8.8
Column Total		1 .9	5 4.4	18 15.8	30 26.3	60 52.6		114 100.0

Number of Missing Observations = 8

108

Crosstabulation: INTERN Did you participate in internship?
 By CORPREPS Opportunity for networking w/corp. reps

CORPREPS->	Count Row Pct Col Pct Tot Pct	NOT ADEQUATE				ADEQUATE	Row Total
		1	2	3	4	5	
INTERN							
NO	1	5 4.9 100.0 4.4	13 12.6 100.0 11.5	28 27.2 96.6 24.8	32 31.1 91.4 28.3	25 24.3 80.6 22.1	103 91.2
YES	2			1 10.0 3.4 .9	3 30.0 8.6 2.7	6 60.0 19.4 5.3	10 8.8
Column Total		5 4.4	13 11.5	29 25.7	35 31.0	31 27.4	113 100.0

Number of Missing Observations = 9

Crosstabulation: INTERN Did you participate in internship?
 By DEMOCRAT Was organization of PAN democratic?

DEMOCRAT->	Count Row Pct Col Pct Tot Pct	DEMOCRAT			IC	Row Total
		2	3	4	5	
INTERN						
NO	1	1 1.0 100.0 .9	7 6.7 100.0 6.0	24 23.1 88.9 20.7	72 69.2 88.9 62.1	104 89.7
YES	2			3 25.0 11.1 2.6	9 75.0 11.1 7.8	12 10.3
Column Total		1 .9	7 6.0	27 23.3	81 69.8	116 100.0

number of Missing Observations = 6

Crosstabulation: INTERN Did you participate in internship?
 By ACTVPART Participation encouraged/facilitated?

ACTVPART->	Count Row Pct Col Pct Tot Pct	ENCOURAG ED				Row Total
		2	3	4	5	
INTERN						
NO	1	1 1.0 100.0 .9	9 8.8 81.8 7.9	30 29.4 96.8 26.3	62 60.8 87.3 54.4	102 89.5
YES	2		2 16.7 18.2 1.8	1 8.3 3.2 .9	9 75.0 12.7 7.9	12 10.5
Column Total		1 .9	11 9.6	31 27.2	71 62.3	114 100.0

Number of Missing Observations = 8

Crosstabulation: INTERN Did you participate in internship?
 By PTOFVIEW Different points of view respected?

PTOFVIEW->	Count Row Pct Col Pct Tot Pct	NOT AT A LL			RESPECTE D	Row Total
		1	3	4		
INTERN						
NO	1	1 1.0 100.0 .9	5 4.9 100.0 4.4	29 28.4 90.6 25.4	67 65.7 88.2 58.8	102 89.5
YES	2			3 25.0 9.4 2.6	9 75.0 11.8 7.9	12 10.5
Column Total		1 .9	5 4.4	32 28.1	76 66.7	114 100.0

Number of Missing Observations = 8

Crosstabulation: INTERN Did you participate in internship?
 By MENTROLE Mentors effective in discussion role?

MENTROLE->	Count Row Pct Col Pct Tot Pct	NOT EFFE CTIVE				EFFECTIV E	Row Total
		1	2	3	4	5	
INTERN							
NO	1	2 2.0 100.0 1.8	3 3.0 100.0 2.7	9 8.9 100.0 8.0	25 24.8 89.3 22.1	62 61.4 87.3 54.9	101 89.4
YES	2				3 25.0 10.7 2.7	9 75.0 12.7 8.0	12 10.6
Column Total		2 1.8	3 2.7	9 8.0	28 24.8	71 62.8	113 100.0

Number of Missing Observations = 9

Crosstabulation: GENDER Gender
 By TOPICS Opportunity to learn about topics

TOPICS->	Count Row Pct Col Pct Tot Pct	LOW			HIGH		Row Total
		1	2	3	4	5	
GENDER							
MALE	1	1 1.4 33.3 .9	6 8.6 85.7 5.4	2 2.9 25.0 1.8	30 42.9 71.4 26.8	31 44.3 59.6 27.7	70 62.5
FEMALE	2	2 4.8 66.7 1.8	1 2.4 14.3 .9	6 14.3 75.0 5.4	12 28.6 28.6 10.7	21 50.0 40.4 18.8	42 37.5
Column Total		3 2.7	7 6.3	8 7.1	42 37.5	52 46.4	112 100.0

Number of Missing Observations = 10

100

Crosstabulation: GENDER Gender
 By SPEAKERS Opp. to interact w/speakers & staff

SPEAKERS->	GENDER	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
			1	2	3	4	5	
	MALE	1	1 1.4 33.3 .9	6 8.6 85.7 5.3	9 12.9 45.0 8.0	30 42.9 76.9 26.5	24 34.3 54.5 21.2	70 61.9
	FEMALE	2	2 4.7 66.7 1.8	1 2.3 14.3 .9	11 25.6 55.0 9.7	9 20.9 23.1 8.0	20 46.5 45.5 17.7	43 38.1
	Column Total		3 2.7	7 6.2	20 17.7	39 34.5	44 38.9	113 100.0

Number of Missing Observations = 9

Crosstabulation: GENDER Gender
 By STUDENTS Opp. to interact w/LA & C students

STUDENTS->	GENDER	Count Row Pct Col Pct Tot Pct	LOW			HIGH	Row Total
			2	3	4	5	
	MALE	1		4 5.7 80.0 3.5	10 14.3 66.7 8.8	56 80.0 60.2 49.1	70 61.4
	FEMALE	2	1 2.3 100.0 .9	1 2.3 20.0 .9	5 11.4 33.3 4.4	37 84.1 39.8 32.5	44 38.6
	Column Total		1 .9	5 4.4	15 13.2	93 81.6	114 100.0

Number of Missing Observations = 8

112

Crosstabulation: GENDER Gender
 By INTERNSH Opportunity to obtain internship

		Count	LOW				HIGH	
INTERNSH->		Row Pct	1	2	3	4	5	Row Total
		Col Pct						
		Tot Pct						
GENDER								
MALE	1		7	9	13	9	31	69
			10.1	13.0	18.8	13.0	44.9	62.2
			63.6	81.8	92.9	56.3	52.5	
			6.3	8.1	11.7	8.1	27.9	
FEMALE	2		4	2	1	7	28	42
			9.5	4.8	2.4	16.7	66.7	37.8
			36.4	18.2	7.1	43.8	47.5	
			3.6	1.8	.9	6.3	25.2	
Column Total			11	11	14	16	59	111
			9.9	9.9	12.6	14.4	53.2	100.0

Number of Missing Observations = 11

Crosstabulation: GENDER Gender
 By JOBOPP Opportunity to obtain job

		Count	LOW				HIGH	
JOBOPP->		Row Pct	1	2	3	4	5	Row Total
		Col Pct						
		Tot Pct						
GENDER								
MALE	1		12	8	16	11	22	69
			17.4	11.6	23.2	15.9	31.9	62.7
			63.2	72.7	72.7	57.9	56.4	
			10.9	7.3	14.5	10.0	20.0	
FEMALE	2		7	3	6	8	17	41
			17.1	7.3	14.6	19.5	41.5	37.3
			36.8	27.3	27.3	42.1	43.6	
			6.4	2.7	5.5	7.3	15.5	
Column Total			19	11	22	19	39	110
			17.3	10.0	20.0	17.3	35.5	100.0

Number of Missing Observations = 12

Crosstabulation: GENDER Gender
 By PANNET Opp. to influence formation of PAN

PANNET->	Count Row Pct Col Pct Tot Pct	HIGH				Row Total
		2	3	4	5	
GENDER						
MALE	1	2 2.9 66.7 1.8	10 14.3 62.5 8.8	14 20.0 53.8 12.3	44 62.9 63.8 38.6	70 61.4
FEMALE	2	1 2.3 33.3 .9	6 13.6 37.5 5.3	12 27.3 46.2 10.5	25 56.8 36.2 21.9	44 38.6
Column Total		3 2.6	16 14.0	26 22.8	69 60.5	114 100.0

Number of Missing Observations = 8

Crosstabulation: GENDER Gender
 By ISSUES Opp. to influence LA & C issues

ISSUES->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
GENDER							
MALE	1		5 7.1 83.3 4.4	8 11.4 50.0 7.0	16 22.9 64.0 14.0	41 58.6 64.1 36.0	70 61.4
FEMALE	2	3 6.8 100.0 2.6	1 2.3 16.7 .9	8 18.2 50.0 7.0	9 20.5 36.0 7.9	23 52.3 35.9 20.2	44 38.6
Column Total		3 2.6	6 5.3	16 14.0	25 21.9	64 56.1	114 100.0

Number of Missing Observations = 8

114

Crosstabulation: GENDER Gender
 By INFOGOAL Prelim. info. on goals of conference

INFOGOAL->	GENDER	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
			1	2	3	4		
1	MALE	5 7.4 100.0 4.5	4 5.9 80.0 3.6	13 19.1 61.9 11.7	19 27.9 61.3 17.1	27 39.7 55.1 24.3	68 61.3	
2	FEMALE		1 2.3 20.0 .9	8 18.6 38.1 7.2	12 27.9 38.7 10.8	22 51.2 44.9 19.8	43 38.7	
Column Total		5 4.5	5 4.5	21 18.9	31 27.9	49 44.1	111 100.0	

Number of Missing Observations = 11

Crosstabulation: GENDER Gender
 By INFOSCHD Prelim. info. on activities/schedule

INFOSCHD->	GENDER	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
			1	2	3	4		
1	MALE	4 5.9 100.0 3.6	3 4.4 100.0 2.7	8 11.8 80.0 7.2	12 17.6 54.5 10.8	41 60.3 56.9 36.9	68 61.3	
2	FEMALE			2 4.7 20.0 1.8	10 23.3 45.5 9.0	31 72.1 43.1 27.9	43 38.7	
Column Total		4 3.6	3 2.7	10 9.0	22 19.8	72 64.9	111 100.0	

Number of Missing Observations = 11

Crosstabulation: GENDER Gender
 By DESCRIBE Was conference described accurately?

DESCRIBE->	Count Row Pct Col Pct Tot Pct	NOT AT ALL				ACCURATE LY	Row Total
		1	2	3	4	5	
GENDER							
MALE	1	2 3.0 100.0 1.8	1 1.5 50.0 .9	11 16.4 68.8 10.0	23 34.3 63.9 20.9	30 44.8 55.6 27.3	67 60.9
FEMALE	2		1 2.3 50.0 .9	5 11.6 31.3 4.5	13 30.2 36.1 11.8	24 55.8 44.4 21.8	43 39.1
Column Total		2 1.8	2 1.8	16 14.5	36 32.7	54 49.1	110 100.0

Number of Missing Observations = 12

Crosstabulation: GENDER Gender
 By TIMEALOT Was time adequate to fulfill objectives?

TIMEALOT->	Count Row Pct Col Pct Tot Pct	NOT AT ALL				ADEQUATE	Row Total
		1	2	3	4	5	
GENDER							
MALE	1	2 3.0 50.0 1.8	3 4.5 37.5 2.7	12 17.9 75.0 10.9	27 40.3 57.4 24.5	23 34.3 65.7 20.9	67 60.9
FEMALE	2	2 4.7 50.0 1.8	5 11.6 62.5 4.5	4 9.3 25.0 3.6	20 46.5 42.6 18.2	12 27.9 34.3 10.9	43 39.1
Column Total		4 3.6	8 7.3	16 14.5	47 42.7	35 31.8	110 100.0

Number of Missing Observations = 12

Crosstabulation: GENDER Gender
 By INTERACT Opportunity for interaction w/students

INTERACT->	GENDER	Count Row Pct Col Pct Tot Pct	NOT SUFFICIENT				SUFFICIENT	Row Total
			1	2	3	4	5	
1	MALE	1 1.5 100.0 .9	2 2.9 40.0 1.8	8 11.8 47.1 7.2	24 35.3 80.0 21.6	33 48.5 56.9 29.7	68 61.3	
2	FEMALE		3 7.0 60.0 2.7	9 20.9 52.9 8.1	6 14.0 20.0 5.4	25 58.1 43.1 22.5	43 38.7	
Column Total			5 4.5	17 15.3	30 27.0	58 52.3	111 100.0	

Number of Missing Observations = 11

Crosstabulation: GENDER Gender
 By CORPREPS Opportunity for networking w/corp. reps

CORPREPS->	GENDER	Count Row Pct Col Pct Tot Pct	NOT ADEQUATE				ADEQUATE	Row Total
			1	2	3	4	5	
1	MALE	3 4.4 60.0 2.7	7 10.3 53.8 6.4	17 25.0 58.6 15.5	23 33.8 69.7 20.9	18 26.5 60.0 16.4	68 61.8	
2	FEMALE	2 4.8 40.0 1.8	6 14.3 46.2 5.5	12 28.6 41.4 10.9	10 23.8 30.3 9.1	12 28.6 40.0 10.9	42 38.2	
Column Total			5 4.5	13 11.8	29 26.4	33 30.0	30 27.3	110 100.0

Number of Missing Observations = 12

Crosstabulation: GENDER Gender
 By DEMOCRAT Was organization of PAN democratic?

GENDER	Count Row Pct Col Pct Tot Pct	2	3	4	DEMOCRAT IC 5	Row Total
		1	1 1.4 100.0 .9	5 7.2 71.4 4.4	18 26.1 72.0 15.9	45 65.2 56.3 39.8
2		2 4.5 28.6 1.8	7 15.9 28.0 6.2	35 79.5 43.8 31.0	44 38.9	
Column Total		1 .9	7 6.2	25 22.1	80 70.8	113 100.0

Number of Missing Observations = 9

Crosstabulation: GENDER Gender
 By ACTVPART Participation encouraged/facilitated?

GENDER	Count Row Pct Col Pct Tot Pct	2	3	4	ENCOURAG ED 5	Row Total
		1		6 9.0 54.5 5.5	19 28.4 63.3 17.3	42 62.7 61.8 38.2
2	1 2.3 100.0 .9	5 11.6 45.5 4.5	11 25.6 36.7 10.0	26 60.5 38.2 23.6	43 39.1	
Column Total		1 .9	11 10.0	30 27.3	68 61.8	110 100.0

Number of Missing Observations = 12

Crosstabulation: GENDER Gender
 By PTOFVIEW Different points of view respected?

