

ANNUAL PERFORMANCE REPORT
on the
WHITE HOUSE INITIATIVE
on
HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Fiscal Year 1994



United States Agency for International Development
Washington, DC 20523

December, 1994

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EXPLANATION OF ACRONYMS

ACRONYMS

BASICS	Project: Basic Support For Institutionalizing Child Survival
EAGER	Project: Equity and growth Through Economic Research
FSTA	Field Support and Technical Assistance
FY	Federal Fiscal Year
HACU	Hispanic Association of Colleges and Universities
HBCUs	Historically Black Colleges and Universities
HCD	Human Capacity Development
HRD	Human Resource Development
HSIs	Hispanic Serving Institutions
IHEs	Institutions of Higher Education
MSIs	Minority Serving Institutions
MOLIS	Minority On-Line Information Service
MOU	Memorandum of Understanding
OSDBU	Office of Small and Disadvantaged Business Utilization
OYB	Operating Year Budget
PP	Office of Policy and Programs
RFP	Request for Proposals
TELP	Project: Tertiary Education Linkage Program
UDLP	University Development Linkages Program
USAID	Agency for International Development
USAID/	USAID field mission/ by country

EXECUTIVE SUMMARY

Provided below is the Executive Summary of the FY 1994 report of activities and initiatives which were implemented by the U.S. Agency for International Development to increase the participation of Historically Black Colleges and Universities (HBCUs) in its program. The summary highlights some of the key accomplishments for the year. The total funding awarded to HBCUs was \$28 million. The number of awards (excluding the Participant Training Program) to HBCUs in FY 1994 was 39 with a total dollar amount of \$14 million. Approximately \$14.0 million was awarded for participant training activities. This figure represents an increase of \$3.6 million over FY 1993 and reaffirms the continued commitment of the Agency to significant involvement of HBCUs, despite budgetary constraints.

During FY 1994 several Bureaus were particularly proactive in their initiatives to involve HBCUs. As illustrated in the pie charts below, in terms of total funding for research and development, the Africa Bureau ranked first (82.5%) with \$11,785,315 million; the Global Bureau ranked second (15.4%) with \$2,138,047 million and ANE ranked third (2.1%) with total of \$270,750 thousand. The Global Bureau ranked first (55.3%) in total awards with 21, Africa ranked second (39.5%) with 15 and Asia and Near East ranked third (5.3%) with two awards.

The Agency goals relating to HBCUs during FY 1994 were to: continue to establish collaborative relationships and increase the involvement of HBCUs in USAID sustainable development activities; seek HBCU input and assistance as creative strategies for increased involvement are developed; increase Agency-wide familiarity with the capabilities, interests and resources of HBCUs; and to increase HBCUs familiarity with the priorities, programming and role of USAID in international development.

There were several Agency-wide and Bureau specific initiatives.

AGENCY-WIDE INITIATIVES

There was one major initiative and two major activities during FY 1994 - the MSI Initiative, HBCU Day at USAID and the continuation of funding for MOLIS.

MINORITY SERVING INSTITUTIONS INITIATIVE: The coordination of policies, initiatives and activities relating to Minority Serving Institutions was established as an Agency goal during FY 1994. In support of the MSI Initiative, the MSI Policy Committee (comprised of senior level managers from throughout the Agency) was appointed and an MSI Coordinator was selected by the Global Bureau. The MSI Policy Committee provides leadership in the formulation of policy relating to MSIs. The Coordinator is responsible for data collection, information sharing and technical assistance to USAID Bureaus as they develop initiatives and outreach activities to the MSI constituencies. The MSI Coordination function was instituted in June, 1994. The coordination of policies, initiatives and activities relating to Minority Serving Institutions was established as an Agency goal during FY 1994. In support of the MSI Initiative, the MSI Policy Committee (comprised of senior level managers from throughout the Agency) was appointed and an MSI Coordinator was selected by the Global Bureau. The MSI Policy Committee provides leadership in the formulation of policy relating to MSIs. The Coordinator is responsible for data collection, information sharing and technical assistance to USAID Bureaus as they develop initiatives and outreach activities to the MSI constituencies. The MSI Coordination function was instituted in June, 1994. The initial activities included the organization of the HBCU Day at USAID Conference (September, 1994), one grant award (UNCF/HACU), management of two projects (UNCF/HACU, MOLIS), liaison activities with HBCU community including: completion of one reports (HBCU Performance Report FY 1993), three presentations (NAFEO, White House Initiative Office meetings); and six interagency meeting with White House Initiative Office, National Science Foundation U.S. Department of Education.

THE MINORITY ON-LINE INFORMATION SERVICE (MOLIS): During fiscal year 1994, the Agency continued to contribute its share of \$80,000 for funding MOLIS and took steps to expand its use of the system overseas missions. It is anticipated that this system will fill an enormous information gap that exists in the Agency's eiforts to widen its use of HBCUs in implementing its programs and activities.

THE HBCU DAY AT USAID COMMITTEE: A recommendation of the MSI Committee was that a standing ad hoc HBCU Day Planning Committee be established which would plan and develop the HBCU Day program and be available for planning other HBCU related conferences. In a continuing effort to increase the awareness of the potential

contributions and to enhance the utilization of HBCUs within the Agency; the HBCU Planning Committee sponsored and coordinated annual commemoration of "National HBCU Week" on September 20, 1994. The 1994 HBCU Day also fostered a new collaboration between four federal agencies - The U.S. Department of Education, Center for International Education; The United States Information Agency; The State Department; and USAID.

BUREAU INITIATIVES

BUREAU FOR AFRICA

The Africa Bureau more than doubled its total funding to HBCUs for FY 1994, increasing it from

EQUITY AND GROWTH THROUGH ECONOMIC RESEARCH PROJECT (EAGER): EAGER is a six-year multifaceted project designed to increase the use of economic and social research and analysis by decision makers in both public and private sector institutions of sub-Saharan Africa. EAGER is designed to ensure collaboration between research institutes, African researchers, HBCUs and/or Gray Amendment firms.

TERTIARY EDUCATION LINKAGES PROJECT (TELP): TELP is designed to strengthen South Africa's historically Black tertiary education institutions and will involve HBCUs in significant ways throughout the project. The range of potential activities include the provision of technical assistance and the creation of formal institutional linkages aimed at Black South African institutional infrastructure development, faculty exchanges, faculty development workshops, program and curricula development.

BUREAU FOR GLOBAL PROGRAMS, FIELD SUPPORT AND RESEARCH (G) CENTER FOR HUMAN CAPACITY DEVELOPMENT

Under the ***PARTICIPANT TRAINING PROGRAM*** in the **OFFICE OF FOREIGN SERVICE AND TECHNICAL ASSISTANCE (FSTA)** the Agency funded and placed 660 "New Start" trainees in 41 HBCUs and continued 418 trainees, making a total of 1,068 "In-Service" participant trainees in 42 HBCUs. The cost for these participant trainees was approximately \$14 million.

The **OFFICE OF POLICY AND PROGRAMS (PP)** had the following activities and programs:

MINORITY SERVING INSTITUTIONS COORDINATION: Designed to provide a central point for coordination of activities relating to MSI, the MSI Coordinator in the Human Capacity Development Center has the following responsibilities:

- a. serving as a technical assistance resource to the Bureaus and units as they develop MSI strategies and initiatives;
- b. information sharing and data collection;
- c. serving as a liaison to the Minority Serving Institutions constituencies.

UNITED NEGRO COLLEGE FUND: In FY 1994 a \$344,000 grant for a technical assistance project was awarded to the United Negro College Fund (UNCF). This two year project will be implemented jointly with UNCF and the Hispanic Association of Colleges and Universities (HACU) and has the goal of expanding the participation of HBCUs and Hispanic Serving Institutions (HSIs) in the programs of USAID.

THE RESEARCH PROGRAM FOR HISTORICALLY BLACK COLLEGES AND UNIVERSITIES:

Through this program, USAID involves HBCU researchers in seeking solutions to developing country problems, and simultaneously strengthening the expertise at the HBCUs in the area of international development. It encourages developing countries and USAID missions overseas to identify and make use of outstanding HBCU scientists. Sixteen research projects were funded in fiscal year 1994 for a total of \$1.6 million dollars.

BUREAU FOR EUROPE AND THE NEWLY INDEPENDENT STATES (ENI)

The Bureau increased efforts to inform the HBCU community of programs and opportunities through advertisements and appointment of several HBCU liaisons officers to work with the institutions. establishment of liaison staff in the Newly Independent States Education and Training Project (NET).

In the programming area, one of ENI's major contractors solicited training outlines from at least one HBCU per activity need. For each tailored group program with a training fee of more that \$25,000, the contractor solicited proposals from three institutions and at least one was an HBCU. Institutions for which training outlines were

sought included Virginia State University, Clark Atlanta University, Meharry Medical College, Bowie State University, Tuskegee University, Spelman College, University of Maryland-Eastern Shore, Charles Drew Medical School and Central State University. Over the past year 36 placements were made at HBCUs, a 300% increase over the first year of the program and a full 8% of total placement made for the year. Placements were made at Howard University, Lincoln University (PA), and the Mississippi Consortium International Development.

BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

CARIBBEAN AND LATIN AMERICAN SCHOLARSHIP PROGRAM (CLASP): CLASP is designed to provide opportunities for education and short-term and long-term training to people of the Caribbean and Latin America region. In FY 1994, 15.1% of total placements were in HBCUs. During the tenure of the program, approximately 17% (1,494) of the total 8,820 CLASP participants were trained at HBCUs.

BUREAU FOR LEGISLATIVE AFFAIRS AND PUBLIC AFFAIRS (LPA)

The Bureau for Legislative Affairs and Public Affairs engaged in several activities to increase the collaboration with USAID in the area of public information dissemination and information sharing. In December, 1993, LPA convened the Agency's first all-state meeting with HBCU presidents in Atlanta, GA. The host institution was Clark Atlanta University and representations from six of the ten HBCUs in Georgia attended.

In June, 1994 it held the first "Lessons Without Borders" event in Baltimore, MD. The co-convenor for that event was Morgan State University. LPA worked with university administrators to bring together city officials and community and business leaders of Baltimore for a panel discussion with USAID experts in health and microenterprise.

BUREAU FOR MANAGEMENT

OFFICE OF HUMAN RESOURCES

The Recruitment Branch in the Office of Human Resources has developed an innovative and aggressive recruitment program to both interest young people in international affairs as a career choice during their formative undergraduate years in

college and to increase diversity within the Agency. The *INTERNSHIP INVESTMENT PROGRAM* was established in 1994 and several recruitment visits were made to colleges and universities. The program is designed to encourage young people, women and minorities to consider foreign service as a career choice and provide

qualified persons to become involved with USAID and international development organizations. The HBCUs selected for the special recruitment effort are

Clark Atlanta University

Howard University

Florida A&M University

Jackson State University

Morehouse College

Morehouse College

Prairie View A&M University

Savannah State University

Spelman College

Texas Southern University

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SECTION A

USAID AWARDS SUMMARY

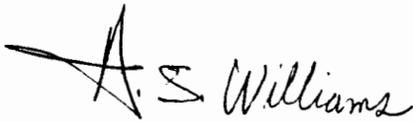
**WHITE HOUSE INITIATIVE
ON HISTORICALLY BLACK COLLEGES AND UNIVERSITIES
ANNUAL FEDERAL PERFORMANCE REPORT
FISCAL YEAR 1994**

PART I

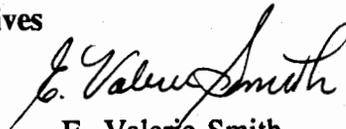
SUMMARY OF AGENCY AWARDS IN PROGRAM CATEGORIES, FY94

U.S. Agency for International Development

Agency Representatives



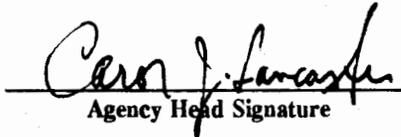
Aaron S. Williams
Title: Chair, MSI Policy Committee



E. Valerie Smith
Title: Minority Serving Institutions Coordinator

DISCRETIONARY AWARDS (\$ Million)		
CATEGORY	TO ALL IHEs*	TO ALL HBCUs†
1. Research and Development	\$ 99.6	\$ 13.5
6. Student Tuition, Assistance and Scholarships	\$ 225.9	\$ 13.9
8. Third Party Awards	\$ 42.0	\$.6
TOTAL	\$ 366.5	\$ 28.0
<p>* Institutions of Higher Education †Historically Black Colleges and Universities</p>		

Carol J. Lancaster (Acting)
Agency Head (Typed)


Agency Head Signature

3/20/95
Date

NOTES:

1. IHEs for the FY94 Report are defined as all colleges, universities and third party academic organizations. Awards to all IHEs for R&D in the FY93 Report included all awards to Third Party organizations. Student Tuition... awards to all IHEs for FY94 was adjusted upward from the FY93 report, reflecting accounting changes.
2. Research & Development awards to all IHEs include \$90.8 M from CIMS plus other reported data of \$8.8 M.
3. Student Tuition, Assistance and Scholarship awards to all IHEs was extrapolated dividing total HBCU awards by 6.2%—HBCU participants as a percentage of all IHE participants (1,068/17,331=6.2%).

SECTION B

NARRATIVES AND AWARDS

PART I -- NARRATIVE

A. INTRODUCTION

Provided on the following pages is the FY 1994 report of activities and initiatives which were implemented by the U.S. Agency for International Development to increase the participation of Historically Black Colleges and Universities (HBCUs) in its programs. The total funding awarded to HBCUs during FY 1994 was \$28 million. The number of awards (excluding the Participant Training Program) to HBCUs in was 39 with a total dollar amount of approximately \$14 million. Approximately \$14.0 million was awarded for participant training activities. This figure represents an increase of \$3 million above FY 1993 and reaffirms the continued commitment of the Agency to significant involvement of HBCUs, despite budgetary constraints.

THE EXECUTIVE ORDERS

During the past 13 years a series of Presidential Executive Orders (E.O.) have been passed which mandate a certain level of interaction and involvement of HBCUs with federal agencies. The Executive Orders are designed to address the need to increase involvement of HBCUs in federal agencies and to increase awareness of the valuable contribution which those institutions can and do play in the fabric of the American society. With each change in administration came the issuance of a new Executive Order. The first Executive Order (E.O. 12320) was signed by President Reagan on September 15, 1981. It established guidelines for HBCU inclusion within federal agencies programming and provided the framework for subsequent Executive Orders by mandating that "the Secretary of Education will develop a Federal program to achieve a significant increase in the participation of HBCUs in Federally sponsored programs." On April 28, 1989 President Bush issued Executive Order 12677 which required all federal agencies to submit to the Secretary of Education an "Annual Federal Performance Report on Executive Actions to Assist Historically Black Colleges and Universities (HBCUs)." On November 1, 1993, as one of the first year activities of President William J. Clinton, a third Executive Order was signed - E.O. 12876. This Order is the

broadest mandate to date because it maintains, not only the earlier mandates of annually increased HBCU inclusion and annual submission of a report, but also includes the submission of an annual Agency Plan for HBCU involvement.

ORGANIZATION OF REPORT

This report is divided into three major sections: Introduction, Narrative and Awards and Appendices. The Narrative and Awards section presents the strategies which have been used to increase the participation of HBCUs in Agency programming. This section is consistent with FY 1993 Report which followed the Agency's new reporting format of describing initiatives and activities which are Agency-wide and also those which are Bureau specific. When reporting the performance of the Agency, an examination of solely budget data or Bureau specific descriptions will not provide an accurate profile of all that is happening within the Agency. There are a number of activities and initiatives which illustrate the internal cooperation among units and Bureaus as the Agency implements its increased inclusion strategy. These activities provide models for future program development and have been very effective in fostering broader Agency involvement in the White House Initiative and Gray Amendment activities. A description of some of these models are provided in this report.

The body of this report is preceded by an Executive Summary which provides an overview of the findings.

METHODOLOGY

The "Instructions" provided by the White House Initiative Office establishes 11 generic categories for reporting data. Those categories are: (1) Research and Development, (2) Program Evaluation, (3) Training, (4) Facilities and Equipment, (5) Fellowships, Traineeships, etc., (6) Student Tuition Assistance, Scholarships and Other, (7) Direct Institutional Subsidies, (8) Third Party Awardees, (9) Private Sector Involvement, (10) Administrative Infrastructure and (11) Other Activities. The category of "Other Activities" is provided to allow for the inclusion of information which does not fit comfortably in any of the other categories. Only four of the eleven categories were found to be appropriate for reporting the Agency's activities since its mission and activities differ significantly from domestic agencies. The categories in which data is provided are as follows: (1) Research

and Development, (5) Fellowships, Traineeships, etc., (6) Student Tuition Assistance, Scholarships and Others and (8) Third Party Awardees. Additional information which may not fit comfortably in a particular category but is important in the presentation of USAID's overall involvement with HBCUs will be provided in the report. Funds to the HBCU community for international development technical assistance and research contracts and grants are included in Research and Development. USAID's student financial assistance, which is limited to individuals from selected developing countries for tuition and student maintenance (especially under participant training), is in Student Tuition Assistance. IPAs and other professional loan programs are included under the category "Fellowships."

White House Initiative reporting guidelines stipulate that all awards to HBCUs be presented as either "Discretionary" or as "Legislated or Formula-Driven." "Discretionary" awards are defined as those resulting from the Agency's own initiatives. "Legislated or Formula-Driven" awards are considered those over which the Agency had no control (i.e., congressional "earmarks"). Because USAID's budget for fiscal year 1994 did not include specific statutory "earmarks" or "set-asides" for the HBCUs, all awards in this report are considered to be "Discretionary." The activities and corresponding funding reflect the monies in the DA, DFA and all other sources. ¹

B. OVERVIEW OF USAID

During most of FY 1994, USAID continued to engage in the massive reorganization effort which began late in FY 1993. It was completed by the end of FY 1994. The new USAID structure consists of four regional Bureaus; a Global Bureau that has responsibilities for issues, programs and activities which are transregional (i.e., are common to or appropriate for various regions); a Bureau for Legislative and Public Affairs; a Bureau for Humanitarian Assistance and the

¹ Note that the budget data includes two non-HBCUs (Roxbury Community College and Sojourner-Douglass College) which are recognized predominantly Black colleges that do not meet the strict definition of an HBCU (established prior to 1964 to serve African-Americans). The Agency has provided substantial funds (\$1.1 million) for international development activities to those two institutions.