PTOFVIEW->	GENDER	Count Row Pct Col Pct Tot Pct	NOT AT ALL			RESPECTED	Row Total
			1	3	4	5	
	MALE	1	1 1.5 100.0 .9	2 2.9 40.0 1.8	20 29.4 64.5 18.0	45 66.2 60.8 40.5	68 61.3
	FEMALE	2		3 7.0 60.0 2.7	11 25.6 35.5 9.9	29 67.4 39.2 26.1	43 38.7
	Column Total		1 .9	5 4.5	31 27.9	74 66.7	111 100.0

Number of Missing Observations = 11

Crosstabulation: GENDER Gender
 By MENTROLE Mentors effective in discussion role?

MENTROLE->	GENDER	Count Row Pct Col Pct Tot Pct	NOT EFFECTIVE			EFFECTIVE	Row Total	
			1	2	3	4		5
	MALE	1	2 2.9 100.0 1.8	2 2.9 66.7 1.8	4 5.9 44.4 3.6	19 27.9 67.9 17.1	41 60.3 59.4 36.9	68 61.3
	FEMALE	2		1 2.3 33.3 .9	5 11.6 55.6 4.5	9 20.9 32.1 8.1	28 65.1 40.6 25.2	43 38.7
	Column Total		2 1.8	3 2.7	9 8.1	28 25.2	69 62.2	111 100.0

Number of Missing Observations = 11

Crosstabulation: CLASP CLASP Scholarship?
 By TOPICS Opportunity to learn about topics

TOPICS->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
CLASP							
NO	1		3	6	22	21	52
			5.8	11.5	42.3	40.4	44.4
			42.9	60.0	52.4	38.2	
			2.6	5.1	18.8	17.9	
YES	2	2	4	4	18	32	60
		3.3	6.7	6.7	30.0	53.3	51.3
		66.7	57.1	40.0	42.9	58.2	
		1.7	3.4	3.4	15.4	27.4	
DONT KNOW	3	1			2	2	5
		20.0			40.0	40.0	4.3
		33.3			4.8	3.6	
		.9			1.7	1.7	
Column Total		3	7	10	42	55	117
		2.6	6.0	8.5	35.9	47.0	100.0

Number of Missing Observations = 5

Crosstabulation: CLASP CLASP Scholarship?
 By SPEAKERS Opp. to interact w/speakers & staff

SPEAKERS->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
CLASP							
NO	1	1	3	10	20	19	53
		1.9	5.7	18.9	37.7	35.8	44.9
		33.3	37.5	45.5	51.3	41.3	
		.8	2.5	8.5	16.9	16.1	
YES	2	2	5	10	17	26	60
		3.3	8.3	16.7	28.3	43.3	50.8
		66.7	62.5	45.5	43.6	56.5	
		1.7	4.2	8.5	14.4	22.0	
DONT KNOW	3			2	2	1	5
				40.0	40.0	20.0	4.2
				9.1	5.1	2.2	
				1.7	1.7	.8	
Column Total		3	8	22	39	46	118
		2.5	6.8	18.6	33.1	39.0	100.0

Number of Missing Observations = 4

Crosstabulation: CLASP CLASP Scholarship?
 By STUDENTS Opp. to interact w/LA & C students

STUDENTS->	Count Row Pct Col Pct Tot Pct	HIGH				Row Total
		2	3	4	5	
CLASP						
NO	1	1 1.9 100.0 .8	1 1.9 20.0 .8	9 16.7 56.3 7.6	43 79.6 44.3 36.1	54 45.4
YES	2		4 6.7 80.0 3.4	6 10.0 37.5 5.0	50 83.3 51.5 42.0	60 50.4
DONT KNOW	3			1 20.0 6.3 .8	4 80.0 4.1 3.4	5 4.2
Column Total		1 .8	5 4.2	16 13.4	97 81.5	119 100.0

Number of Missing Observations = 3

Crosstabulation: CLASP CLASP Scholarship?
 By INTERNSH Opportunity to obtain internship

INTERNSH->	Count Row Pct Col Pct Tot Pct	HIGH				Row Total	
		LOW	1	2	3		4
CLASP							
NO	1	8 15.4 66.7 6.9	3 5.8 25.0 2.6	5 9.6 33.3 4.3	10 19.2 58.8 8.6	26 50.0 43.3 22.4	52 44.8
YES	2	3 5.1 25.0 2.6	9 15.3 75.0 7.8	10 16.9 66.7 8.6	7 11.9 41.2 6.0	30 50.8 50.0 25.9	59 50.9
DONT KNOW	3	1 20.0 8.3 .9				4 80.0 6.7 3.4	5 4.3
Column Total		12 10.3	12 10.3	15 12.9	17 14.7	60 51.7	116 100.0

Number of Missing Observations = 6

Crosstabulation: CLASP CLASP Scholarship?
By JOBOPP Opportunity to obtain job

JOBOPP->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
CLASP							
NO	1	8 15.7 38.1 7.0	6 11.8 54.5 5.2	14 27.5 60.9 12.2	6 11.8 31.6 5.2	17 33.3 41.5 14.8	51 44.3
YES	2	13 22.0 61.9 11.3	4 6.8 36.4 3.5	8 13.6 34.8 7.0	13 22.0 68.4 11.3	21 35.6 51.2 18.3	59 51.3
DONT KNOW	3		1 20.0 9.1 .9	1 20.0 4.3 .9		3 60.0 7.3 2.6	5 4.3
Column Total		21 18.3	11 9.6	23 20.0	19 16.5	41 35.7	115 100.0

Number of Missing Observations = 7

Crosstabulation: CLASP CLASP Scholarship?
By PANNET Opp. to influence formation of PAN

PANNET->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
CLASP							
NO	1	1 1.9 100.0 .8	1 1.9 33.3 .8	13 24.1 76.5 10.9	11 20.4 40.7 9.2	28 51.9 39.4 23.5	54 45.4
YES	2		2 3.3 66.7 1.7	4 6.7 23.5 3.4	15 25.0 55.6 12.6	39 65.0 54.9 32.8	60 50.4
DONT KNOW	3				1 20.0 3.7 .8	4 80.0 5.6 3.4	5 4.2
Column Total		1 .8	3 2.5	17 14.3	27 22.7	71 59.7	119 100.0

Number of Missing Observations = 3

122

Crosstabulation: CLASP CLASP Scholarship?
 By ISSUES Opp. to influence LA & C issues

ISSUES->	Count Row Pct Col Pct Tot Pct	LOW				HIGH	Row Total
		1	2	3	4	5	
CLASP							
NO	1	2 3.7 66.7 1.7	5 9.3 83.3 4.2	10 18.5 58.8 8.4	10 18.5 40.0 8.4	27 50.0 39.7 22.7	54 45.4
YES	2	1 1.7 33.3 .8	1 1.7 16.7 .8	7 11.7 41.2 5.9	15 25.0 60.0 12.6	36 60.0 52.9 30.3	60 50.4
DONT KNOW	3					5 100.0 7.4 4.2	5 4.2
Column Total		3 2.5	6 5.0	17 14.3	25 21.0	68 57.1	119 100.0

Number of Missing Observations = 3

Crosstabulation: CLASP CLASP Scholarship?
 By INFOGOAL Prelim. info. on goals of conference

INFOGOAL->	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
		1	2	3	4	5	
CLASP							
NO	1	4 7.7 80.0 3.5	1 1.9 20.0 .9	9 17.3 45.0 7.8	13 25.0 39.4 11.3	25 48.1 48.1 21.7	52 45.2
YES	2	1 1.7 20.0 .9	3 5.2 60.0 2.6	11 19.0 55.0 9.6	19 32.8 57.6 16.5	24 41.4 46.2 20.9	58 50.4
DONT KNOW	3		1 20.0 20.0 .9		1 20.0 3.0 .9	3 60.0 5.8 2.6	5 4.3
Column Total		5 4.3	5 4.3	20 17.4	33 28.7	52 45.2	115 100.0

Number of Missing Observations = 7

Crosstabulation: CLASP CLASP Scholarship?
 By INFOSCHD Prelim. info. on activities/schedule

INFOSCHD->	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
		1	2	3	4	5	
CLASP							
NO	1	1 1.9 25.0 .9	3 5.8 100.0 2.6	5 9.6 55.6 4.3	11 21.2 50.0 9.6	32 61.5 41.6 27.8	52 45.2
YES	2			4 6.9 44.4 3.5	9 15.5 40.9 7.8	42 72.4 54.5 36.5	58 50.4
DONT KNOW	3				2 40.0 9.1 1.7	3 60.0 3.9 2.6	5 4.3
	Column Total	4 3.5	3 2.6	9 7.8	22 19.1	77 67.0	115 100.0

Number of Missing Observations = 7

Crosstabulation: CLASP CLASP Scholarship?
 By DESCRIBE Was conference described accurately?

DESCRIBE->	Count Row Pct Col Pct Tot Pct	NOT AT ALL				ACCURATE LY	Row Total
		1	2	3	4	5	
CLASP							
NO	1	1 1.9 50.0 .9	2 3.8 100.0 1.8	12 23.1 75.0 10.5	14 26.9 36.8 12.3	23 44.2 41.1 20.2	52 45.6
YES	2			4 7.0 25.0 3.5	23 40.4 60.5 20.2	29 50.9 51.8 25.4	57 50.0
DONT KNOW	3				1 20.0 2.6 .9	4 80.0 7.1 3.5	5 4.4
	Column Total	2 1.8	2 1.8	16 14.0	38 33.3	56 49.1	114 100.0

Number of Missing Observations = 8

124

Crosstabulation: CLASP CLASP Scholarship?
 By TIMEALOT Was time adequate to fulfill objectives?

TIMEALOT->	Count Row Pct Col Pct Tot Pct	NOT AT ALL				ADEQUATE	Row Total
		1	2	3	4	5	
		CLASP					
NO	1	2 3.8 50.0 1.8	4 7.7 44.4 3.5	8 15.4 50.0 7.0	24 46.2 50.0 21.1	14 26.9 37.8 12.3	52 45.6
YES	2	2 3.5 50.0 1.8	5 8.8 55.6 4.4	7 12.3 43.8 6.1	21 36.8 43.8 18.4	22 38.6 59.5 19.3	57 50.0
DONT KNOW	3			1 20.0 6.3 .9	3 60.0 6.3 2.6	1 20.0 2.7 .9	5 4.4
Column Total		4 3.5	9 7.9	16 14.0	48 42.1	37 32.5	114 100.0

Number of Missing Observations = 8

Crosstabulation: CLASP CLASP Scholarship?
 By INTERACT Opportunity for interaction w/students

INTERACT->	Count Row Pct Col Pct Tot Pct	NOT SUFFICIENT				SUFFICIENT	Row Total
		1	2	3	4	5	
		CLASP					
NO	1	1 1.9 100.0 .9	2 3.8 40.0 1.7	7 13.5 41.2 6.1	16 30.8 51.6 13.9	26 50.0 42.6 22.6	52 45.2
YES	2		3 5.2 60.0 2.6	10 17.2 58.8 8.7	12 20.7 38.7 10.4	33 56.9 54.1 28.7	58 50.4
DONT KNOW	3				3 60.0 9.7 2.6	2 40.0 3.3 1.7	5 4.3
Column Total		1 .9	5 4.3	17 14.8	31 27.0	61 53.0	115 100.0

Number of Missing Observations = 7

125

Crosstabulation: CLASP CLASP Scholarship?
By CORPREPS Opportunity for networking w/corp. reps

CORPREPS-->	Count Row Pct Col Pct Tot Pct	NOT ADEQ UATE				ADEQUATE	Row Total
		1	2	3	4	5	
CLASP							
NO	1	3 5.9 60.0 2.6	7 13.7 53.8 6.1	15 29.4 53.6 13.2	13 25.5 36.1 11.4	13 25.5 40.6 11.4	51 44.7
YES	2	2 3.4 40.0 1.8	6 10.3 46.2 5.3	12 20.7 42.9 10.5	21 36.2 58.3 18.4	17 29.3 53.1 14.9	58 50.9
DONT KNOW	3			1 20.0 3.6 .9	2 40.0 5.6 1.8	2 40.0 6.3 1.8	5 4.4
Column Total		5 4.4	13 11.4	28 24.6	36 31.6	32 28.1	114 100.0

Number of Missing Observations = 8

Crosstabulation: CLASP CLASP Scholarship?
By DEMOCRAT Was organization of PAN democratic?

DEMOCRAT-->	Count Row Pct Col Pct Tot Pct				DEMOCRAT IC	Row Total
		2	3	4	5	
CLASP						
NO	1	1 1.9 100.0 .9	4 7.5 57.1 3.4	12 22.6 44.4 10.3	36 67.9 43.9 30.8	53 45.3
YES	2		3 5.1 42.9 2.6	15 25.4 55.6 12.8	41 69.5 50.0 35.0	59 50.4
DONT KNOW	3				5 100.0 6.1 4.3	5 4.3
Column Total		1 .9	7 6.0	27 23.1	82 70.1	117 100.0

Number of Missing Observations = 5

126

Crosstabulation: CLASP CLASP Scholarship?
 By ACTVPART Participation encouraged/facilitated?

ACTVPART->	Count Row Pct Col Pct Tot Pct	2	3	4	ENCOURAG ED 5	Row Total
CLASP						
NO	1 1.9 100.0 .9	4 7.5 36.4 3.5	20 37.7 64.5 17.5	28 52.8 39.4 24.6	53 46.5	
YES	2	7 12.5 63.6 6.1	10 17.9 32.3 8.8	39 69.6 54.9 34.2	56 49.1	
DONT KNOW	3		1 20.0 3.2 .9	4 80.0 5.6 3.5	5 4.4	
Column Total		1 .9	11 9.6	31 27.2	71 62.3	114 100.0

Number of Missing Observations = 8

Crosstabulation: CLASP CLASP Scholarship?
 By PTOFVIEW Different points of view respected?

PTOFVIEW->	Count Row Pct Col Pct Tot Pct	NOT AT A LL 1	3	4	RESPECTE D 5	Row Total
CLASP						
NO	1 1.9 100.0 .9	2 3.8 40.0 1.7	18 34.0 54.5 15.7	32 60.4 42.1 27.8	53 46.1	
YES	2	2 3.5 40.0 1.7	14 24.6 42.4 12.2	41 71.9 53.9 35.7	57 49.6	
DONT KNOW	3	1 20.0 20.0 .9	1 20.0 3.0 .9	3 60.0 3.9 2.6	5 4.3	
Column Total		1 .9	5 4.3	33 28.7	76 66.1	115 100.0

Number of Missing Observations = 7

ANNEX 5
JOB DESCRIPTION

JOB DESCRIPTION

MANAGING DIRECTOR CORPORATE INTERNSHIP PROGRAM

LEADERSHIP CENTER OF THE AMERICAS

The Leadership Center of the Americas program consists of three principal components: the Winter Seminar, the Pan American Network, and the Internship Program. The Managing Director, Corporate Internship Program (MDCIP) is responsible for the overall development of internship experiences in the private sector for the participants in the Winter Seminars and for coordination of the internship program with the other two components of the LCA program.

Internships provide students with an 8 week working experience in the private sector in a field relative to their studies at United States universities or colleges. They may take place either in a student's home country, in the United States, or in a third country in the Latin American and Caribbean areas.

In the process of meeting the objective of the internship program, the managing director has a number of interwoven responsibilities:

1. Coordination and supervision of four part-time consultants employed to make contacts with corporations in the United States, the Caribbean, and Latin America.
2. Coordination with the LCA Director of Student Admissions in the process of linking students with a corporate internship.
3. Participation in the Winter Seminars in order to interview, become familiar with, and assess the students for placement with an appropriate participating corporation.
4. Participation in the Pan American Network conference at the end of the summer in order to "debrief" the returning internship participants. This debriefing provides written evaluations which the Managing Director and consultants can use when promoting the internship program and assist LCA and the corporations to improve the internship program.
5. Supervision of the Assistant to the Managing Director, Corporate Internship program who is involved with the day to day operations of this aspect of the LCA program.

The MDCIP reports in general to the Executive Director of LCA and in specific to the Program Director. He is also responsible for a semi-annual report to the National Advisory Board at the time of the Board's meeting and informal reports to the Chairman of the Internship Committee in the interval between Board's meetings. In the coming year specific responsibilities include:

November/December, 1989

Between early November 1989 and the beginning of the Winter Seminar the Internship Program should secure promises of 25 internships. The MDCIP's responsibility is to work closely (meaning maintaining almost daily contact with, pushing, even cajoling) the consultants. During this time, and at later dates, information from one consultant will be summarized and shared with the other consultants as a means of developing synergy in our efforts and to avoid overlapping, duplication and the appearance of disorganization.

In the coming weeks before the Winter Seminar of 1989-90 begins:

1. Write and have printed a pamphlet promoting the internship program. Given the time constraints and the materials available, a full blown brochure will have to wait until after the Winter Seminar. This pamphlet is aimed at the transnational corporations.
2. Invite corporations to send key personnel to the Winter Seminar.
3. Tom Teague and Ridge will spend two days in the Chicago area visiting companies including McDonalds and the First National Bank of Chicago.
4. Ridge may join Tom in Cincinnati, possibly in Detroit. They have spoken about a St. Louis trip to visit Anheuser-Busch and Monsanto.
5. During this period or following the Winter Seminar they hope to hold luncheon meetings in key locations, e.g., New York and Miami (with Francisco Granados hosting). Other locations to be considered with the assistance of the National Advisory Board may include Washington, Boston, and Philadelphia if these cities can be justified in terms of companies doing business in the Caribbean and Latin America.
6. Attend the Caribbean/Central American Action Conference in Miami November 28-30 with Amanda Millet and Tom Teague.

7. Possibly meet with executives with Jon McBride in New York the first week of December, e.g., Colgate-Palmolive, the NFTC. Hold luncheons in Chicago, New York, and Miami to inform CEO's and personnel directors about the LCA program and the internship program.
8. Continue to develop the filing system which will allow us quick retrieval of information about target corporations and the action taken to date.
9. Finalize a schedule with the consultants for travel in January and February.

January/February, 1990

During these months we will be sending resumes and recommendations based on the interviews and experience with the students at the Winter Seminar to corporations which have agreed to accept one or more interns.

We will still need to find internship openings. All of the consultants will continued to be engaged until we meet and, perhaps, pass the 100 goal set by the National Advisory Board.

Ridge will make at least two trips in January and February:

1. To Central America (Honduras, Guatemala, El Salvador and Costa Rica. The purpose of this trip will be to meet with the AID missions' Human Resources and Private Sector offices, to call on the Embassy Commercial attaches, to meet with the directors of the American Chambers of Commerce and, when possible, to speak at their lunch meetings, to meet with local chambers of commerce, and to meet with local businesses which are interested in the possibility of taking interns.

Some or all of this trip may be made with Susana Hurtarte and Larry Theriot.

2. To the Caribbean islands with Larry Theriot with similar objectives as the Central American trip.
3. An important objective of these two trips will be to speak with employers of interns in 1989 to learn directly from them what was good about the internship and what was not.
4. Several shorter trips might be possible during these two months to meet interested executives on the east coast with Jon McBride and Tom

Teague.

During the month of January we hope to be able to create a good brochure using photos taken during the Winter Seminar.

March/June, 1990

During this period we anticipate that the MDCIP will be engaged in coordinating and finalizing negotiations between students and companies leading up to internships. We hope to have all 100 internships lined up by March 15.

This will be a time to press upon those corporations which have expressed interest in the program, cannot take an intern, but might be able to contribute to the expenses of students doing interns with companies off-shore.

June/July, 1990

The MDCIP would like to make a trip to Central America or the Caribbean or both during this period to visit with interns in their work places, speak with employers and gather information about what makes a good internship.

August, 1990

Preparation for the PAN Conference in Miami, including evaluation materials to be used with the interns. Invitations to corporations to send representatives to participate in the conference.

Objectives over the coming year:

1. The MDCIP will develop with the consultants a calendar to which they will add travel schedules and appointments, in so far as possible, which can be shared via FAX from time to time, but at no longer interval then two weeks.
2. Over the coming year we will attempt to write a short guide or handbook for corporations and for ourselves about what makes a good internship. This guide will establish criteria for a good internship experience and then suggest alternatives which a company can consider as it plans for the intern's arrival. The guide will let the employer know what we have told the student and, therefore, what to expect of him/her. It will draw from examples of earlier internships and, when possible, of internships other companies sponsor.
3. Look for solid third party endorsements.
4. Look for ways to get the LCA program written up in national media.

132

5. Recruit corporate donations to pay for internships with non-profit and governmental agencies.
6. Recruit corporate donations to pay for transportation to the PAN conference for students who are not placed in internships.

ANNEX 6
CORPORATE SPONSER PACKET

CORPORATE PARTICIPATION IN THE
LEADERSHIP CENTER OF THE AMERICAS INTERNSHIP PROGRAM

The Leadership Center of the Americas, an educational project of the Consortium for Service to Latin America, is a nonprofit organization and donations to the program qualify as charitable contributions under the tax laws of the United States. If a company wishes to support the program through a donation to LCA, a check should be written to CSLA/LCA.

If a donation is made to sponsor an internship, LCA warrants that the donation is tax exempt, that the donation will be used exclusively for the internship sponsored by the company, and that LCA will inform the company of the name and placement of the intern. A corporate donation entitles the company to credit as a corporate sponsor in the Center's reports to the U.S. Agency for International Development and Congress, in publications such as the recruitment brochure and catalog, and in certain publicity materials. In addition the company may send recruiters or representatives the annual Pan American Conference and Winter Seminars, and may nominate eligible students for participation in the program. (See enclosed form).

LCA internships are structured as educational or practical training experiences, not employment. If a company wishes to place an intern in the company, requirements are that the company provide transportation to and from the site of the internship, living expenses during the term of the internship, a Plan of Training, and a mentor or supervisor within the company. Should the company prefer to provide expenses directly to the student, LCA will work with the company to insure compliance with all applicable immigration and tax laws. Company sponsorship of an intern entitles the company to the same credits, participation and nomination privileges as a corporate donation. Enclosed is a Letter of Intent regarding the internship.

Companies are urged to provide transportation for the intern(s) to attend LCA's Pan American Network Conference which takes place for a weekend in mid-August. Individual transportation expenses for the Conference have been designated a private sector expense by the Agency for International Development, and LCA has no budget to cover student transportation. Cost should be less than \$300.00 per participant. The Conference will be a wonderful enhancement of the internship experience where students will share information and contacts and organize the Network's future activities.

April 20, 1989

Dear :

In recent months you have received various communication and information regarding the Leadership Center of the Americas program, in particular the internship aspect of the program. Although you were unable to place an intern this year, you expressed support of and interest in the program. For your information, I have enclosed a copy of our new catalog and other materials on the program.

The Leadership Center of the Americas is a five-year pilot program which we hope will be extended for many years. This year our charter sponsors in the private sector include Johnson & Johnson, Merrill Lynch, Monsanto, Colgate-Palmolive, First Chicago, Dole Dominicana, Dow Chemical, Sigma Q, Volkswagen of Mexico, Exxon Corporation, and Caribbean Building Systems Ltd.

A successful intern program for LCA is certain to enhance the positive image of the private sector in Caribbean Basin Initiative countries as well as with Congress and the U. S. Agency for International Development. The enclosed materials present several options for involvement with LCA. We would like for you to consider some level of commitment to this unique program. If you choose to participate, we would greatly appreciate a letter on your stationery extending your endorsement and support and, if that is the case, your possible interest in placing interns in the future.

LCA
4/20/89
Page Two

If you have interest in placing interns in the future, we invite you to fill out the enclosed student nomination form which will aid us in selecting students with characteristics you desire. If you wish to attend either the Pan American Network Conference, August 11-13 in Miami, or next year's winter seminar, please let us know and we will send further information. Please let us know whether you need interview facilities and whether you would like to participate on the program as a speaker, panelist, etc.

LCA has produced a video report on the activities of the first Winter Seminar held in Baton Rouge during December 1988 and January 1989. The video presents a dramatic image of the contribution the program is making to build the future private sector leadership of Latin America. We would welcome the opportunity visit personally and present this video to interested members of your company.

We believe that the Leadership Center offers great hope for improved social and economic conditions in Latin America and the Caribbean and for better communication and cooperation in our hemisphere. We urge you to become directly involved in the succeeding cycles of the program and to indicate your support by sending us an endorsement letter.

Thank you so much for your interest and consideration.

Very truly yours,

Deborah Pomeroy
Deputy Director

137

LETTER OF INTENT

TO: Mr. James J. Thornton, Executive Director
Leadership Center of the Americas (LCA)
320 Riverside Mall Suite 106
Baton Rouge, Louisiana 70801

RE: Intent of _____ (Company)
to sponsor _____ (number) internship(s) with LCA

Dear Mr. Thornton:

This letter serves to notify you of our intent to place _____ (number) student intern(s) with _____ (Company) in the Leadership Center of the Americas summer intern program. We agree to pay all costs related to the placement(s) including transportation to the site of the internship from the student(s)'s university and back to the university and a stipend for living expenses. We expect to locate the intern(s) in our operation in _____ (country). The company is most interested in students with academic majors in the fields of _____.

It is our understanding that LCA will send us a list of students meeting the above criteria within ten (10) days of receipt of this letter. The company agrees to make its selections within thirty (30) days thereafter. Upon selection the company will notify LCA and will appoint a mentor or supervisor within the company for the intern(s).

The company will then work with LCA and the student-intern(s) to devise a "Plan of Training" which will include:

- (1) objectives of the internship
- (2) duties of the student-intern
- (3) duration of the internship
- (4) exact location of the internship
- (5) budget for the internship
- (6) evaluation procedures

Letter of Intent
Page Two

My signature below represents the intent of _____
_____ (Company) to complete this transaction. Please
indicate your acceptance of this letter of intent on behalf of
LCA by providing your signature below and returning a copy to me.

We look forward to this first experience with LCA and the
potential of a long term and mutually beneficial relationship.

Sincerely,

(Name)

for _____ (Company)

Typed or Printed Name: _____

Title: _____

Date: _____

Agreed:

James J. Thornton, Executive Director
for the Leadership Center of the Americas

Date: _____

139

LEADERSHIP CENTER OF THE AMERICAS

STUDENT NOMINATION FORM

LCA requests that you provide the following information to aid the staff in recruiting students for the program. We would like to know the qualifications you would prefer in a student intern.

Country or Region of Citizenship_____

Language(s)_____

Academic Major_____

Level of Education_____

Specific Skills_____

Would you prefer students studying in a particular region/location or at a specific school? If so, please list.

Would you prefer that the internship take place before the student graduates or immediately following graduation?

Would you prefer that the internship take place in the U. S. or in another country? If another, please name.

Other_____

Names and addresses of students you wish to nominate (see enclosed brochure for eligibility requirements)

LETTER OF AGREEMENT

TO: Mr. James J. Thornton, Executive Director
Leadership Center of the Americas (LCA)
320 Riverside Mall Suite 106
Baton Rouge, Louisiana 70801

RE: Agreement by _____ (Company)
to sponsor _____ (number) internship(s) with LCA

Dear Mr. Thornton:

This letter serves to notify you of our agreement to place
_____ (number) student intern(s) with _____
_____ (Company) in the Leadership Center of the
Americas summer intern program. We agree to pay all costs
related to the placement(s) including transportation to the site
of the internship from the student(s)'s university and back to
the university and a stipend for living expenses. We will locate
the intern(s) in our operation in _____
(country). The dates of the internship(s) will be: _____
_____. The name(s) of the student(s) we have chosen
are: _____.

The company will provide a "Plan of Training", a form
for which has been provided by LCA. The company also agrees to
appoint a mentor or supervisor within the company for the
intern(s).

My signature below represents the agreement by _____
_____ (Company) to the terms herein. Please
indicate your acceptance on behalf of LCA by providing your
signature below and returning a copy to me.

Letter of Agreement
Page Two

We look forward to this first experience with LCA and the potential of a long term and mutually beneficial relationship.