Bureau for Management. Provided on the next page is an organizational chart of the reorganized USAID.

USAID's activities currently are carried out in 92 USAID-eligible countries in the Africa, Asia, Eastern Europe, Russia and the Newly Independent States, Middle East and Latin America and Caribbean regions. USAID maintains 87 missions and offices in developing countries.

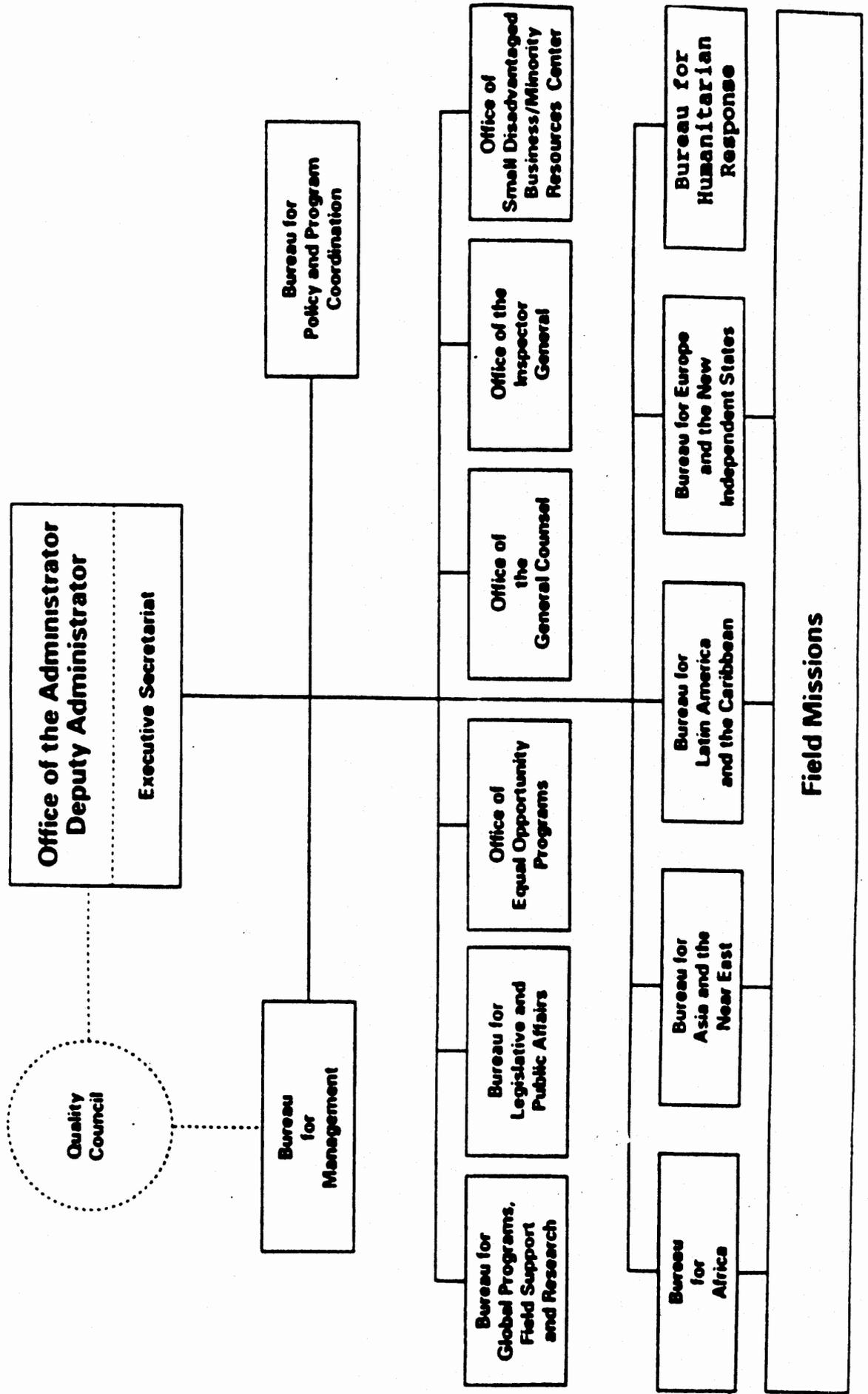
As part of USAID reform efforts, the Agency is currently implementing a new automated corporate system which will have a positive impact on the procurement function. This new monitoring system will enhance USAID's ability to monitor and report on funds provided to HBCUs via prime and subcontract awards and allow managers to ensure that regulatory and legislative requirements are met. Currently, the Gray Amendment requires that USAID set-aside ten percent of Development Assistance funds, Development Funds for Africa, and Population Development Assistance Funds for organizations defined as disadvantaged enterprises which includes HBCUs.

The Office of Small and Disadvantaged Business Utilization (OSDBU) and the Office of Procurement (OP) have strengthened collaboration in an effort to provide greater enforcement of subcontract plans which stipulate a certain level of funding to HBCUs. Joint design efforts on portions of the automated system that affect the two offices will result in a system that can provide more rigorous management of prime contracts/grants which include HBCUs as subcontractors.

AGENCY GOALS

The Agency goals relating to HBCUs during FY 1994 were to: continue to establish collaborative relationships and increase the involvement of HBCUs in USAID sustainable development activities; seek HBCU input and assistance as creative strategies for increased involvement are developed; increase Agency-wide familiarity with the capabilities, interests and resources of HBCUs; and to increase

AGENCY FOR INTERNATIONAL DEVELOPMENT



HBCUs familiarity with the priorities, programming and role of USAID in international development. Establishing initiatives which will increase the involvement of HBCUs, particularly in areas where the HBCUs have a special expertise, is important in reaching the HBCU related goals of the Agency. The various units and Bureaus are actively seeking ways to increase the use of HBCU expertise and resources and involve those institutions in activities within the Agency.

The strategic priority areas for USAID are:

Protecting the Environment

Building Democracy

Stabilizing World Population Growth and Protecting Human Health

Encouraging Broad-Based Economic Growth

Providing Humanitarian Assistance and Aiding Post Crisis Transition

All projects and activities within the Agency must be within the context of at least one of the strategic priority areas of the Agency. In Appendix I, a brief discussion of those priority areas and related objectives are provided.

In many instances, neither the USAID nor the host government officials have been sufficiently aware of the breadth and capabilities of the HBCU community to provide technical assistance in the strategic priority areas of the Agency. The distance to many USAID-assisted countries has made it difficult and too costly for most HBCUs to market their professional and technical resources effectively in the field. Additionally, the distance of many HBCUs from Washington often prohibit regular visits to the Agency. USAID has sought to overcome some of these impediments in several ways. In addition to sensitizing its staff members to the goals of Executive Order 12876 and related Agency policies and ensuring their consistent application in the operation of the organization, USAID has established several Agency-wide programs specifically targeted for increased involvement of HBCUs. Certain Bureaus have complemented the Agency-wide initiatives by developing strategies of their own. These initiatives will be described in Sections D and E of the report.

C. SUMMARY OF USAID INVOLVEMENT AND ACCOMPLISHMENTS WITH HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Within the universe of HBCUs there is considerable diversity in interests, capabilities, breadth and depth of involvement in development issues. There are those institutions with a long history of substantive involvement in international affairs and which have trained a number of international affairs leaders both in the United States and other countries. In some instances these leaders include presidents (e.g., Kwame Nkrumah of Ghana, Namdi Azikiwe of Nigeria). Because of their positive track record in the international arena and their capacity to effectively draw upon both domestic and international resources, those HBCUs have and continue to play critical roles in the development process. Their ability to respond to the wide range of development needs and issues makes them an invaluable but not yet fully tapped resource to USAID.

There also are HBCUs with little or no first hand experience overseas, thus limiting their readiness to participate fully in development assistance programs. Among other innovative strategies to increase potential access for these types of institutions, USAID has encouraged voluntary collaborative relationships with universities and private sector organizations with relevant developing country experience when common interests exist. It is hoped that those HBCUs, who may serve initially as subcontractors or subgrantees, eventually will have sufficient experience and capability to compete successfully and qualify as primary contractors/grantees.

USAID's interest in and involvement with HBCUs spans decades. In past years, the major focus has been in agriculture and its critical role in international development. Thus, the primary beneficiaries of USAID funding of projects were the 1862² and 1890* land grant institutions. The Agency's programmatic interest in supporting the nation's land grant institutions is long-term and is based on a mandate to solve the problems of food shortages and famine-related issues, as described in Title XII of the Foreign Assistance Act. This legislation encourages

² 1862 land grant institutions were those established under the first Morrill Act of 1862. The 1890 institutions were those HBCUs established under the second Morrill Act of 1890.

the use of land grant universities in Agency programs to promote famine prevention and freedom from hunger.

Utilizing the authority under Title XII to strengthen the capabilities of U.S. institutions to contribute to international development programs, USAID entered into Memoranda of Understanding (MOU) with a number of universities. Among them were twelve Joint MOUs (JMOU), which paired twelve 1890 land grant HBCUs with twelve 1862 land grant universities. The intent of the JMOUs was to provide more opportunities for the HBCUs to gain experience in international development programs and, in the process, strengthen their administrative and service capacity to participate more fully as equal partners.