Sincerely,

(Name)

for _____ (Company)

Typed or Printed Name: _____

Title: _____

Date: _____

Agreed:

James J. Thornton, Executive Director
for the Leadership Center of the Americas

Date: _____

142

PLAN OF TRAINING

LEADERSHIP CENTER OF THE AMERICAS INTERN PROGRAM

PLEASE FILL OUT A SEPARATE PLAN FOR EACH INTERN

INTERN: _____

COMPANY: _____

DATES OF INTERNSHIP: _____

LOCATION OF INTERNSHIP: _____

OBJECTIVES OF THE INTERNSHIP: _____

DUTIES OF THE STUDENT-INTERN: _____

BUDGET FOR THE INTERNSHIP: _____

MENTOR OR SUPERVISOR OF INTERN: _____

POSITION OF MENTOR OR SUPERVISOR: _____

EVALUATION PROCEDURES: _____

COMMENTS: _____

ANNEX 7

LCA PLAN FOR INVOLVING THE PRIVATE SECTOR

144

LEADERSHIP CENTER OF THE AMERICAS

MASTER PLAN FOR INVOLVING THE PRIVATE SECTOR

GENERAL DISCUSSION

The structure and aims of the Leadership of the America's program involve inducing the private sector to contribute both funds and effort into the Leadership program. The winter seminars constitute a phase of the program which introduces to future leaders of Latin America training in leadership and a dedication to solving economic and political problems through the democratic process. The development of democracies in Latin America in recent years, especially in countries like Guatemala and Honduras, mandate the influx into Latin America of leaders with an appreciation and devotion to democracy. Although there has emerged a hunger for citizen-participation in the decision-making process of government in most Latin countries, many of these democracies remain and will continue to be fragile and unstable. Central America remains a hostage to the civil war raging in El Salvador and the concerted efforts of American policy to unseat the Sandinista government, but even in these unfortunate events, there is at least a modicum of hope. The anti-government forces in El Salvador have engaged in dialogue despite the return to power of Major Roberto D'Aubuisson's group. The Arias Plan, a refinement of the Conadora Principles and the Guatemalan Accords (1987) has also produced a dialogue in Nicaragua and this willingness to talk and listen along with what appears to be a growing acknowledgment of the part of Sandinista leadership that its earlier hubris has now become unrealistic, is a sign that simple hostility may well replace the hot war that has wreaked havoc in the region throughout the 1980s. Add to this a recent consensus in Washington that the American foreign policy of dethroning the Sandinistas toward compelling the Sandinistas to permit a more open society with protection for the traditional institutions of democracy, civil rights, honest elections, and free speech and press.

Latin America's economic problems remain distressing. Latin America has averaged a 1.5% annual reduction in economic growth in the 1980s; its indebtedness has soared to over four hundred billion dollars, consuming over fifty percent of its export values in debt servicing alone. The average Latin American has been reduced to economic circumstances of the 1968 level. Inflation in Peru in 1988, for example, was over seventeen hundred percent. The austerity programs pressured by creditors of Latin America will ball heavily on the poor and for political

reasons appear to be unacceptable to many Latin American governments. One prominent member of Brazil's Catholic hierarchy has been outspoken in calling for Brazil not only to default on its interest payments but to renounce the debt altogether, and although the Brazilian Finance Minister has so far eschewed this course, the theme is becoming more and more attractive.

For years, Latin America has been viewed as a battleground in the East-West struggle for power. But it is essentially a North-South problem which in time will compel large infusions of aid from both the public and private sectors of the United States. From sources collected by the LCA staff some 3500 transnational corporations headquartered in the United States do business in Latin America and share interests in its stability and economic development.

If the American taxpayer is to get full measure for its investment in LCA, we must not only instill in future Latin American leaders a dedication to the democratic process, but we must introduce those future leaders to the private sector so that the potential of private investment capital to develop Latin America can be acknowledged and appreciated by them. There can be no predictable measure of what LCA can accomplish. Suffice it to say, that if a dozen or more of the students who graduate from the LCA program achieve positions of leadership in their home countries and implement the doctrines they have learned in the LCA program, the investment in LCA will have experienced an enormous dividend. Education remains much less expensive than military coercion. Much more can be said about Latin American needs; the LCA Staff is content to say that it recognizes that some of the answers to Latin American dilemmas lie in introducing LCA graduates to the private sector and selling the private sector on the benefits to be derived from close associations with LCA.

What follows is a presentation of how LCA intends to involve the private sector. The master plan introduced here is not meant to abort innovations that our successes and failures from time to time will suggest.

In our initial year, we acknowledged that we experienced successes and failures. Because LCA's funding was not in place until late August (and LCA's staff, facilities and equipment even later), our first priority was the winter seminars. This entailed recruiting two hundred students (actually 198 attended). We quickly learned that foreign student advisors in universities and colleges and CLASP contractors did not readily share our sense of urgency, and we were still recruiting up to two weeks before the winter seminars began. It was all the staff could do simply to write hundreds of transnational corporations and introduce our program. The effort was a failure. The few that responded, despite our presentation, consigned us to a list of unwanted charities. Most ignored our correspondence, and a substantial number returned our envelopes unopened with scribbled

messages that the president of the company to whom it was addressed by name was no longer with the corporation. It was not until after the winter seminars that we could undertake an intensive search for the correct corporate personnel to contact. In many cases, despite herculean efforts, we ran out of time before we could develop our contacts.

INTERNSHIPS

The chief aim of LCA referent to the private sector is the acquisition of internships. We consider \$4,000 as a cap on the cost; most corporations can and will provide them more cheaply. The internship consists of an LCA winter seminar graduate taking a position with a corporation for an eight week period preferably in his home country (or some other Latin American locality) and experiencing at first hand the potential benefits of the private sector. The internship obligates the corporation to provide transportation for the student from his educational institution to the location of the internship, and when completed, to the PAN conference (an annual meeting of LCA alumni) and then back to his/her university.

Thus far, some internships have developed. But more important have been the corporate leaders who have expressed an interest for the years to come. Messrs. Gibbs of Johnson & Johnson and Granados of Merrill Lynch have not only been ardent supporters and been most generous in sharing with us their contacts, but have also joined our Advisory Board.

Corporations cannot be recruited by mail or a one-time telephone call. Starting almost immediately, personal visits to the proper corporations will be scheduled, and even these personal visits must be carefully prepared so that our corporate target is well apprised of the program and has expressed an interest in its aims and purposes. We plan to schedule a comprehensive meeting in Washington, D.C., fly in corporate personnel, and make an intensive presentation. We will schedule it for a day when Senator Bennett Johnston of Louisiana, an indefatigable proponent of the program, can be available to give personal support to our effort. The corporations will be encouraged to send recruiters to the winter seminars to interview students in the same manner as they now visit university campuses. The LCA staff already has a working relationship with Dow Chemical; Merrill Lynch; Volkswagen of Mexico; Dole Dominican; Chrysler; Ford; General Motors; Pfizer; Proctor & Gamble; Barnett Bank in Florida; and American Express, to cite only a few. We do not warrant that all of our contacts will bear fruit but with sufficient time, we believe we can collect a coterie of transnational corporations that will contribute internships from year to year, or in some other concrete manner, contribute to our satisfying the noble aims that underlie this endeavor.

We have something to offer in return. We are recruiting leaders and can give corporations our first hand evaluations. Moreover, our computers provide the data corporations want in making personnel hiring decisions. We hope to provide a reservoir of students that corporations can tap in future years in implementing their employment politics.

Not all students will be placed in internships. Some have talents, skills and educational majors not in corporate demand. Some CLASP students who usually receive a two-year A.A. degree may not qualify immediately. Some will already have jobs before their internship would become available. Some we would not want to recommend because of their performance at the winter seminars. The internship aspect must always be flexible so that they can be scheduled at any time convenient both to the student and the corporation. Moreover, at least one corporation, Proctor & Gamble, has determined to eschew the internship program and hire up to 13 of LCA's graduates who are also finishing their educational degrees.

LCA AFFILIATED CORPORATIONS

The second tier of corporations, LCA affiliated corporations, will be more numerous than the internship corporations. These corporations will be recruited because they express an appreciation of the purposes of the program. They will be asked to join our organization for a modest annual subscription (\$500.00). This will provide private funding which will be used to support the PAN Conference and supplement some internships if needed. We will provide upon request to the transnational corporations our data bank on students we recommend for employment. It is our belief, and a goal toward which our efforts will be directed, that we can persuade these corporations to become internship sponsors in time. But they will be involved and contributions to our program and the potential for strengthening those ties is enormous.

NOMINATING CORPORATIONS

We hope to attract other corporations to tier one or two by making them nominating companies. Each year we will invite up to twenty corporations to nominate students for our LCA scholarship from among the children or relatives of their Latin American personnel. Of course, students nominated must meet our other criteria. This way, we hope to acquaint corporations with our program; perhaps we can persuade them to graduate to tier 1 or 2.

AMBASSADORS

We must heavily engage corporate executives. We need entrees; executives who have joined the program will be more persuasive with their corporate counterparts than LCA personnel. To those executives who assist us, we will acknowledge their

efforts by calling them "Ambassadors to LCA" and giving plaques in token appreciation. We hope they will be ambassadors to their peers in our recruitment program for internships.

This is our immediate program for involving the private sector. We propose to hire a full time employee to coordinate these efforts. But in the main, actual contact with corporate America, particularly in the internship program, will be James Thornton, Thomas Teague, Ms. Deborah Pomeroy and one or two other consultants, all of whom have the age and composure to meet and treat with corporate executives.

This program is exciting to us. It invites fresh ideas and innovations. We welcome suggestions on how this skeletal plan can be fleshed out and made successful.

ANNEX 8

LIST OF COMPANIES CONTACTED BY CATEGORIES AND LEVELS

INTERNSHIP SPONSORS (number of interns indicated at left)

- 1 AT&T International
- 1 Belize Bank
- 1 Cementos de Honduras, S.A.
- 4 Codetel (GTE)
- 6 Colgate-Palmolive Co.
- 1 Colmotores (GM - Colombia)
- 1 Dillard University
- 1 Compania Minera Disputada de las Condes
- 2 Dole Dominicana, S.A.
- 1 Dow Chemical Company
- 1 First Chicago Corporation
- 2 Flo-Sun, Inc.
- 9 FUNDESA
- 1 Jamaica Telephone
- 3 Johnson & Johnson
- 2 Merrill Lynch Latin America
- 1 Monsanto International
- 1 National Development Foundation of Jamaica
- 2 Our Lady of the Lake Regional Medical Center
- 3 Sigma Q Corporation
- 2 TelaRailroad

The above list does not include the following "student-generated" internship sponsors who were contacted only on behalf of an individual student at the student's request and who were not included on our list of possible sponsors:

- 1 Bloomington Academy (Rene Aubourg)
- 1 Colorado Associates (Maria Camargo)
- 1 Princeton University (Aneth Guerra)
- 1 Soils & Materials (Jorge Gutierrez)
- 1 CCC Fire Systems (Roberto Mejia)
- 1 Empresa Olmedo (Arlene Salazar)
- 1 Agro-Engineering (Daniel Segura)

In addition, one LCA graduate (Eduardo Neret) was awarded a Congressional Internship with U.S. Congressman Andy Ireland.

COMPANIES HIRING LCA GRADUATES FOR PERMANENT EMPLOYMENT

- Dove Associates (Miguel Cintron)
- Westinghouse (Fernando Calero)
- World Vision Int'l (Olga Gonzalez)

MAJOR CORPORATE DONORS: \$4000 Contribution

- Chevron Corporation
- Chrysler Corporation

AFFILIATE SPONSORS: \$500 Contribution

- Procter & Gamble

151

Company Contacts: Breakdown

COMMITMENT MADE, FINAL ACTION PENDING

This includes companies who made a commitment to sponsor interns but were unable to identify a suitable student among those available at the time of selection, as well as those in which a company executive made a commitment either to sponsor interns or to make a donation, pending final approval at some other level:

- Caribbean Building Systems, LTD
- Ethyl Corporation
- Exxon Corporation
- General Motors
- Gonthiez Freres, S.A.
- Honeywell, Inc.
- Kaplan, Russin & Vecchi
- Pfizer International
- Philip Morris International, Inc.
- Volkswagon de Mexico, S.A. de C.V.

NOMINATING COMPANIES

Companies that received an invitation to nominate students and a Student Nomination Form:

- Avis, Inc.
- Canada Dry International Corporation
- Donaldson Co., Inc.
- ECOLAB, Inc.
- Firestone Tire & Rubber Co.
- H. B. Fuller Co.
- General Mills Inc.
- Gerber Products Co.
- B. F. Goodrich Co. - Chemical Division
- Goodyear Tire & Rubber Co.
- Hewlett-Packard Co.
- Holiday Corporation

by plus

In addition, one company (Esso de Mexico) that did not receive an invitation or nomination form did nominate a student using the "nominator" space on the student's application.

ORGANIZATIONAL CONTINUING CONTACTS

networks
personal intermediaries

LCA has had extensive contact with these organizations (not included in the 381 company contacts) which have assisted us in recruiting corporate sponsors

- American Association of Latin American Chambers of Commerce (AALALL)
- Caribbean/Central American Action (C/CAA)
- Council of the Americas
- Fundacion Empresarial Para El Desarrollo Educativo (FEPADE - El Salvador)
- Louisiana/New Orleans Hispanic Chamber of Commerce
- National Foreign Trade Council (NFTC) 2004
- FUNDESA - 304

op. intermediaries

Company Contacts: Breakdown

CONTINUING CONTACTS, FOLLOW-UP PENDING

This includes companies that have been contacted more than once and have expressed some interest in the LCA program but from whom we were unable to obtain a commitment to sponsor internships for the summer of 1989.

- American Express
- Avon Products, Inc.
- Barnett Bank of South Florida
- Cigna Corporation
- Coca-Cola Export Corporation
- Coopers & Lybrand International
- Coopervision Pharmaceuticals, Inc.
- Coral Gables Chamber of Commerce
- Fisher Controls International, Inc.
- Flagship National Bank of Miami
- Ford Motor Company
- Helene Curtis Industries, Inc.
- Hyatt International Corporation
- IBM
- S. C. Johnson & Son, Inc.
- Kellogg Co.
- Louisiana Land & Exploration Co.
- Lykes Brothers Steamship Co., Inc.
- Martin Marietta Corporation
- McDermott, Inc.
- McGraw Hill Publishing Co.
- Pan American Life Insurance Co.
- Petroleum Helicopters, Inc.
- Polaroid Corporation
- Ryder System, Inc.
- Sea-Land Service, Inc.
- Standard Fruit & Steamship Co.
- 3M
- Tropical Shipping
- United Brands Co.
- Univision
- Warner-Lambert Co.
- Xerox Corporation

CONTINUING CONTACTS, ON HOLD UNTIL "NEXT YEAR"

The following companies expressed an interest in sponsoring internships in the future but said that they would be unable to consider doing so this year (follow-up calls pending 1989-90 participant selection):

- Atlantic Richfield Co.
- Eastman Kodak Co.
- ECI International

Company Contacts: Breakdown

INITIAL CONTACT MADE, FOLLOW-UP PENDING

American Airlines	Miller Brewing Company
American Cyanamid	Mobil Corporation
Amoco Corporation	Morgan Guaranty Trust Co.
Ann Arbor News	Motorola, Inc.
Bank of America	Newsweek International
Bausch & Lomb, Inc.	Occidental Chemical Corporation
Bell South Services	Occidental Petroleum Corporation
Browning Ferris Industries	Parke Davis & Co.
Cargill, Inc.	PepsiCo, International
J. I. Case Co.	Pittway Corporation
The Chase Manhattan Bank	R.J. Reynolds Tobacco, Inc.
Circle K Corporation	Rohm & Haas Co.
Citibank	Sara Lee Corporation
Control Data Corporation	Sears Roebuck & Co.
Adolph Coors and Co.	Shell Oil Co.
Cummins	Sherwin Williams Co.
Del Monte Foods	Smithkline Corporation
Delta Airlines	Squibb Corporation
Drexel Durham Lambert	The Stroh's Brewery Company
Dupont	C. Tennant Sons & Co. of New York
Federal Mogul Corporation	Tenneco, Inc.
First Boston Corporation	Texaco, Inc.
General Electric Co.	Texas Instruments, Inc.
Genstar Corporation	Time Magazine
Goya Foods, Inc.	TRW, Inc.
W. R. Grace	Union Carbide Corporation
Hibernia National Bank	Upjohn Co.
Int'l Executive Service Corporation	U. S. Tobacco Company
ITW	The Wall Street Journal
Kimberly-Clark Corporation	Westin Hotel Co.
Land O'Lakes, Inc.	Westinghouse Electronic Corporation
Lever Brothers Company	
Marathon Oil Co.	
Marsh & McLennan Companies, Inc.	
McCormick & Company, Inc.	
Merck Sharp & Dohme International	

CONTACT(S) UNSUCCESSFUL, NOT A GOOD PROSPECT

Although numerous companies contacted on behalf of individual students have declined to participate in the internship program, of those corporations we had identified as potential internship sponsors only the following have indicated that they will not consider placing an intern:

Anheuser Busch Companies
 Beatrice Companies, Inc.
 Bemis Associates, Inc.
 International Telephone & Telegraph
 Louisiana Power and Light
 The Southland Corporation

Company Contacts: Breakdown

NEW CONTACT WORKLIST, INITIAL CONTACT PENDING

The following companies have been called and the appropriate executive to contact has been identified but no executive-level contact has been made:

Armco International, Inc.	Frank B. Hall & Co., Inc.
- Baker Packers	Halliburton Co.
Division of Baker Oil Tools, Inc.	M. A. Hanna Co.
Ball Corporation	Harcourt Brace Jovanovich, Inc.
Bankers Trust Co.	Harnischfeger Corporation
Bardahl Manufacturing Corporation	The Harper Group
Borden, Inc.	Harris Corporation
Campbell Soup Co.	Hartford Fire Insurance Co.
Carborundum Co.	HCA International Co.
Carnation International Co.	H. J. Heinz Co.
Carrier International Corporation	Helena Rubinstein, Inc.
Caterpillar Tractor Co.	Hershey Foods Corporation
Central Soya Co.	Hillerich & Bradsby Co., Inc.
Conoco, Inc.	Hilton International Co.
Data General Corporation	Homestake Mining Co.
Deere & Company	Horwath & Horwath International
Deloitte Haskins & Sells Int'l	IMC Fertilizer Group, Inc.
DHJ Industries, Inc.	IMCO Services
Digital Equipment Corporation	INA Corporation
Eaton Corporation	Ingersoll-Rand Co.
Ekco International	International Flavors & Fragrances
Emery Air Freight Corporation	Irving Trust Company
Emhart Corporation	Itel Corporation
Encyclopedia Britannica, Inc.	ITT World Communications
Erico Products	Johnson & Higgins
Erie International Ltd.	Johnson Controls, Inc.
Esmark, Inc.	Joslyn Corporation
Falk Corporation	Josten's, Inc.
Federal Express Corporation	K-Tel International, Inc.
Florida International Forwarders	Kaiser Aluminum & Chemical Corp
Foxboro Co.	Kemper Corporation
Fruehauf Corporation	Keyes Fibre Co.
GAF Corporation	Kidde, Inc.
Gamlen Chemical Co.	Knoll International
Gates Rubber Co.	The Kohler Company
General Binding Corporation	Korn-Ferry International
General Dynamics Corporation	Le Tourneau, Inc.
General Telephone Company of Illinois	Longview Division
General Tire International Co.	Eli Lilly & Co.
Georgia-Pacific Corporation	Arthur D. Little, Inc.
Getty Oil Co.	Litton Industries, Inc.
The Gillette Co.	Loctite Corporation
Glidden--Coatings Resins Division	Longyear Co.
Griffith Laboratories, Inc.	LTV Corporation
Grolier, Inc.	MacMillan, Inc.
GTE Corporation	Mallinckrodt, Inc.
Gulf & Western Industries, Inc.	Manufacturers Hanover Trust Co.
Gulf Oil Corporation	Manville Corporation

155

Company Contacts: Breakdown

-NEW CONTACT WORKLIST (CONTINUED)

Maremont Corporation
 Marine Midland Bank N.A.
 Mattel, Inc.
 McCann-Erickson, Inc.
 McDonnell Douglas Corporation
 Medtronic, Inc.
 Mennen Co.
 Microdot, Inc.
 Midland-Ross Corporation
 Mine Safety Appliances Co.
 Molex, Inc.
 Morton Thiokol, Inc.
 MTS Systems Corporation
 Mutual of Omaha Insurance Co.
 Nabisco Brands, Inc.
 National Car Rental System, Inc.
 NCR Corporation
 A. C. Nielsen Co.
 North American Van Lines, Inc.
 Northrup King Co.
 Norton Co.
 Nuir International, Inc.
 Olin Corporation
 Onan Corporation
 Oscar Mayer & Co.
 Otis Elevator Co.
 Owens-Corning Fiberglas Corporation
 Owens-Illinois, Inc.
 Pan American World Airways, Inc.
 Paramount International Films, Inc.
 Parker Pen Co.
 Parker-Hannifin Corporation
 Peat Marwick Mitchell & Co.
 Pennwalt Corporation
 Phelps Dodge Corporation
 Phillips Petroleum Co.
 Pillsbury Co.
 Pitney Bowes, Inc.
 Pizza Hut, Inc.
 PPG Industries

Price Waterhouse & Co.
 The Protane Corporation
 Ralston Purina Co.
 Ramada, Inc.
 Raytheon Co.
 RCA Global Communications, Inc.
 Republic Steel Corporation
 Richardson-Vicks, Inc.
 Rockwell International Corporation
 Rorer Group, Inc.
 Rosemount, Inc.
 Sydney Ross Co.
 St. Regis Paper Co.
 Schering International
 Scott Paper International, Inc.
 Security Pacific National Bank
 SGS Control Services, Inc.
 Shearson/American Express
 Sheraton Corporation
 Sigma Instruments, Inc.
 A. O. Smith Corporation
 Stauffer Chemical Co.
 Sterling Drug, Inc.
 Sterling International
 Sun Chemical Corporation
 Swift & Co.
 Sybron Corporation
 Systems Engineering Labs, Inc.
 Tappan International Co.
 Tesoro Petroleum Corporation
 Touche Ross & Co.
 Trane Co.
 Trans World Airlines, Inc.
 TransAmerica Corporation
 Uniroyal, Inc.
 Unisys
 United Technologies Corporation
 Vickers, Inc.
 Wackenhut Corporation
 Zapata Corporation

Company Contacts

Total # Company Contacts: 381

This is a list of all the companies which were identified as possible internship sponsors. Included are companies which have been called to determine the appropriate executive to contact, companies that have been contacted or visited, internship sponsors, and companies that declined to sponsor internships.

Abbott Laboratories	Central Soya Co.
Alberto Culver Company	The Chase Manhattan Bank
ALCATEL, N.V.	Chevron U.S.A.
American Airlines	Chrysler Corporation
American Cyanamid	Cigna Corporation
American Express	Circle K Corporation
Amoco Corporation	Citibank
Anheuser Busch Companies	Coca-Cola Export Corporation
Ann Arbor News	Codetel (GTE)
Archer Daniels Midland Company	Colgate-Palmolive Co.
Armco International, Inc.	Colmotores (GM - Colombia)
AT&T International	Comdisco, Inc.
Atlantic Richfield Co.	Conoco, Inc.
Avis, Inc.	Control Data Corporation
Avon Products, Inc.	Coopers & Lybrand International
Baker Packers	Coopervision Pharmaceuticals, Inc.
Division of Baker Oil Tools, Inc.	Adolph Coors and Co.
Ball Corporation	Cummins
Bank of America	Data General Corporation
Bankers Trust Co.	Deere & Company
Bardahl Manufacturing Corporation	DEKALB Corporation
Barnett Bank of South Florida	Del Monte Foods
Bausch & Lomb, Inc.	Deloitte Haskins & Sells Int'l Delta Airlines
Baxter International, Inc.	DHJ Industries, Inc.
Beatrice Companies, Inc.	Digital Equipment Corporation
Bechtel Group, Inc.	Dillard University
Belize Bank	Compania Minera Disputada de las Condes S.A.
Bell South Services	Coral Gables Chamber of Commerce
Bemis Associates, Inc.	Dole Dominicana, S.A.
Black & Decker Manufacturing Co.	Donaldson Co., Inc.
Borden, Inc.	R. R. Donnelley & Sons Company
Borg-Wagner Corporation	Dow Chemical Company - Latin America
Browning Ferris Industries	Drexel Durham Lambert
Brunswick Corporation	Dupont
Calzado Coban (FUNDESA)	Eastman Kodak Co.
Campbell Soup Co.	Eaton Corporation
Canada Dry International Corporation	ECI International
Carborundum Co.	ECOLAB, Inc.
Cargill, Inc.	Ekco International
Caribbean Building Systems, LTD	Elco Industries, Inc.
Carnation International Co.	Emery Air Freight Corporation
Carrier International Corporation	Emhart Corporation
J. I. Case Co.	Encyclopedia Britannica, Inc.
Caterpillar Tractor Co.	Envases Layta (FUNDESA)
CBI Industries, Inc.	Erico Products
Cemaco S.A. (FUNDESA)	Erie International Ltd.
Cementos de Honduras, S.A.	
Cementos Progreso (FUNDESA)	

- Esmark, Inc.
 Ethyl Corporation
 Exxon Corporation
 Falk Corporation
 Federal Express Corporation
 Federal Mogul Corporation
 Firestone Tire & Rubber Co.
 First Boston Corporation
 First Chicago Corporation
 Fisher Controls International, Inc.
 Flagship National Bank of Miami
 Florida International Forwarders
 Flo-Sun, Inc.
 FMC Corporation
 Foote Cone & Belding Communications
 Ford Motor Company
 Foxboro Co.
 Frigorificos (FUNDESA)
 Fruehauf Corporation
 Fruit of the Loom, Inc.
 H. B. Fuller Co.
 GAF Corporation
 Gamlen Chemical Co.
 Gates Rubber Co.
 GATX Corporation
 General Binding Corporation
 General Dynamics Corporation
 General Electric Co.
 General Mills Inc.
 General Motors
 General Telephone Company of Illinois
 General Tire International Co.
 Genstar Corporation
 Georgia-Pacific Corporation
 Gerber Products Co.
 Getty Oil Co.
 The Gillette Co.
 Glidden--Coatings Resins Division
 Gonthiez Freres, S.A.
 B. F. Goodrich Co.
 Goodyear Tire & Rubber Co.
 Gould, Inc.
 Goya Foods, Inc.
 W. R. Grace
 Griffith Laboratories, Inc.
 Grolier, Inc.
 GTE Corporation
 Gulf & Western Industries, Inc.
 Gulf Oil Corporation
 Frank B. Hall & Co., Inc.
 Halliburton Co.
 M. A. Hanna Co.
 Harcourt Brace Jovanovich, Inc.
 Harnischfeger Corporation
 The Harper Group
 Harris Corporation

Hartford Fire Insurance Co.
 Hartmarx Corporation
 HCA International Co.
 H. J. Heinz Co.
 Helena Rubinstein, Inc.
 Helene Curtis Industries, Inc.
 Hershey Foods Corporation
 Hewlett-Packard Co.
 Hibernia National Bank
 Hillerich & Bradsby Co., Inc.
 Hilton International Co.
 Holiday Corporation
 Homestake Mining Co.
 Honeywell, Inc.
 Horwath & Horwath International
 Hughes Tool Co.
 Hyatt International Corporation
 IBM
 I. C. Industries
 Illinois Tool Works, Inc.
 IMC Fertilizer Group, Inc.
 IMCO Services
 INA Corporation
 Ingersoll-Rand Co.
 Inland Steel Industries, Inc.
 The Interlake Corporation
 Int'l Executive Service Corporation
 International Flavors & Fragrances
 International Telephone & Telegraph
 Irving Trust Company
 ITEL Corporation
 ITT World Communications
 ITW
 Jamaica Telephone
 The Jepsen Corporation
 Johnson & Higgins
 Johnson & Johnson
 S. C. Johnson & Son, Inc.
 Johnson Controls, Inc.
 Joslyn Corporation
 Josten's, Inc.
 K-Tel International, Inc.
 Kaiser Aluminum & Chemical Corporation
 Kaplan, Russin & Vecchi
 Kellogg Co.
 Kemper Corporation
 Keyes Fibre Co.
 Kidde, Inc.
 Kimberly-Clark Corporation
 Knoll International
 The Kohler Company
 Korn-Ferry International
 Kraft Inc.
 Land O'Lakes, Inc.
 Le Tourneau, Inc.

Longview Division
 Lever Brothers Company
 Libbey-Owens-Ford Co.
 Eli Lilly & Co.
 Litografia Zadik (FUNDESA)
 Arthur D. Little, Inc.
 Litton Industries, Inc.
 Loctite Corporation
 Longyear Co.
 Louisiana Land & Exploration Co.
 Louisiana Power and Light
 LTV Corporation
 Lykes Brothers Steamship Co., Inc.
 MacMillan, Inc.
 Mallinckrodt, Inc.
 Manpower, Inc.
 Manufacturers Hanover Trust Co.
 Manville Corporation
 Marathon Oil Co.
 Maremont Corporation
 Marine Midland Bank N.A.
 Marriott Corporation
 Marsh & McLennan Companies, Inc.
 Martin Marietta Corporation
 Mattel, Inc.
 McCann-Erickson, Inc.
 McCormick & Company, Inc.
 McDermott, Inc.
 McDonald's Corporation
 McDonnell Douglas Corporation
 McGraw Hill Publishing Co.
 McKesson International
 Medtronic, Inc.
 Mennen Co.
 Merck Sharp & Dohme International
 Merrill Lynch Latin America
 Microdot, Inc.
 Midland-Ross Corporation
 Miller Brewing Company
 Mine Safety Appliances Co.
 Mobil Corporation
 Molex, Inc.
 Monsanto International
 Morgan Guaranty Trust Co.
 Morton Thiokol, Inc.
 Motorola, Inc.
 MTS Systems Corporation
 Mutual of Omaha Insurance Co.
 Nabisco Brands, Inc.
 Nalco Chemical Co.
 National Car Rental System, Inc.
 National Development Foundation
 Navistar International Corporation
 NCR Corporation
 Newsweek International
 A. C. Nielsen Co.