The collegial relationship between the 1862 and 1890 land grant institutions permitted long-range staffing and programming plans by the universities and facilitated their resource allocations. Agreements provided universities with program development support funds that made their commitments to conduct development activities abroad more realistic. The JMOUs stimulated long-term mutual working relationships by combining the resources of the institutions. From 1985 to 1991, the 1890 land grant HBCUs received more than \$7.5 million in program support grants through these JMOUs. In fiscal year 1992 this program was replaced with the University Development Linkages Project (UDLP), a program designed to establish collaborative linkages between developing country institutions and U.S. of higher education. In general the JMOUs were relatively successful and, although USAID discontinued the program, lasting relationships have developed among many of the institutions and they continue to collaborate regardless of the existence of a formal JMOU. Some of those JMOUs successfully competed in the UDLP and have established collaborative relationships with institutions in developing countries.

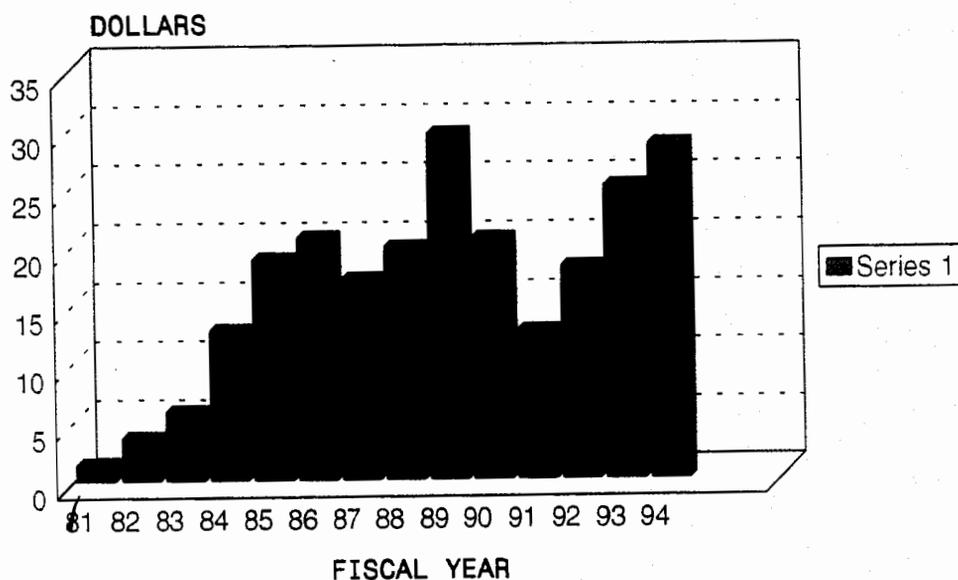
During the latter part of the 1980s and into the 1990s, a shift occurred from the traditional focus which was predominantly agricultural development to one which included health, population, economics and basic education. HBCUs began to become involved in more areas, especially, health and population projects. Increased funding occurred in those areas, particularly in the HBCU Research Grants Program under what was then known as the Research and Development Bureau.

Through the years USAID has had varying success with increasing the funding amounts to HBCUs and the levels of HBCUs involvement in USAID programming. USAID renewed its support to HBCUs in FY 1994 and increased the funding level by \$3.5 million over the previous year. It is important to note that despite major funding constraints, the Agency continues to make a concerted effort to increase, not only the level of funding to the HBCUs but the number and variety of HBCUs involved in USAID activities.

Table One below provides a summary of the actual funding for the past 14 years. Immediately following that is a graphic presentation of the trend in funding. The average annual funding level for past five years has been \$21 million. The past two years shows a funding level well over \$20 million. The 1994 total funding represents an increase of \$8 million above that average.

TABLE ONE: USAID FUNDING TO HBCUS FY 1981- FY 1994 (in \$ millions)					
FY 1981	1.4	FY 1985	18.9	FY 1991	12.7
FY 1982	3.7	FY 1986	20.7	FY 1992	18.2
FY 1983	5.9	FY 1987	17.2	FY 1993	25.0
FY 1984	12.8	FY 1988	19.9	FY 1994	28.0
FY 1989	29.5	FY 1990	20.6		

**FIGURE ONE:
FUNDING LEVELS FY 1981-FY 1994**



D. AGENCY-WIDE INITIATIVES

In fiscal year 1994 -- the thirteenth anniversary of the issuance of Executive Orders -- USAID's efforts to expand and further institutionalize the participation of HBCUs in its various international development activities continued to be a major Agency-wide goal. The Agency instituted several major new initiatives while also maintaining previously successful initiatives.

MINORITY SERVING INSTITUTIONS INITIATIVE: As stated earlier, for many years the Agency has been involved, in varying degrees, with HBCUs. Individual Bureaus and units have engaged HBCU expertise (both on the institutional and individual staff level) and used them as a resource. In the past, however, the utilization of HBCUs has not been systematic or designated as a major goal of the Agency. Much of the involvement was the result of individual interests, needs and initiatives with little coordination among units or Bureaus. In recognition of this lack of coordination, the Agency developed a strategy to coordinate current and future activities relating to HBCUs. As it became clear that HBCUs would not be the only minority educational constituency interested in accessing the Agency, USAID decided to expand its strategy to develop a more inclusive approach which would ensure HBCU involvement

at significant levels, and also provide access to other Minority Serving Institutions (MSIs) interested in becoming involved with USAID.

The coordination of policies, initiatives and activities relating to Minority Serving Institutions was established as an Agency goal during FY 1994. In support of the MSI Initiative, the MSI Policy Committee (comprised of senior level managers from throughout the Agency) was appointed and an MSI Coordinator was selected by the Global Bureau. The MSI Policy Committee provides leadership in the formulation of policy relating to MSIs. The Coordinator is responsible for data collection, information sharing and technical assistance to USAID Bureaus as they develop initiatives and outreach activities to the MSI constituencies. The MSI Coordination function was instituted in June, 1994. The initial activities included organization of the HBCU Day at USAID Conference (September, 1994), one grant award, management of two projects (UNCF/HACU, MOLIS), completion of one reports (HBCU Performance Report FY 1993), made three presentations (NAFEO, White House Initiative Office meetings); six Interagency Meetings (White House Initiative Office, National Science Foundation U.S. Department of Education). FY 1995 will be the first full year of operations for the MSI Initiative and a number of objectives and activities have been established for the first year. The objectives are to:

1. Establish a set of policies relating to USAID's inclusion of Minority Serving Institutions in the activities and projects of the Agency.
2. Establish a comprehensive and systematic plan for Agency-wide coordination of activities with HBCUs and other MSIs.
3. Establish mechanisms to ensure familiarity with MSIs as resources among USAID staff and familiarity with USAID priorities, programs and activities within MSI communities.

THE MINORITY ON-LINE INFORMATION SERVICE (MOLIS): MOLIS is a state-of-the-art database service, available 24-hours a day, seven days a week. The service provides key information on HBCUs and Hispanic-Serving institutions (HSIs). MOLIS provides information on Federal education programs, research equipment and employment opportunities has a unique interactive feature. HBCUs and HSIs are able to respond directly to information requests (e.g., procurement interests and conference participation) from Federal agencies. A number of federal agencies, interested in supporting HBCU and HSI efforts, provide annual funding.

During fiscal year 1994, the Agency continued to contribute its share of funding for MOLIS and took steps to expand its use of the system overseas missions. It is anticipated that this system will fill an enormous information gap that exists in the Agency's efforts to widen its use of HBCUs in implementing its programs and activities.

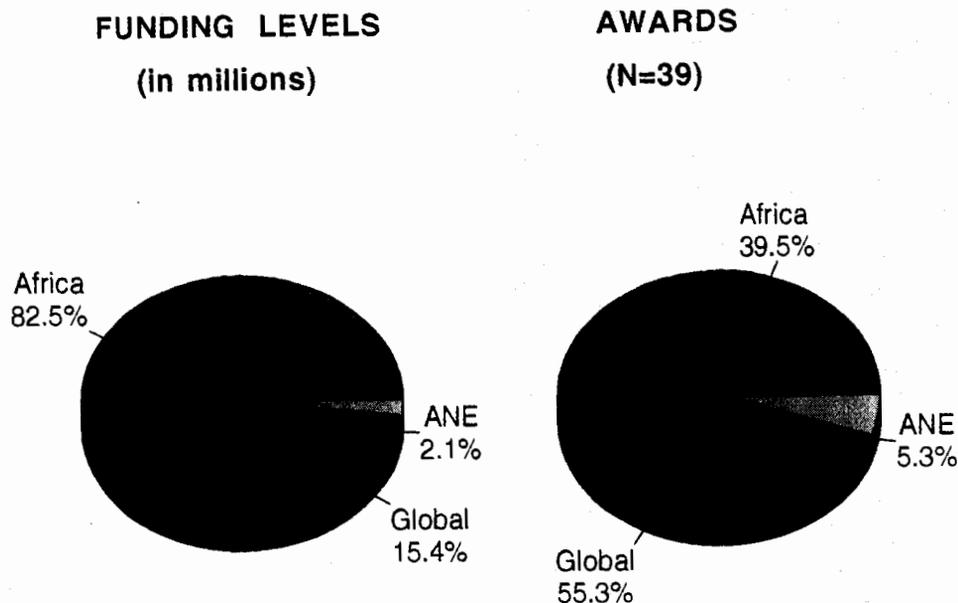
THE HBCU DAY AT USAID COMMITTEE: A recommendation of the MSI Committee was that a standing ad hoc HBCU Day Planning Committee be established which would plan and develop the HBCU Day program and be available for planning other HBCU related conferences. In a continuing effort to increase the awareness of the potential contributions and to enhance the utilization of HBCUs within the Agency; the HBCU Planning Committee sponsored and coordinated the annual commemoration of "National HBCU Week" on September 20, 1994. The 1994 HBCU Day presented an interesting and new collaboration between four federal agencies - The U.S. Department of Education, Center for International Education; The United States Information Agency; The State Department; and USAID.