North American Van Lines, Inc.
 Northrup King Co.
 Norton Co.
 Nuir International, Inc.
 Occidental Chemical Corporation
 Occidental Petroleum Corporation
 Olin Corporation
 Onan Corporation
 Oscar Mayer & Co.
 Otis Elevator Co.
 Our Lady of the Lake Regional Medical
 Center
 International Patient Services
 Outboard Marine
 Owens-Corning Fiberglas Corporation
 Owens-Illinois, Inc.
 Pan American Life Insurance Co.
 Pan American World Airways, Inc.
 Paramount International Films, Inc.
 Parke Davis & Co.
 Parker Pen Co.
 Parker-Hannifin Corporation
 Peat Marwick Mitchell & Co.
 Pennwalt Corporation
 PepsiCo, International
 Pesca, S.A. (FUNDESA)
 Petroleum Helicopters, Inc.
 Pfizer International
 Phelps Dodge Corporation
 Philip Morris International, Inc.
 Phillips Petroleum Co.
 Pillsbury Co.
 Pitney Bowes, Inc.
 Pittway Corporation
 Pizza Hut, Inc.
 Polaroid Corporation
 PPG Industries
 Price Waterhouse & Co.
 Procter & Gamble Co.
 The Protane Corporation
 Quaker Oats Co.
 Ralston Purina Co.
 Ramada, Inc.
 Raymond International, Inc.
 Raytheon Co.
 RCA Global Communications, Inc.
 Republic Steel Corporation
 R.J. Reynolds Tobacco, Inc.
 Richardson-Vicks, Inc.
 Rockwell International Corporation
 Rohm & Haas Co.
 Rorer Group, Inc.
 Rosemount, Inc.
 Sydney Ross Co.
 Ryder System, Inc.
 St. Regis Paper Co.

Sara Lee Corporation
 Schering International
 Scott Paper International, Inc.
 Sea-Land Service, Inc.
 Sears Roebuck & Co.
 Security Pacific National Bank
 SGS Control Services, Inc.
 Shearson/American Express
 Shell Oil Co.
 Sheraton Corporation
 Sherwin Williams Co.
 Sigma Instruments, Inc.
 Sigma Q Corporation
 A. O. Smith Corporation
 Smithkline Corporation
 The Southland Corporation
 Spiegel, Inc.
 Squibb Corporation
 Standard Fruit & Steamship Co.
 Stauffer Chemical Co.
 Sterling Drug, Inc.
 Sterling International
 The Stroh's Brewery Company
 Sun Chemical Corporation
 Sunstrand Corporation
 Swift & Co.
 Sybron Corporation
 Systems Engineering Labs, Inc.
 Tappan International Co.
 Tektronix, Inc.
 TelaRailroad
 C. Tennant Sons & Co. of New York
 Tenneco, Inc.
 Tesoro Petroleum Corporation
 Texaco, Inc.
 Texas Instruments, Inc.
 3M
 Tidewater, Inc.
 Time Magazine
 Touche Ross & Co.
 Trane Co.
 Trans World Airlines, Inc.
 TransAmerica Corporation
 Tribune Company
 Tropical Shipping
 TRW, Inc.
 UAL Corporation
 Union Carbide Corporation
 Uniroyal, Inc.
 Unisys
 United Brands Co.
 United Technologies Corporation
 Univision
 Upjohn Co.
 U. S. Tobacco Company
 USG Corporation

Volkswagon de Mexico, S.A. de C.V.
 Vickers, Inc.
 Wackenhut Corporation
 The Wall Street Journal
 Warner-Lambert Co.
 Westin Hotel Co.
 Westinghouse Electronic Corporation
 William Wrigley Jr. Company
 Xerox Corporation
 Zapata Corporation
 Zenith Electronics Corporation

ANNEX 9

PROFILE OF 1988-89 STUDENTS

Breakdown of Accepted Students '89-90

11/30/89

Total # Applications to Date:	532	
Total # Accepted to Date:	231	Total Reject/Withdrawn: 221
Total # Declined/No Response:	31	Total Wait Listed: 80
Net # Accepted:	200	Total Pending Decision: 0
Signed Acceptances:	185	
Acceptances Unconfirmed:	15	

Males: 120 (60%)
 Females: 80 (40%)

CLASP: 120 (60%)
 Non-C: 80 (40%)

F-1: 64 (32%)
 J-1: 128 (64%)
 Green: 6 (3%)

Grad: 58 (29%)
 Senior: 46 (23%)
 Junior: 53 (27%)
 Soph: 10 (5%)
 2-year: 33 (17%)

Major

Ag	22
Bus	71
Comm	2
Comp	20
Ed	12
Engr	21
Hlth/Med	11
Lang	6
Poli	13
Sci	16
Soc	9
Tech	21
Tour/Hosp	5
Oth	6

C. Am.: 76 (38%)

Honduras	19
El Salvador	16
Costa Rica	15
Guatemala	14
Mexico	12

S. Am.: 71 (36%)

Colombia	16
Brazil	12
Peru	12
Panama	11
Bolivia	7
Ecuador	5
Chile	5
Uruguay	2
Paraguay	1

Caribb: 53 (27%)

Belize	17
Dominican Rep	8
Jamaica	7
Dominica	4
Antigua	4
Haiti	4
Grenada	2
Trinidad	2
St. Vincent	2
St. Kitts	1
St. Lucia	1
Barbados	1

Breakdown of LCA Students '88-89

<u>Countries</u>		CLASP:	129
		Non-C:	69
Barbados	1		
Belize	13		
Bolivia	8	Grad:	58
Colombia	11	Senior:	42
Costa Rica	14	Junior:	42
Dominica	2	Soph:	17
Dominican Rep	18	2-year:	39
Ecuador	4		
El Salvador	33		
Grenada	4		
Guatemala	21		
Haiti	4		
Honduras	10		
Jamaica	11		
Mexico	8		
Nicaragua*	1		
Panama	15		
Peru	12		
St Lucia	2		
St Vincent	2		
St Kitts/Nevis	2		
Tortola (BVI)	1		
Trinidad	1		

ANNEX 10
PROFILE OF 1988-89 INTERNS

STUDENTS PLACED IN INTERNSHIPS OR PERMANENTLY EMPLOYED

(TOTAL: 57)

NAME	COUNTRY	MAJOR	YEAR	GRAD	COMPANY, COUNTRY
Nazarena Alcantara	Dominican Rep	Business Admin	2-year	8/89	Codetel (GTE), Dominican Rep
Hector Alvarado	Guatemala	Business Admin & Accounting	Sr	4/89	Colgate-Palmolive, Guatemala
Manuel Aponte	Dominican Rep	Computer Programming	2-year	5/89	Codetel (GTE), Dominican Rep
Gabriela Arriaga-Ruiz	Mexico	Business Admin	Grad	5/89	Dow, U.S.
Alfredo Artilles	Guatemala	Special Ed/Psychology	Grad	12/90	Dillard University, U.S.
Rene Aubourg	Haiti	Public Admin	Grad	5/90	Bloomington Academy, U.S.
Maria Avila	Mexico	Business Admin	Grad	8/90	Johnson & Johnson, Mexico
* Marco Avila	Guatemala	Computer Science	Jr	11/92	Litografia Zadik (F), Guatemala
Juan Carlos Borjas	Honduras	Business Mgmt	Sr	12/89	TelaRailroad, Honduras
* Gertrudys Brito	Dominican Rep	Agri Economics	Grad	6/89	Flo-Sun, U.S.
Eusebio Cabrales	Colombia	Computer Education	Grad	12/90	Colmotores (G.M.), Colombia
PE Fernando Calero	Bolivia	Electric Power Engr	Grad	6/89	Westinghouse, U.S.
Maria Camargo	Peru	Law	Grad	4/90	Colorado Associates, U.S.
Karen Champagnie	Jamaica	Communications Mgmt	Grad	6/89	Colgate-Palmolive, Jamaica
PE Miguel Cintron	Dominican Rep	Business Admin	Grad	5/89	Dove Associates, Multinational
Pedro Coto	El Salvador	Electronics	2-year	8/89	Sigma, El Salvador
Nelson Diaz	El Salvador	Electronics Repair	2-year	7/89	OLOL Med Center, US/El Salvador
Rosa Flores	Honduras	Intl Business	Jr	5/91	Cementos de Honduras, Honduras
* Alfredo Galvez	Guatemala	Geology	Grad		Cementos Progreso (F), Guatemala
Juan Geronimo	Dominican Rep	Business Admin	2-year	12/89	Codetel (GTE), Dominican Rep
* Erick Godoy	Guatemala	Computer Engr	Jr	12/91	Pesca, S.A. (F), Guatemala
PE Olga Gonzales	Costa Rica	Journalism	Sr	5/90	World Vision Int'l, Costa Rica
* Jorge Gramajo	Guatemala	Food Science & Tech	Jr	5/90	Frigorificos (F), Guatemala
Aneth Guerra	Panama	Government/Intl Relations	Jr	12/90	Princeton University, U.S.
Jorge Gutierrez	Colombia	Construction Mgmt	Sr	12/89	Soils & Materials, U.S.
* Erick Maczpacay	Guatemala	Anthropology	Jr	12/89	Calzado Coban (F), Guatemala
Ivan Mancebo-Garcia	Dominican Rep	Finance	Grad	5/90	Dole Dominicana, Dominican Rep
Hernando Martinez	Colombia	Economics	Jr	12/89	Merrill Lynch, U.S.
Beryl McEwen	Jamaica	Business Education	Grad	5/90	Jamaica Telephone, Jamaica
Thaddeus McEwen	Grenada	Business Education	Grad	5/90	Nat'l Development Found., Jamaica
Nelson Medina	Ecuador	Civil Engr	Sr	12/89	Compania Minera Disputada, Chile
Roberto Mejia	Peru	Latin Am Studies/Poli Sci	Sr	12/89	CCC Fire Systems, U.S.
Lorena Melgar	El Salvador	Computer Science	2-year	5/89	Sigma, El Salvador
Crios Munnings	Belize	Mathematics	Jr	5/90	Belize Bank, Belize
Eduardo Neret	Nicaragua/U.S.	Finance/Latin Am Studies	Sr	5/89	Congressional Intern, U.S.
* Aura Ivone Noriega	Guatemala	Engr/Computer Science	Jr	11/92	Consultores Seguros (F) Guatemala
Daisy Nunez	Dominican Rep	Marketing	Grad	8/89	Colgate-Palmolive, Dominican Rep
Javier Oberti	Ecuador	Transport & Logistics Mgmt	Jr	5/91	Johnson & Johnson, Ecuador
Mauricio Palacio	Colombia	Health Ed/Health Care Mgmt	Jr	8/90	OLOL Med Center, U.S./Colombia
Jose Payero	Dominican Rep	Irrigation Science	Grad	12/91	Dole Dominicana, Dominican Rep
* Salvador Perez	Dominican Rep	Irrigation Engr	Grad	6/89	Flo-Sun, U.S.
Alvaro Prieto	Colombia	Business Mgmt/Computer Sys	Sr	5/89	Merrill Lynch, Panama
* Mario Ramirez	Guatemala	Architecture	Jr		Envases Layta (F), Guatemala
Nadja Reger	Colombia	Intl Business - M.B.A.	Grad	5/90	Colgate Palmolive, Colombia
Mara Reyes	Mexico	Communications	Grad	8/90	AT & T, Mexico
Manuel Rodriguez	Dominican Rep	Computer Science	2-year	8/89	Codetel, Dominican Rep
Vanessa Rojas	Costa Rica	Chemistry-Marketing	Sr	5/89	Colgate-Palmolive, Costa Rica
* Gladis Rosales	Guatemala	Industrial Psychology	Sr	12/89	Cemaco S.A. (F), Guatemala
Yvonne Rose	Panama	Intl Marketing/Mgmt	Jr	8/90	Colgate-Palmolive, Panama
Graciela Saenz	Mexico	Microbiology	Grad	8/90	Johnson & Johnson, Mexico
Arlene Salazar	Bolivia	Mathematics/Education	Jr	6/91	Empresa Olmedo, Bolivia
Jose Estuardo Secaira	Guatemala	Natural Resource/Agri Econ	Sr	12/89	Monsanto, Colombia/Guatemala
Daniel Segura	Costa Rica	Irrigation	Grad	4/89	Agro-Engineering, U.S.
Alejandro Siqueiros	Mexico	Political Science	Grad	8/90	First Chicago, Mexico
* Francisco Solares	Guatemala	Comparative Literature	Grad	8/90	Fundesa (F), Guatemala
Eddie Tabora	Honduras	Agribusiness Economics	Soph	5/91	TelaRailroad, Honduras
Joaquin Trigueros	El Salvador	Computer Science & Math	Sr	5/89	Sigma, El Salvador

* USAID Mission denied permission to participate in an internship in home country or in U.S. (some still pending).

PE indicates that the student obtained permanent employment subsequent to LCA efforts to place him/her in an internship.

(F) indicates a placement arranged through FUNDESA, the Guatemalan Development Foundation.

165

ANNEX 11

LCA DESCRIPTION OF SCREENING, SELECTION, AND PLACEMENT

MEMORANDUM

TO: Amalia Cuervo
FROM: Sharon Schierling *SS*
RE: Notes on Internship Placement Process
DATE: August 18, 1989

After company commitment is made to sponsor internship:

1. Send Letter of Intent (copy attached) to be signed and returned if one has not already been completed.
2. Screening Process
 - a) Screening Criteria: Home Country/Region
Year in School (Grad, Jr/Sr, etc.)
Major
Visa Status/Grad Date (for US placements)
Other company request (e.g. specific dates of availability, region of US residence)
 - b) Selection of resumes to forward to company for consideration

The screening process varies somewhat depending on the interests of the corporate sponsor. If the initial screening process (based on company preferences) narrows the number of possible interns to a manageable number*, those resumes are forwarded to the company for consideration. If the company's preferences are rather broad (e.g. all graduate students, all business majors), we send the company a list of those students indicating their country, major, university, and year in school (sample lists attached). The company can then review this list and request the resumes of students in whom they are interested. Alternatively, a similar list of all LCA participants is sent to companies who do not specify the type of student they wanted.

*Some companies specified the number of resumes they wanted to review or asked us to select a few possible interns for them to choose from. If this was the case, and if initial screening did not narrow the number of possible interns sufficiently, we selected the appropriate number from the top students based on GPA, work experience, career objective, and evaluation of the student's winter seminar performance. These resumes were then forwarded for consideration, rather than sending the company a list. A similar process was followed upon the consultant's recommendation that we send "only the best" to a particular company. In general, however, we tried to offer the company as many choices as possible and allow them to make the decision since they best knew their own needs and preferences.

3. Updates/Reminders

Many companies took a long time to select their interns after the commitment had been made. We tried to gently urge them to make their selection by sending them updates when students they were considering were chosen by internships by other companies (competition) or reminders encouraging them to let us know as soon as possible so that we could make arrangements (e.g., when students were registering for summer school or making other plans for the summer).

After company has selected intern(s):

1. Contact student(s) to notify them of placement.

If a student declined at this point, we notified the company that the student was unable to accept the internship and requested that they select another. This sometimes required further screening, forwarding of additional resumes, etc.

If possible, the date the student would be available to begin the internship was determined at this time (in most cases the student was unable to give us an exact date at the time of initial notification).

2. Letter thanking company for their choice of intern(s), including

a) Materials to finalize arrangements (copy of packet attached)

- 1) information sheet further describing corporate participation in the program
- 2) Letter of Agreement to be signed and returned to us
- 3) Plan of Training form to be completed and returned
- 4) Student Nomination Form which we requested they fill out and return to help us better fulfill their internship needs in the future

b) Invitation to attend PAN Conference

3. Final arrangements

a) Dates of internship (based on student availability and company preferences)

If possible, we tried to schedule an 8-week internships beginning Monday, June 12th so that the intern's return trip to his/her university could be routed through Miami for the PAN Conference (August 10-13).

b) Travel arrangements

- 1) travel dates - generally preceded and followed internship dates by a few days to allow the student time to recover from travelling and get settled before beginning the internship and to pack, etc. after completing internship. Some students requested additional time to visit their families, etc. and we tried to accommodate these requests if it did not interfere with company schedules

ANNEX 12

SUMMARY OF CONSULTANT COSTS FOR INTERNSHIP PROGRAM

170

CONSULTING FEES
 PAYABLE TO T. TEAGUE, J. MCBRIDE, L. THERIOT
 70% LCA INTERNSHIP CONSULTING BUDGET
 30% CSLA OVERHEAD CONSULTING BUDGET

17

NAME	CK #	DATE	AMOUNT OF CHECK	CONSULTING FEES	70% LCA	30% CSLA
T. TEAGUE	1240	011089	300.00			
T. TEAGUE	1350	022189	7800.05	5156.25	3609.38	1546.88
J. MCBRIDE	1261	011089	13959.16	12500.00	8750.00	3750.00
J. MCBRIDE	1349	022189	13664.70	12500.00	8750.00	3750.00
L. THERIOT	1005	030889	5934.00	4425.00	3097.50	1327.50
L. THERIOT	1006	030889	11069.00	9569.00	6694.10	2868.90
J. MCBRIDE	1405	031389	13827.51	12500.00	8750.00	3750.00
T. TEAGUE	1399	031489	8908.32	8231.25	5761.88	2469.38
T. TEAGUE	1469	041489	9524.75	9337.50	6536.25	2801.25
T. TEAGUE	1511	042789	4743.75	4743.75	3320.63	1423.13
L. THERIOT	1561	053089	7410.62	2287.00	1600.90	686.10
T. TEAGUE	1574	060989	5147.50	5147.50	3603.25	1544.25
T. TEAGUE	1598	062889	3260.90	3135.90	2195.13	940.77
J. MCBRIDE	1614	063089	879.35			
L. THERIOT	1637	071289	7108.00	4894.00	3425.80	1468.20
J. MCBRIDE	1638	071289	2423.03	1852.50	1296.75	555.75
T. TEAGUE	1649	071989	3285.00	3285.00	2299.50	985.50
L. THERIOT	1661	072589	949.00	775.00	542.50	232.50
L. THERIOT	1478	041989	6276.00	5268.75	3688.13	1580.63
TOTAL			125864.64	105602.40	73921.68	31680.72

Susana Hurtarte

7,702.30

3,500 fees

ANNEX 13

RESULTS OF COMPANY QUESTIONNAIRE

Company Internship Evaluations

To date we have received evaluations from the following companies:

AT&T Mexico	(Mara Reyes)
Belize Bank	(Crios Munnings)
Cementos de Honduras	(Rosa Flores)
Compania Disputada	(Nelson Medina)
Dole Dominicana	(Ivan Mancebno-Garcia)
First Chicago	(Alejandro Siqueiros)
TelaRailroad	(Juan Carlos Borjas, Eddie Tabora)
Our Lady of the Lake	(Mauricio Palacio, Nelson Diaz)

Tabulation of responses to #7 a-i and #8:

	Yes	No	Qualified Yes	Qualified No	Missing
#7 a)	10				
b)	9	1			
c)	9	1			
d)	8				2
e)	9			1	
f)	10				
g)	8	1			1
h)	4	1	2	1	2
i)	2		3	1	4
#8	3	1	3	1	2

Cost of Internships:

	<u>Stipend</u>	<u>Total Cost</u>
	\$ 800	\$ 1500.00
	675	2769.81
	360	818.01
	749	2449.00
	1488	2079.00
	1500	8000.00
	800	2500.00
	800	2500.00
	1000	3004.00
	800	2618.00
Total	\$ 8972	\$ 28237.82
Per Company	\$ 897.20	\$ 2823.78

ANNEX 14

PAN PRE-CONFERENCE INFORMATION PACKAGE

174

PAN AMERICAN NETWORK (PAN) CONFERENCE

The third phase of the Leadership Center of the Americas program is the Pan American Network (PAN) Conference by which we hope to form a network of Latin American and Caribbean leaders dedicated to working together to improve the economic and social conditions in the region. The first annual PAN Conference will be held August 10-13, 1989 at the Hyatt Regency Hotel/University of Miami Conference Center in Miami, Florida.

The Pan American Network (PAN) is crucial to the long-term objectives of LCA since it provides an on-going follow-up to the seminars and internships. The long-term goal of PAN is to establish a thriving, permanent network of skilled and educated leaders in the Caribbean Basin and the Andean Region who can, and will, contribute to their countries' stability by helping to build durable economic, social and civic infrastructures. This network will link LCA graduates together regardless of where they are residing and harness the skills and expertise of these young professionals to contribute to the development of the region.

The objectives of PAN are: (1) to provide an international support mechanism for LCA graduates which will serve to enhance and strengthen links among themselves and between them and the U.S.; (2) to provide reinforcement of the democratic and economic principles and leadership skills taught in the seminars; (3) to emphasize the importance of international cooperation; (4) to furnish a means by which the civic responsibilities of the private sector in the region can be reinforced; and (5) to establish an ever-expanding relationship between the association and its growing membership.

The three regional student organizations that formed during the winter seminar will serve as the nucleus of regional alumni units within the structure of the Pan American Network. At the three-day founding meeting in Miami, LCA will assist the elected officers of PAN to organize national PAN Chapters and to plan projects and activities in each country designed to build on the members' LCA experiences. LCA will also assist PAN by facilitating ongoing relationships with participating transnational corporations and by helping PAN to coordinate effectively with individual USAID Missions. LCA will function as a job placement clearinghouse and coordinator of information for the network by utilizing its database of LCA graduates as the foundation of a resource bank that can be drawn upon to fill the needs of transnational corporations operating in the region. Corporate representatives have been invited to the conference and corporate sponsors are being given roles at the conference such as speakers and workshop leaders.



Leadership Center of the Americas

July 18, 1989

Dear L.C.A. Graduate:

Congratulations! You have elected to take part in the first Pan American Network Conference to be held at the Hyatt-Regency Hotel (downtown) from Thursday, August 10 until Sunday, August 13, 1989, in Miami. Approximately 150 Winter Seminar graduates will attend. We regret that for a variety of reasons (graduations, jobs and other commitments) some are unable to participate.

Enclosed with this letter are your tickets. You should pay close attention to your departure and arrival times, dates, and flight numbers. Also check the city of departure and arrival.

When you arrive at the Miami Airport, you can take a shuttle bus to the hotel. The shuttle costs about \$6.00. At registration on Thursday we will distribute a stipend of \$75.00 which is to cover meals, transportation to and from the Miami airport and recreation. Don't put it all on the lottery! The breakdown for the stipend is as follows: two lunches, \$20.00; one dinner, \$15.00; one breakfast, \$10.00; transportation to and from the Miami airport, \$20.00; and miscellaneous, \$10.00.

Taxis are also available from the airport for about \$12.00. The hotel address is: Hyatt Regency Miami, City Center at Riverwalk, 400 S.E. Second Avenue, Miami, Fl 33131-2197; 305/358-1234. We will consider reimbursement for other ground transport on a case-by-case basis with a receipt. **IT WILL BE ABSOLUTELY NO REIMBURSEMENT WITHOUT A RECEIPT.**

When you arrive at the hotel, check in at the front desk and receive your room assignment and key. You should then register with L.C.A. on the list below the hotel lobby.

FOOD

In the mornings, sweet rolls and coffee will be provided in the conference meeting rooms, and on Saturday, August 12, 1989, we will have a dinner banquet. We will also serve food at the opening reception on Thursday night. Let us know if you wish a vegetarian plate at the banquet.

ROOMS

Your rooms will be paid for. Food orders, telephone calls and other expenses **WILL NOT BE PAID BY L.C.A.** ALL rooms are double-occupancy.

An Educational Service of The Consortium for Service to Latin America

SCHEDULE OF EVENTS

The theme of this year's conference is "Development through the Private Sector." In pursuit of this theme, we have invited representatives from some transnational corporations who have shown interest in and support for the LCA program. They will interview some of you for internships and positions. They will be available to talk with you about U.S.-Latin American/Caribbean relationships and provide pointers on such practical matters as applying for positions, fashioning a resume and participating in an interview. Let me remind you that we are still recruiting internships for those of you who have not been placed. The PAN Conference will be very important in convincing the corporate representatives to sponsor internships. Make a good impression!

The focal point of the conference will be establishing the Pan American Network. We will organize into regions (Mexico with Central America; Panama and South America; and Belize and the Caribbean Islands) and then the members of the individual regions will elect a governing body and officers for the Network. The L.C.A. staff and myself have gone to great pains in producing a Constitution to start us off; after that, the Network is yours and you may amend or rewrite the Constitution if you wish. (We have no Network flag to burn.) I cannot emphasize strongly enough how important it is for you to participate FULLY and ACTIVELY in establishing a strong and effective Network. The future of the LCA program depends on this, and AID monitors and evaluators will be attending the conference to determine the extent to which this is accomplished.

If you have any political aspirations and would like to be a leading member in the crucial first year of the Pan American Network, please consider running for office. Keep in mind that the time available for campaigning will be very limited; come prepared with platform(s), program(s), ideas, etc.

MEDICINES

Be sure to bring them.

CLOTHING

Bring appropriate clothes for the banquet, also casual clothing and swimming suits. There will be some time allotted for the beach and sightseeing.

I Look forward to seeing all of you in Miami. I haven't shouted "Everybody take a seat" in months.

Sincerely,


James J. Thornton

PAN CONFERENCE SCHEDULE, HYATT REGENCY HOTEL

August 10 - 13, 1989

THURSDAY, AUGUST 10

10 a.m. to 10 p.m. Registration

6-8 p.m. Opening Reception/Bufferet.

FRIDAY, AUGUST 11

8:30-9 a.m. Continental Breakfast.

9 a.m. to 9:15 a.m. Welcome and Introduction of Francisco Granados by Jim Thornton.

9:15-9:45 a.m. Address by Francisco Granados, Merrill Lynch, on "Development and the Private Sector".

9:45-10 a.m. Break

10-11 a.m. Address on "Networking".

11-11:30 a.m. Instructions on Structure of the PAN Network, Election of Regional Representatives and Officers, etc. Jim Thornton.

11:30 a.m. to 1 p.m. Lunch (on your own)

1 p.m. to 4 p.m. Regional organization meetings, election of Regional Representatives, and nomination of officer candidates.

4-5:30 p.m. Panel Discussion by Corporate Representatives on "Development and the Private Sector". Leon Gibbs, Johnson & Johnson, Moderator.

6 p.m. to 7:30 p.m. Dinner (On your own)

8 p.m. to 10 p.m. Ambassador Edwin G. Corr, who spoke at the winter seminar will lead a discussion on U.S. foreign policy in Latin America.

- over -

178

SATURDAY, AUGUST 12

8:30-9 a.m. Continental Breakfast.

9-9:15 a.m. Instructions on Election of PAN Officers. Jim Thornton.

9:15-10:15 a.m.. Campaign Speeches.

10:15-10:30 a.m. Election of PAN Officers.

10:30-10:45 a.m. Break

10:45a.m.-Noon. Workshop on Job Search, Resumes, Job Interviews, by Corporate Representatives.

Noon. Announcement of results of PAN officer election.

12:15-1:30 p.m. Lunch (on your own)

1:30 p.m. Meeting of new PAN officers and representatives.

1:30-5:30 p.m. Interviews by Corporate Representatives. Panorama Suite. Free time for those without interviews and who are not officers or representatives of the PAN Network.

7-10 p.m. Banquet, Speeches by Newly-Elected PAN Officers.

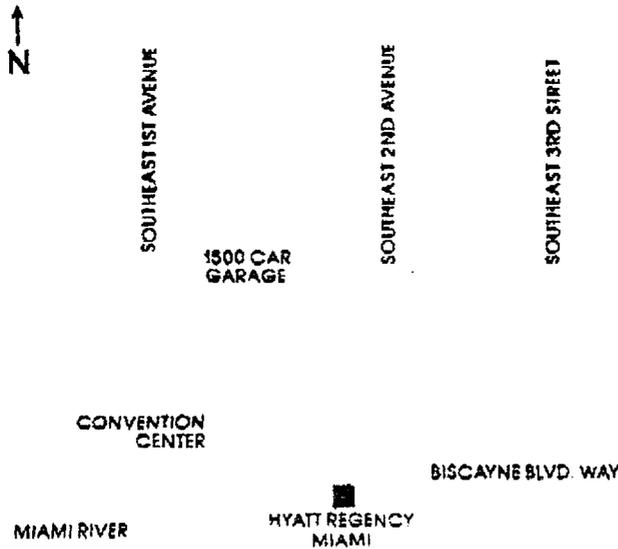
SUNDAY, AUGUST 13

Travel Day. Don't miss your plane!