During the day, several special sessions were held which included region specific roundtables, a plenary with Assistant and Deputy Assistant Administrators on the panel, a luncheon with HBCU Presidents and key senior USAID administrators.

D. BUREAU INITIATIVES

During FY 1994 several Bureaus were particularly proactive in their initiatives to involve HBCUs. As illustrated in the pie charts below, in terms of total funding for research and development, the Africa Bureau ranked first (82.5%) with \$11,785,315 million; the Global Bureau ranked second (15.4%) with \$2,138,047 million and ANE ranked third (2.1%) with total of \$270,750 thousand. The Global Bureau ranked first (55.3%) in total awards with 21, Africa ranked second (39.5%) with 15 and Asia and Near East ranked third (5.3%) with two awards.

FIGURE TWO: PERCENTAGE OF TOTAL AWARDS AND FUNDING



BUREAU FOR AFRICA (AFR)

A number of the activities and initiatives in the Africa Bureau are excellent models for replication. Provided below is a description of the major activities and initiatives within the Bureau. The effect of the proactive posture taken by the Africa Bureau has been the increased inclusion of HBCUs in a variety of programs and the development of programs with special emphasis upon involvement of the HBCUs both in Washington and in the field missions. The amount of funding more than doubled for FY 1994. It increased by \$6 million, from a total of approximately \$4.6 million in FY 1993 to \$11.6 million in FY 1994. Both AID/Washington and several missions have initiated activities and programs which provide increased opportunities for HBCUs.

EQUITY AND GROWTH THROUGH ECONOMIC RESEARCH PROJECT (EAGER): EAGER is a six-year multifaceted project which focuses on economic and social science research for Africa. Its purpose is to increase the use of economic and social research and analysis by decision makers in both public and private sector institutions of sub-Saharan Africa. EAGER is designed to ensure collaboration between research institutes, African researchers, HBCUs and Gray Amendment firms. Requests For Proposals (RFPs) for major research funded under EAGER contain a requirement that

at least 25% of the work be undertaken by African researchers and/or institutions, HBCUs and/or Gray Amendment firms.

TERTIARY EDUCATION LINKAGES PROJECT (TELP): TELP is an innovative and cutting edge project developed by USAID/South Africa. It is an example of how individual units within the Agency can assume proactive postures in meeting the Agency goals related to HBCUs. TELP is designed to strengthen South Africa's historically Black tertiary education institutions and will involve HBCUs in significant ways throughout the project. The specific activities in which the HBCUs will be involved will be determined by the requesting South African Black institution. The range of potential activities include the provision of technical assistance and the creation of formal institutional linkages aimed at Black South African institutional infrastructure development, faculty exchanges, faculty development workshops, program and curricula development. TELP also has a mechanism to ensure full utilization of the unique expertise and experiences found in HBCUs. TELP was approved in FY 1994 and is now in the initial implementation stage. It is expected that by mid-year 1995, the Historically Black Universities of South Africa will begin making requests for assistance and USAID/South Africa will issue RFPs for various projects under TELP.

OTHER INITIATIVES:

UNIVERSITY DEVELOPMENT LINKAGE PROJECT: Of the 40 Linkages which exist under UDLP over one-fourth (12) are located in Africa and one half of the eight HBCUs involved in the program have linkage relationships with institutions in Africa. Because of a reduced budget, no new UDLP projects awards have been made during FY 1994, however previously funded projects continue to operated in the region.

Assistant Administrator Visits: In FY 1994 the Bureau's Assistant Administrator led a delegation which visited six HBCUs in the southern region of the United States. The institutions visited were Clark Atlanta University, Morehouse School of Medicine, Morehouse College, Spelman College, Jackson State University and the Southern University System. The purposes of the visit were to communicate the Bureau's serious commitment to increase opportunities for HBCUs in the Africa region and to learn more about the capabilities of the HBCUs.

South African Visit: Twenty-two South African college administrators traveled to the U.S. to increase their familiarity with HBCUs and their capabilities. After attending the

NAFEO³ conference the delegation visited HBCUs in the southern United States. As a result of that visit, relationships have been established with several HBCUs.

BUREAU FOR ASIA AND NEAR EAST (ANE)

The Bureau for Asia and Near East made two awards during FY 1994. Both awards were initiated in the field missions. USAID/Oman provided long-term training for a senior government at a cost of \$131,865. USAID/Egypt awarded an Economic Growth Research Grant of \$138,889 to the University of Arkansas at Pine Bluff.

BUREAU FOR EUROPE AND THE NEWLY INDEPENDENT STATES (ENI)

The Bureau for Europe and the Newly Independent States was established to manage USAID's programs in Central Europe and the New Independent States. The Bureau is in the process of establishing relationships with the HBCU community and recently appointed a Bureau HBCU liaison officer.

In FY 1994 the Bureau increased efforts to inform the HBCU community of programs and opportunities within the Bureau by increasing HBCU inclusion on mailing lists, advertising in Black Issues in Higher Education and increasing Bureau participation and attendance at HBCU related meetings and conferences. It also made missions aware of the availability of training opportunities and short courses which can be provided by HBCUs.

Project staff from Newly Independent States Education and Training Project (NET) met with the National Association of Foreign Student Advisors (NAFSA) to make plans for jointly developing a workshop to assist HBCUs in developing programs for USAID-funded participants. Under USAID's direction, the contractor appointed several HBCU liaisons officers to work with the institutions. These liaison staff members have the responsibility for coordinating and sharing information about HBCUs and for providing a contact point for providers and training staff.

In the programming area, one of ENI's major contractors solicited training outlines from at least one HBCU per activity need. Institutions for which training outlines were sought included Virginia State University, Clark Atlanta University,

The National Association for Equal Opportunity in Education (NAFEO) is the only all inclusive HBCU membership organization. In addition to including all HBCUs in its membership, there are quite a number of Predominantly Black Colleges and Universities.

Meharry Medical College, Bowie State University, Tuskegee University, Spelman College, University of Maryland-Eastern Shore, Charles Drew Medical School and Central State University. For each tailored group program with a training fee of more than \$25,000, the contractor solicited proposals from three institutions and at least one was an HBCU. In several instances all three of the institutions were HBCUs. Over the past year 36 placements were made at HBCUs, a 300% increase over the first year of the program and a full 8% of total placement made for the year. Placements were made at Howard University, Lincoln University (PA), and the Mississippi Consortium International Development.

BUREAU FOR GLOBAL PROGRAMS, FIELD SUPPORT AND RESEARCH (G)

One of the newly created structures during the FY 1994 reorganization of USAID was the Bureau for Global Programs, Field Support and Research. The Global Bureau addresses cross-regional issues and develops programs, projects and activities for the Regional Bureaus.

Within the Bureau there are five Centers which address the specific technical areas of health and nutrition, population, environment, democracy and governance, energy, human capacity development, nutrition and economic growth. There is also the Women in Development (WID) Office which provides technical assistance to the Agency on issues relating to the participation and well-being of women.

CENTER FOR HUMAN CAPACITY DEVELOPMENT

OFFICE OF FOREIGN SERVICE AND TECHNICAL ASSISTANCE

PARTICIPANT TRAINING: The USAID Participant Training Program has a congressional mandate to "assist the people of less developed countries in their efforts to acquire the knowledge and resource essentials for development and to build the economic, political and social institutions which will meet their aspirations for a better life with freedom and in peace." To achieve that function, funds are used annually to provide training opportunities to actual/aspiring professionals in developing countries in such areas as business administration, technical and scientific areas agricultural technology. Of the total allocated, approximately 10% must go to HBCUs to meet the Gray Amendment requirement. In Participant Training there are two categories of trainees -

"New Starts", meaning those who began training in particular fiscal year and "In-Service Training" meaning those trainees who are in training during that particular year but may or may not be "New Start Participants." There were a total of 660 "New Starts" placed at HBCUs and a total of 1,068 "In-Service" training participants during FY 1994. (Note that the "In-Service" includes the new starts, however the new starts are those which began their course of study during the year under consideration.) The total In-Service trainees include those who began an earlier year but are still in training as the new FY begins. Provided in Table II is a summary of those trainee assignments by HBCU.

STUDENT TUITION, SCHOLARSHIPS AND ASSISTANCE: To participate in specific projects and programs, USAID sponsors students from developing countries in a variety of types of training at U.S. institutions of higher education. These students are selected jointly by their respective governments or other local institutions and the USAID mission in the country. Increasing the number of placements of these students at HBCUs continues to be a major Agency priority.

A major Agency goal since 1989 is the placement of 10% of the total number of "New Starts" at HBCUs as measured in a given fiscal year by each mission. In FY 1994, 42 HBCUs received participant training placements from FSTA. The Agency funded and placed new start trainees in 41 HBCUs. The "New Starts" figure and the total "continuing trainees" figure brings the grand total for In-Service Training participants to 1068 in FY 1994. The cost for these participant trainees was approximately \$14 million. Provided in Table V is a summary of the FSTA placements by technical and academic training for FY 1994. With the Agency's increased emphasis on short-term, specialized training, HBCUs stand to benefit greatly because their capability to develop short-term programs already exist. Many institutions have certificate and associate degree programs as a part of their total academic programs.

MINORITY INSTITUTIONAL LIAISON: Several years ago, the Office of Field Support and Technical Assistance established as one of its foci the development of mechanisms to make the Agency in general, and FSTA in particular, more accessible by HBCUs interested in providing technical training to international students and professionals. To ensure that close contact and dialogue was maintained with the HBCU community, the Office developed the position Minority Institutional Advisor. Currently, the functions of the Advisor are divided between two FSTA staff members. They have the primary

responsibilities for responding to issues and questions relating to HBCU involvement in participant training and other programs in FSTA. They are aware of the evolving capabilities of the HBCUs and the needs of USAID Washington and the field. They also have the responsibilities for facilitating the placement process and raising the level of awareness of USAID staff (particularly in the field) about the capabilities of HBCUs as trainers, as well as providing support services relating to HBCU training issues to all missions interested or in need of training assistance. The liaison persons work very closely with the MSI Coordinator in the Office of Policy and Programs.

OFFICE OF POLICY AND PROGRAMS (PP)

MINORITY SERVING INSTITUTIONS COORDINATION: Designed to provide a central point for coordination of activities relating to MSIs, the MSI Coordination locus is administratively housed within the Global Bureau in the Human Capacity Development Center of the Office of Policy and Programs. The MSI Coordinator has the following responsibilities:

- a. serving as a technical assistance resource to the Bureaus and units as they develop MSI strategies and initiatives;
- b. information sharing and data collection;
- c. serving as a liaison to the Minority Serving Institutions constituencies.

As a means of broadening the professional growth and development of HBCU faculty and administrators, the Agency makes use of the Intergovernmental Personnel Act (IPA). In late 1992 an IPA agreement was signed with Florida A&M for the two year appointment of a faculty member to USAID. The IPA brought expertise to the Agency in a variety of forms. This person has substantial HBCU experience and now serves as the MSI Coordinator. Her contract was renewed for a third year during FY 1994. The funds allocated for the IPA total \$80,000.

UNITED NEGRO COLLEGE FUND: During the final days of FY 1994 a \$344,000 grant for a technical assistance project was awarded to the United Negro College Fund (UNCF). This two year project will be implemented jointly with UNCF and the Hispanic Association of Colleges and Universities (HACU) and has the goal of expanding the participation of HBCUs and Hispanic Serving Institutions (HSIs) in the programs of USAID. Through a series of workshops and conferences, the institutions will learn

better grantsmanship and strategies for accessing USAID. The grant will also assist the Agency in some of its MSI efforts to ensure timely information dissemination about HBCUs to USAID staff and to expand the internationalization of those interested institutions.

THE RESEARCH PROGRAM FOR HISTORICALLY BLACK COLLEGES AND UNIVERSITIES: The HBCU Research Grant Program is part of USAID's recognition of the important role of HBCU researchers in international development. Through this program, USAID involves HBCU researchers in seeking solutions to developing country problems, and simultaneously strengthening the expertise at the HBCUs in the area of international development. It encourages developing countries and USAID missions overseas to identify and make use of outstanding HBCU scientists.

Participation in the research program is determined through a formal USAID review process. HBCU researchers are encouraged to submit discrete research projects for consideration, primarily in the areas of health and agriculture. Proposals must include collaboration with developing country scientists and academicians. The research must also be conducted in part or entirely in a USAID eligible country.

Principal investigators are expected to publish the results of their funded research in scientific journals or equivalent publications. Past researchers have presented their findings in a variety of professional/scholarly conferences and have published in professional publications. The total cost of each grant may not exceed \$100,000 and, in most cases, should be scheduled for completion within two years after the grant award. Sixteen research projects were funded in fiscal year 1994 for a total of \$1.6 million dollars.

UNIVERSITY DEVELOPMENT LINKAGES PROJECT (UDLP): Established in 1991, the University Development Linkages Project (UDLP) promotes and supports collaboration of U.S. colleges and universities with developing country institutions to: a) strengthen developing country institutions so that they may more effectively meet the development needs of their societies, and b) further the internationalization objectives of U.S. universities.

Until FY 1993, UDLP competitions were conducted annually. All U.S. public and private colleges/universities that are degree-granting institutions and involved in education, research and outreach are eligible. Linkage activities may be in any of the priority areas in USAID. Annual awards are made based on the results of a stringent

peer review process. Funding from USAID is up to \$100,000 per year for a maximum of five years with a 100% matching requirement. Approximately \$1.5 million is available for new awards each year, of which up to 25% is reserved for applications from HBCUs. HBCUs are an integral part of this project. As of fiscal year 1993, of the 40 awards made in the UDLP, as individual institutions or a part of a consortium/groupings, HBCUs received eight (8) or 20% of the total awards. In terms of the total U.S. institutions participating in and benefitting from the awards as individual grantees and part of groupings, there were 57 institutions and two consortia. The consortia were not included in the 57 total. HBCUs represented 14% of the 57 higher education institutions.

Although, due to budgetary constraints, there was no new competition for UDLP grants in FY 1994, there are HBCUs still involved and receiving funding for the continuation of grants awarded in previous years. This would include: Prairie View (Costa Rica); Lincoln University-Missouri (Malawi); Tuskegee University (Malawi; Kenya); Harris-Stowe State University (Guyana), Clark Atlanta (Madagascar); Central State (Ghana); and Morgan State (Bangladesh).

CENTER FOR POPULATION, HEALTH AND NUTRITION

The Center for Population, Health and Nutrition has three projects which involve HBCUs - BASICS, Health Care Financing and Sustainability, Training in Reproductive Health and Population Service Fellowship Program. Provided below are descriptions of the projects.

BASIC SUPPORT FOR INSTITUTIONALIZING CHILD SURVIVAL (BASICS): The project is designed to assist USAID missions, regional bureaus and USAID-assisted countries meet the dual challenges facing child survival programs in the 1990s: 1) extending access to and use of child survival interventions; and 2) institutionalizing those interventions through strengthened health service delivery systems, sustained behavior change and policies that support child health and child survival. BASICS provides expertise both in the focused technical interventions of child survival and in cross-cutting areas of service delivery support, communication and marketing; and primary health care management, planning and policy. The FY 1994 expenditures included \$15,000 to Clark Atlanta University as a subcontractor.

HEALTH CARE AND FINANCING SUSTAINABILITY: The goal of this project is to improve the health status of target population groups in developing countries through the improvement in the allocation and use of resources within the health sector. The project is designed to demonstrate that 1) improvement in access, affordability, efficiency and quality health care can occur through enhancing the financial base from which cost effective health activities can be organized and implemented; and 2) improvement in the allocation use and management of private and public health sector resources. Under the sub-project, "Health Financing and Sustainability," the contractor will utilize the expertise at Clark Atlanta University.

POPULATION SERVICES FELLOWSHIP PROGRAM: During FY 1994, the University of Michigan's International Population Fellowship Program engaged in recruitment activities with Howard University's International Center to select potential fellowship candidates, identify course requirements and provide necessary qualifying courses through John Hopkins University for up to four fellowship candidates.

TRAINING IN REPRODUCTIVE HEALTH: Through the USAID cooperative agreement with Johns Hopkins University's JHPIEGO Corp, funding is being provided for a needs assessment for Ugandan nursing, midwifery, medical and public health schools, the development and testing of training materials. The needs assessment will be a joint project with Morehouse College of Medicine. The initial funding was \$25,000 for FY 1994.

BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

CARIBBEAN AND LATIN AMERICAN SCHOLARSHIP PROGRAM (CLASP): The Bureau for Latin America and the Caribbean has involved HBCUs in its CLASP project for a number of years. CLASP is designed to provide opportunities for education and training to people of the Caribbean and Latin America region. There are opportunities for both short-term and long-term training. In FY 1994, 15.1% (204) of total placements (1,353) were in HBCUs. During the tenure of the program, approximately 17% (1,494) of the total 8,820 CLASP participants were trained at HBCUs. Provided on the next page is a summary of participant placements for FY 1990-1994.

**TABLE TWO: HBCU AND OVERALL CLASP PLACEMENTS
FY 1990- FY 1994 (N= 8,822)**

FISCAL YEAR	H B C U			OVERALL CLASP TRAINING	PERCENTAGE OF TOTAL PLACEMENTS %
	HBCU SHORT-TERM	HBCU LONG-TERM	HBCU TOTAL TRAINING		
1990	132	44	176	3,463	7.1
1991	345	5	350	1,841	19.0
1992	388	96	484	1,614	30.0
1993	263	17	280	1,551	18.0
1994	156	48	204	1,353	15.1
TOTAL	1,284	210	1,494	8,822	16.9

OTHER INITIATIVES: In addition to the CLASP activities, access is being provided to missions so that they may become more familiar with HBCU capabilities in areas of need for the missions. Working with NAFEO, the LAC Bureau sponsored visits to USAID/El Salvador which resulted in a variety of participant placements at HBCUs. Despite the political crisis and shortage of funds which occurred during FY 1994, Haiti still managed to be a leader in placements at HBCUs.