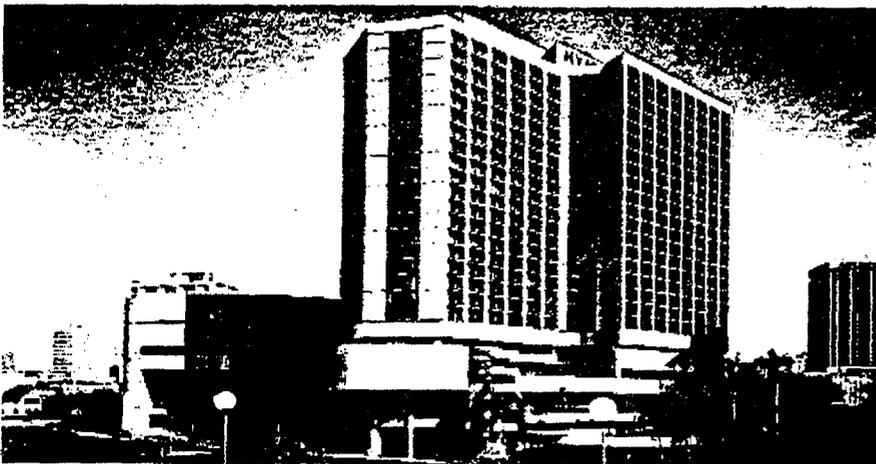
HYATT REGENCY MIAMI

CITY CENTER AT RIVERWALK

400 SE SECOND AVENUE
MIAMI, FLORIDA 33131-2197 USA
305 259 1234 TELEF 514315



- Located at the Miami Convention Center on an historical tract overlooking the Miami River
- At the heart of Miami's thriving Downtown/Brickell Avenue financial and residential center.
- About 12 minutes from Miami International Airport.
- 10 minutes from Miami Beach, Coral Gables, and Coconut Grove.
- 5 minutes from Key Biscayne's lovely beaches, lush parks and picnic grounds.
- A mile from the Port of Miami, home berth for dozens of major cruise ships.
- Easy walk to Downtown Miami's international shops and department stores.



As the centerpiece of the magnificent Miami Convention Center, the Hyatt Regency Miami offers a combination of meeting facilities and first-class accommodations absolutely unparalleled in the Southeast.

A new level of hotel comfort is established in the 615 distinctive guestrooms and suites. They're well stocked with everything from special soaps, shampoos and shower caps to oversize towels, live green plants, and closed circuit in-room movies. Additionally, the Regency Club on the two uppermost levels provides the especially discriminating traveller with a host of exclusive VIP services.



The superb restaurants and lounges are equally as special... from the tropical charm of the Riverwalk Cafe and lively Currents Lounge to the lovely marble, brass and burl wood elegance of The Esplanade, to the open air ambience of The Palm Court lobby lounge. Here is drink, food and fun presented with the famous *touch of Hyatt*. Other special touches include a heated outdoor swimming pool and sundeck, an indoor mall with some two dozen shops and services, and a picturesque Riverwalk where guests may take a casual stroll.

There isn't a more delightful way to capture Miami's spirited cosmopolitan vitality than by a visit to this dazzling downtown showcase.

CONSTITUTION OF THE PAN AMERICAN NETWORK

In order to promote economic prosperity and democratic ideals and values in the states and regions of Latin America and the Caribbean; in order to cement friendships among the diverse political entities, cultures and regions that comprise Latin America and the Caribbean; in order to interact as individuals for the common good of all members of the Leadership Center of the Americas; and in order to promote good relations and understanding among and between the states and regions of Latin America, the Caribbean, and the political entities comprising North America; we as graduates of the Leadership Center of the Americas in unity do create the Pan American Network to be nurtured and governed by the Constitution hereinafter set forth.

ARTICLE I NAME AND TERM

The name of the organization shall be the Pan American Network and its term of existence shall be perpetual.

ARTICLE II NATURE OF THE ORGANIZATION

The Pan American Network shall comprise a federation of three regions, namely: "South America" composed of Colombia, Ecuador, Bolivia, Chile, Brazil, Peru, Uruguay, Paraguay, and Panama; "Central America and Mexico" composed of Mexico, Guatemala, El Salvador, Honduras, and Costa Rica; and "Caribbean" composed of Grenada, Jamaica, Haiti, Dominican Republic, Dominica, Barbados, Antigua/Barbuda, St. Kitts/Nevis, Trinidad and Tobago, Turks and Caicos, St. Lucia, St. Vincent and the Grenadines, Montserrat, Anguilla, and Belize. Nothing in these articles shall prohibit other independent states from becoming members of the Pan American Network in the manner and according to the procedures hereinbelow set out.

ARTICLE III ELECTIONS

In all elections for office in the Pan American Network involving two candidates, the victor must receive a simple majority of all votes cast; in all elections involving three or more candidates, the victor must receive a plurality of all votes cast.

ARTICLE IV GOVERNING COUNCIL

The governing body for the Pan American Network shall be the Governing Council which shall be composed of eight members, each to serve a one year term or until replaced by duly elected successors. Two members shall be elected by each regional group by direct popular vote. The remaining two members shall be the first and second runners-up in the Presidential election. The members of the Governing Council shall elect a Chairman who shall preside over Council meetings.

188

1. The powers of the Governing Council shall be as follows:
 - a. to amend this Constitution by a simple majority of its membership;
 - b. to adopt a budget and to provide for the raising of revenue to satisfy the budget;
 - c. to determine all matters of policy for the Pan American Network; and
 - d. to consider and (if a majority so votes) implement all matters set before it by the President of the Network.
2. To admit new member states to the Pan American Network after consultation with the executive members of the Leadership Center of the Americas. All nationals of each state admitted to the Leadership Center of the Americas shall themselves be eligible for individual membership in the Network.
3. In the event that a Governing Council member becomes unable to complete his/her term, a replacement shall be selected according to the following procedures:
 - a. the interim replacement must be from the vacating Governing Council member's region;
 - b. the Regional Secretary (of the vacating member's region) shall contact all of the region's Pan American Network members, advising them of the vacancy and requesting nominees for the interim position;
 - c. after a list of nominees is compiled, the entire membership of the region shall elect the interim Governing Council member.

ARTICLE V
PRESIDENT OF THE PAN AMERICAN NETWORK

There shall be a President of the Network to be elected by the membership of the Network by direct popular vote. Each region shall nominate a person for President and the nominee with a plurality of votes shall be the President. He/she shall hold office for one year or until replaced in accordance with ARTICLE VI below. When his/her term of office is completed, he/she shall become for the next two years a non-voting member of the Governing Council. No President shall succeed himself/herself in office. The authority and powers of the President shall be as follows:

1. a. after consultation with and recommendations from the other two presidential candidates, he/she shall present to the Governing Council programs and commitments for the Network;
- b. he/she shall present a budget to the Governing Council accompanied by revenue raising recommendations; and

- c. he/she shall recommend new members to the Governing Council.
2. The President shall implement the policies adopted by the Governing Council and undertake all executive functions associated with the Network.
3. The President shall cast the deciding vote in the event of a tie vote in Governing Council, but shall have no other voting rights in Council.

ARTICLE VI
PRESIDENTIAL SUCCESSION

In the event of a President's incapacity or inability to complete his/her term, the order of succession to the office shall be as follows: first runner-up (in the most recent presidential election), and then the second runner-up in said election.

ARTICLE VII
SECRETARY

There shall be a Secretary of the Network who shall be elected by popular vote. While performing the duties of Secretary, he/she shall hold no other office in the Pan American Network. The Secretary shall have the following responsibilities:

1. To maintain a current roster of all members with addresses and telephone numbers;
2. To maintain communication with the Leadership Center of the Americas so as to give and receive information on the Network membership;
3. To arrange for minutes of meetings of the Governing Council to be taken and preserved; and
4. To fulfill any other administrative tasks assigned to him/her by the President.

ARTICLE VIII
REGIONAL SECRETARIES

The three regional organizations shall each elect a Secretary by popular vote to assist the Network Secretary in his/her duties, as well as to arrange for minutes to be taken at any meeting of his/her respective region. No Regional Secretary shall simultaneously hold any other office in the Pan American Network.

ARTICLE IX
TREASURER

Members of the Network shall elect a Treasurer by popular vote. When performing the duties of Treasurer, he/she shall hold no other office in the Pan American Network. The Treasurer shall have custody of the funds of the Network and shall assist the President in preparing a budget for Governing Council approval.

ARTICLE X
REGIONAL TREASURERS

The three regions shall each elect a Treasurer who shall assist the Network Treasurer as well as have custody of Regional funds. No Regional Treasurer shall simultaneously hold any other office in the Pan American Network.

ARTICLE XI
ADDITIONAL POWERS

The Governing Council is empowered to make any additional rules and regulations that may become necessary to implement the purposes of the Constitution and the Network.

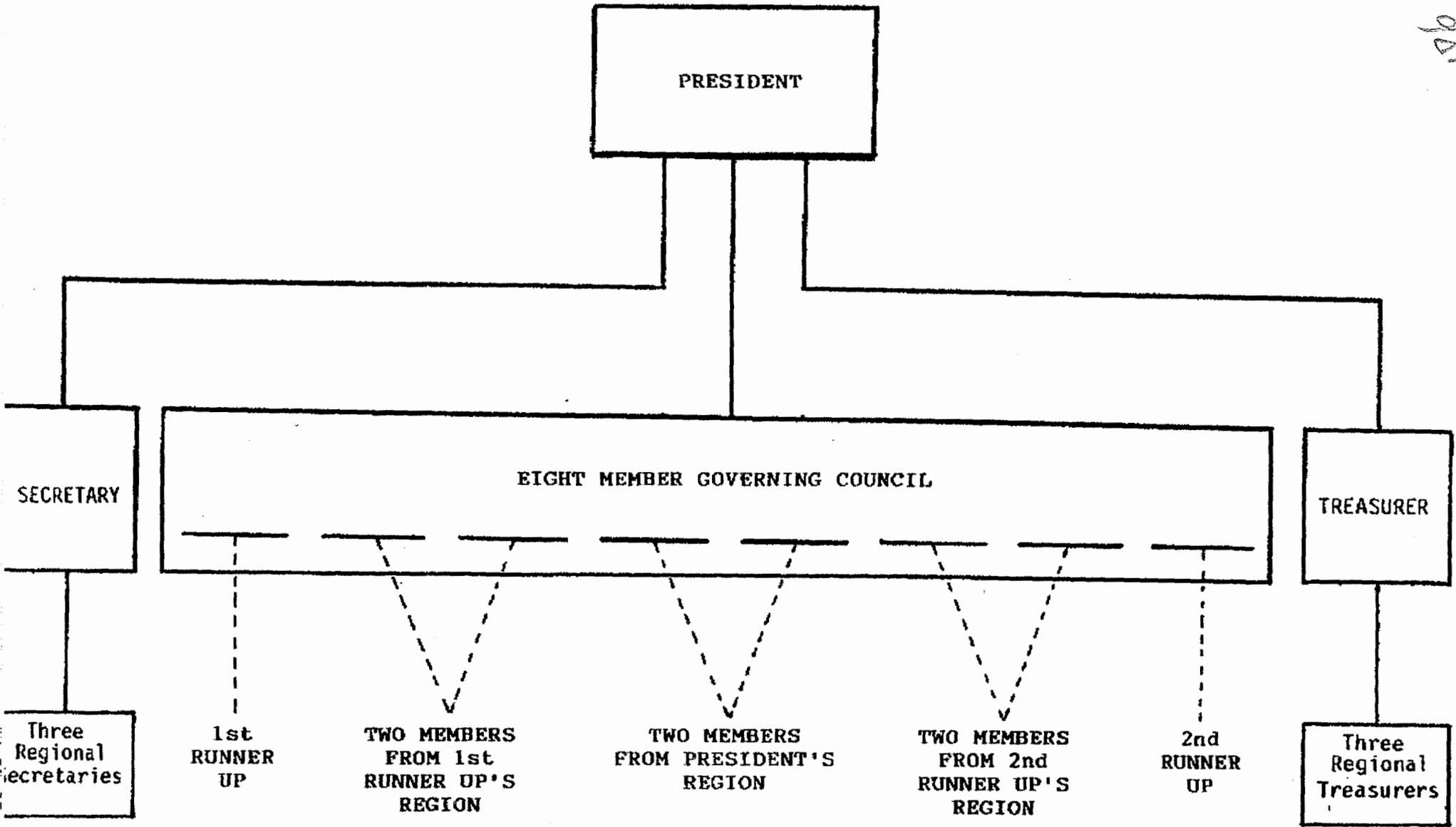
ARTICLE XII
EQUALITY OF MEMBERSHIP

All individual members of the Leadership Center of the Americas shall enjoy equal rights in the Network.

ARTICLE XIII
NETWORK OFFICE

The Network office shall be: 320 Riverside Mall, Suite 106, Baton Rouge, Louisiana 70801, U.S.A.

981



ANNEX 15

PAN CONFERENCE COST MEMORANDUM

MEMO

TO: GINGER FABRE
FROM: DEBORAH POMEROY *DP*
RE: PAN CONFERENCE BUDGET
DATE: JUNE 30, 1989

The budget for the PAN Conference as of this date is as follows:

Student, Staff and Speaker Rooms	\$17,500
Catering (Reception and Banquet)	\$12,000
Student Stipends (\$75 x 150 participants)	\$11,250
Trans. to & from airport	\$20
Two Lunches	\$20
One Dinner	\$15
One Breakfast	\$10
Misc.	\$10
Staff Board	\$1,000
Staff Transportation	\$5,000
Guest Speaker Honoraria and expenses	\$5,000
Audio Visual Equipment	\$1,000
Supplies and Copying	\$1,000
TOTAL	<u>\$53,750</u>

These expenses will be paid from the PAN budget of \$97,000.

Student transportation will be paid from the \$50,000 start-up budget. Total costs for student transportation is \$36,000.