BUREAU FOR LEGISLATIVE AFFAIRS AND PUBLIC AFFAIRS (LPA)

The Bureau for Legislative Affairs and Public Affairs is engaged in several activities to increase the collaboration with USAID in the area of public information dissemination and information sharing. In December, 1993, LPA convened the Agency's first all-state meeting with HBCU presidents in Atlanta, GA. The host institution was Clark Atlanta University. The presidents met with Deputy Administrator

Lancaster. This was an opportunity for the institutions to discuss ways in which USAID could improve existing partnerships with HBCUs, as well as explore avenues for expanded international development collaborations in the future. Representations from six of the ten HBCUs throughout Georgia attended.

In June, 1994 LPA held the first "Lessons Without Borders" event in Baltimore, MD. The co-convener for that event was Morgan State University. LPA worked with university administrators to bring together city officials and community and business leaders of Baltimore for a panel discussion with USAID experts in health and microenterprise. The "Lessons Without Borders" program is designed to identify experiences, successful development programs, empowerment strategies and techniques which can be applied to domestic development efforts. It shares "lessons learned" overseas that could be applied to problems faced by inner cities and rural areas in the U.S. More than 200 people participated in the Baltimore program which featured speakers such as Vice President Gore, Administrator Atwood, Mayor Schmoke, Congressman Mfume and Senator Sarbanes.

BUREAU FOR MANAGEMENT

OFFICE OF HUMAN RESOURCES

The Recruitment Branch in the Office of Human Resources has developed an innovative and aggressive recruitment program to both interest young people in international affairs as a career choice during their formative undergraduate years in college and to increase diversity within the Agency.

INTERNSHIP INVESTMENT PROGRAM: Appropriately entitled, "The Internship Investment Program," the program was established in 1994 and, thus far, several recruitment visits have been made to colleges and universities. The program is designed to encourage young people, women and minorities to consider foreign service as a career choice and provide qualified persons to become involved with USAID and international development organizations. Students initially access the program during the summer between their sophomore and junior years and if qualified could return during the summers until the students are in graduate school. FY 1995 will be the first year of full operation for the program. The HBCUs selected for the special recruitment effort are

establish supplemental policies, goals and/or practices in addition to the overall Gray Amendment initiatives.

A lack of knowledge about HBCUs is often cited as a barrier to broader use of HBCUs. One of the major mechanisms to eliminate this barrier is the MSI Coordination in the Global Bureau's HCD Office of Policy and Programs which was discussed earlier. Since two of the primary functions of that office are the dissemination of information about HBCUs and the provision of technical assistance to other units within the Agency, it is expected that the level of awareness of HBCUs as a valuable and viable resource will be raised.

Another mechanism is the Office of Small and Disadvantaged Business Utilization and the Office of Minority Resource Center which will continue to include HBCUs in its Agency database for referrals in upcoming procurement opportunities.

One of the important goals of the agency is increasing the number of HBCUs as prime contractors. Currently, many of the HBCUs serve as sub-contractors and, while this provides a crucial involvement in the international network of donors and programs, it should also be a bridge to broader HBCU participation overall.

USAID continues to identify and remove impediments to full access by the minority community in general, and the HBCUs in particular, to participate in its funded activities. Critical to that effort is the expansion and improvement of the dissemination of information on contractual opportunities and the provision of a broader experiential base within the Agency for HBCUs. The following initiatives have been taken to facilitate information dissemination, increased opportunities and greater inclusion of HBCUS in USAID activities.

Decreased Importance of Overseas Experience Requirement in the Competitive

Procurement Selection Process: USAID procurement guidelines have been modified to indicate that prior overseas and/or country experience should have no more weight than 10 percent (for technical evaluation purposes). This general rule applies to the combination of organizational and individual/contractor experience. While it is recognized that overseas experience is desirable in terms of demonstrating the ability of an organization to function effectively in a foreign setting, such experience should not be a controlling factor in qualifying for an USAID-financed contract. In some cases, experience derived only domestically may be applied successfully.

Monitoring of Progress and Activities Relating to HBCU and Other Gray

Amendment Entitles: Under the direction of senior administrators or their designated representative, responsibility is assumed for monitoring and reporting on the activities and progress of the respective unit's operations in achieving USAID's HBCU objectives.

Increasing Opportunities Despite Relatively Limited Resources of HBCUs:

Budgets of HBCUs usually do not permit competition to compete with other major universities who have sufficient resources to place teams of faculty members overseas, and thus are able to become involved early in the project development process. This early access often leads to successful contract awards. To address this constraint, the United Negro College Fund (UNCF) was awarded a grant which will be implemented in FY 1995. The funded project is designed to provide training to HBCUs interested in international affairs.

Private Sector Strategy: A central component to expanding the capacity and capabilities of the HBCUs is the involvement of private sector entities. The USAID Office of Small and Disadvantaged Business Utilization (OSDBU) is working closely with a number of capable minority and women-owned firms as part of its responsibility in implementing the provisions of the Gray Amendment. For example, annual outreach conferences are held regionally for minority organizations and HBCUs by OSDBU. The use of private firms and individuals to expand the capability of HBCUs is termed "teaming" and it is strongly encouraged.

BUREAU INITIATIVES

AFRICA BUREAU (AFR)

GRAY AMENDMENT ADVISORY COMMITTEE: Within the Bureau a Gray Amendment Advisory Committee was established some years ago. Staffed by the Office of Development Planning and chaired by the Deputy Assistant Administrator for Africa, membership consists of a representative group of senior level staff from all major operational units within the Bureau. The Committee's primary responsibility is to serve as the focal point for all Gray Amendment related activities within the Bureau and

those activities carried out in conjunction with the Africa Bureau. It meets monthly to coordinate Gray related activities in the Africa region, to remain abreast of the status of those activities and to discuss new initiatives, interests and implications. Each field mission has a staff liaison officer who supports the Africa Bureau Gray Amendment initiatives.

GRAY AMENDMENT ACTIVITY FORECASTING: To carry out the Agency mandate related to Historically Black Colleges and Universities the Bureau has instituted a system to forecast the potential magnitude and dollar value of Gray activities at the beginning of each fiscal year. This then becomes the Africa Bureau's mission-based program and, to ensure that identified targets are met, it is monitored on a month to month basis by the Gray Advisory Committee. Another part of the forecasting is the process of sending cables reviewing the previous year's performance and emphasizing the importance and need to increase HBCU involvement. This forecasting and monitoring precludes "end of the year" unmet targets because, in situations where the targets are not being met, remedial or modification measures are implemented immediately.

STRUCTURED INFORMATION-SHARING: On a regular basis, staff in the Africa Bureau speak to HBCU groups at conferences and special "call" meetings. The Assistant Administrator has visited regional HBCU related meetings and conferences. The staff engages in a variety of outreach activities. The Africa Bureau also takes an active part in programs and activities sponsored by other components within the Agency and when there are Agency-wide HBCU awareness efforts, the Bureau is well represented. Through the Bureau's HBCU liaison information about changing capabilities and interests of HBCUs is shared with the field missions on a regular basis. The missions have access to MOLIS.

BUREAU FOR ASIA AND NEAR EAST (ANE)

The ANE Bureau has several mechanisms in place to monitor and encourage the use of HBCUs and other Gray Amendment entities in its development objectives. The Bureau has a policy and responsibilities paper in place which outlines the Gray Amendment legislation and the responsibilities of each Bureau unit in carrying out the legislative requirements. Each fiscal year the Bureau implements its "Early Alert System" to ensure that missions/offices are making every effort to consider Gray Amendment entities at the earliest possible stage of their design and implementation

plans. Each mission/office is required to submit a quarterly status report on awards made to Gray Amendment entities.

BUREAU FOR EUROPE AND THE NEWLY INDEPENDENT STATES (ENI)

To more strongly encourage collaboration with an HBCU by having an HBCU deliver part or all of the training, the Bureau has revised its Request for Proposal process. It is incorporating collaboration with an HBCU as a weighted criterion to be used in the evaluation of proposals. The Bureau is also strongly recommending to institutions which express an interest in collaborating with an HBCU that the HBCU serve as the prime subcontractor.

BUREAU FOR GLOBAL PROGRAMS, FIELD SUPPORT AND RESEARCH (G)

FSTA has a tracking system which keeps central offices and field missions aware of the trends in HBCU placements during each fiscal year. Each year it is expected that the total placements at HBCUs will, at a minimum, reach or exceed the 10% mandated by the Gray Amendment. The tracking system provides for early detection of decreases in HBCU placements and encourages greater HBCU placements. Missions were given annual "performance report cards" which, in effect, stimulate stronger responses.

BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

The LAC Bureau has undertaken several activities to ensure that the goals and objectives set by USAID relating to HBCUs are exceeded. By utilizing a monitoring and evaluation contractor under the Caribbean and Latin American Scholarship Program (CLASP) project the Bureau is now able to monitor and report all HBCU participant placements from the LAC region. Through MOLIS, all missions and the central Bureaus have access to the HBCU institutional profiles.

SECTION B

NARRATIVE AND AWARDS

PART II -- HBCU AWARDS/ANALYSES TABLES

TABLE I: SUMMARY OF FISCAL YEAR 1994 AWARDS TO HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

TABLE I TOTAL AWARDS TO HBCUs FOR FY 1994				
HBCU	PROGRAM AWARDS		PARTICIPANT TRAINING	
	NO.	AMOUNT (\$)	NO.	AMOUNT (\$)
Alabama A&M U.	3	299,987	21	301,308
Alcorn State U.	--	--	2	13,380
Arkansas, U. of-Pine Bluff	2	238,367	--	--
Bethune-Cookman U.	1	100,000	--	--
Bowie State U.	--	--	34	344,318
Central State U.	1	100,000	27	234,666
Clark-Atlanta U.	5	1,841,466	117	1,599,114
Delaware State College	--	--	1	14,421
Dillard U.	--	--	1	9,550
Florida A&M U.	1	80,000	26	378,077
Fort Valley State College	--	--	3	33,800
Grambling U.	--	--	5	69,716
Hampton U.	--	--	32	468,746
Harris-Stowe State College	--	--	43	597,098
Howard U.	1	100,000	114	1,992,528
Jackson State U.	3	245,165	189	1,530,530
Kentucky State U.	--	--	71	757,442
Langston U.	--	--	1	4,093

**TABLE I: TOTAL AWARDS TO HBCUs FOR
FY 1994 (cont.)**

HBCU	PROGRAM AWARDS		PARTICIPANT TRAINING	
	NO.	AMOUNT (\$)	NO.	AMOUNT (\$)
Lincoln U. (Missouri)	1	900,000	6	77,497
Lincoln U. (Pennsylvania)	2	1,919,900	74	910,776
Maryland U. of- ES	2	199,872	28	417,256
Meharry Medical College	--	--	1	12,618
Miss. Consor. for Int'l Dev	2	105,764	--	--
Mississippi Valley State U.	--	--	3	37,398
Morehouse College	--	--	21	359,730
Morehouse Coll. of Med.	5	4,250,000	6	51,414
Morgan State U.	1	100,000	10	160,129
Morris Brown College	--	--	2	23,532
North Carolina A&T St. U.	--	--	36	451,368
North Carolina Central U.	--	--	2	16,501
Philander Smith College	--	--	2	16,224
Prairie View A&M U.	--	--	19	405,100
Roxbury Community Coll.	--	--	59	1,071,912
Rust College	--	--	1	4,152
Sojourner-Douglas College	--	--	4	32,728
South Carolina State U.	--	--	10	88,588
Southern A&M College	--	--	14	210,910
Southern U @ New Orleans	1	2,500,000	--	--

**TABLE I: TOTAL AWARDS TO HBCUs FOR
FY 1994 (cont.)**

HBCU	PROGRAM AWARDS		PARTICIPANT TRAINING	
	NO.	AMOUNT (\$)	NO.	AMOUNT (\$)
Spelman College	--	--	2	30,372
Tennessee State U.	1	100,000	8	124,506
Texas Southern U.	1	100,000	6	89,232
Tougaloo College	--	--	1	13,665
Tuskegee U.	3	221,500	44	621,055
University of D. C.	--	--	3	13,144
Virginia State U.	--	--	13	207,713
Xavier U.	--	--	6	113,040
Total Program Awards	36	13,482,021	1,068	13,919,359
NAFEO	1	225,000	--	--
UNCF	1	344,085	--	--
Michigan U.	1	50,000	--	--
Johns-Hopkins	1	25,000	--	--
MOLIS	1	80,000	--	--
Total Third Party Awards	5	619,085	--	--
GRAND TOTALS	41	14,101,106	1,068	13,919,359

* Fiscal Year (FY) for USAID is October 1, 1993 to September 30, 1994
SOURCE: USAID OFFICE OF INTERNATIONAL TRAINING, AS OF 12/01/94

**TABLE II: FISCAL YEAR 1994 PROGRAM AWARDS
AND THIRD PARTY AWARDS**

<u>Institution/Award</u>	<u>Funding Bureau</u>	<u>Amount (\$)</u>
<u>Alabama A & M University</u>		
HBCU Research Grant	Global Bureau	99,999
HBCU Research Grant	Global Bureau	99,988
HBCU Research Grant	Global Bureau	100,000
<u>Arkansas, University of - Pine Bluff</u>		
HBCU Research Grant	Global Bureau	99,488
Economic Growth Research Grant	Asia and Near East Bureau	138,889
<u>Bethune-Cookman University</u>		
HBCU Research Grant	Global Bureau	100,000
<u>Central State University</u>		
HBCU Research Grant	Global Bureau	100,000
<u>Clark-Atlanta University</u>		
HBCU Research Grant	Global Bureau	99,615
BASICS	Global Bureau	15,000
WID Seminar	Africa Bureau	66,051
Guinea Training Grant	Africa Bureau	386,000
Zambia Training Grant	Africa Bureau	1,292,800
<u>Florida A & M University</u>		
IPA	Global Bureau	80,000
<u>Howard University</u>		
HBCU Research Grant	Global Bureau	100,000

**TABLE II: FISCAL YEAR 1994 PROGRAM AWARDS
AND THIRD PARTY AWARDS (Cont.)**

<u>Institution/Award</u>	<u>Funding Bureau</u>	<u>Amount (\$)</u>
<u>Jackson State University</u>		
HBCU Research Grant	Global Bureau	100,000
Guinea Training Grant	Africa Bureau	13,300
Academic Degree Program	Asia and Near East Bureau	131,865
<u>Lincoln University, Missouri</u>		
Malawi Agriculture Research Grant	Africa Bureau	900,000
<u>Lincoln University, Pennsylvania</u>		
Malawi Agriculture Research Grant	Africa Bureau	1,869,900
Lincoln / Howard U. Conference	Africa Bureau	50,000
<u>Maryland, University of-Eastern Shore</u>		
HBCU Research Grant	Global Bureau	100,000
HBCU Research Grant	Global Bureau	99,872
<u>Mississippi Consortium for Int'l Development</u>		
Niger Training Grant	Africa Bureau	42,764
Resource Development Assistance, HRDA	Africa Bureau	63,000
<u>Morehouse College of Medicine</u>		
HBCU Research Grant	Global Bureau	100,000
Training in Reproductive Health	Global Bureau	50,000
Family Planning and Health	Africa Bureau	300,000
HIV/AIDS Prevention	Africa Bureau	2,800,000
Tulane U./Morehouse ISED	Africa Bureau	1,000,000
<u>Morgan State University</u>		
HBCU Research Grant	Global Bureau	100,000

**TABLE II: FISCAL YEAR 1994 PROGRAM AWARDS
AND THIRD PARTY AWARDS (Cont.)**

<u>Institution/Award</u>	<u>Funding Bureau</u>	<u>Amount (\$)</u>
<u>Southern University System</u>		
Zambia D&G Research Grant	Africa Bureau	2,500,000
<u>Tennessee State University</u>		
HBCU Research Grant	Global Bureau	100,000
<u>Texas Southern University</u>		
HBCU Research Grant	Global Bureau	100,000
<u>Tuskegee University</u>		
HBCU Research Grant	Global Bureau	100,000
HBCU Research Grant	Global Bureau	100,000
Tanzania HBCU Training	Africa Bureau	21,500
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<u>NAFEO</u>		
South African Tertiary Education Grant	Africa Bureau	225,000
<u>UNCF</u>		
Technical Assistance	Global Bureau	344,085
<u>Michigan University</u>		
Population Services Fellowship Program	Global Bureau	50,000
<u>MOLIS</u>		
Minority On-line Information System	Global Bureau	80,000

**TABLE II: FISCAL YEAR 1994 PROGRAM AWARDS
AND THIRD PARTY AWARDS (Cont.)**

<u>Institution/Award</u>	<u>Funding Bureau</u>	<u>Amount (\$)</u>
<u>Johns-Hopkins University</u>		
Training in Reproductive Health	Global Bureau	25,000
TOTAL PROGRAM AWARDS		14,101,131

NOTES:

1. All awards are defined by the Total Estimated Cost (TEC), the total value (\$) of new awards.
2. The \$900,000 award to Lincoln University, Missouri, was obligated in September of 1993 and was not reported in the FY93 HBCU Annual Report to the White House.
3. The \$50,000 award to Michigan University included activities initiated to ensure that qualified individuals from HBCUs are accepted into the University's Fellowship program and subsequently placed in appropriate host country organizations.

TABLE III: FISCAL YEAR 1994 STUDENT TUITION ASSISTANCE, SCHOLARSHIP AWARDS AND OTHER AID

Institution	Number of Participants	Training Costs (\$)
Alabama A&M University	21	301,308
Alcorn State University	2	13,380
Bowie State University	34	344,318
Central State University	27	234,666
Clark Atlanta University	117	1,599,114
Delaware State College	1	14,421
Dillard University	1	9,550
Florida A&M University	26	378,077
Fort Valley State College	3	33,800
Grambling University	5	69,716
Hampton University	32	468,746
Harris Stowe State College	43	597,098
Howard University	114	1,992,528
Jackson State University	189	1,530,530
Kentucky State University	71	757,442
Langston University	1	4,093
Lincoln University (Missouri)	6	77,497
Lincoln University (Pennsylvania)	74	910,776
Maryland University - Eastern Shore	28	417,256
Mehary Medical College	1	12,618
Mississippi Valley State University	3	37,398
Morehouse College	21	359,730
Morehouse School of Medicine	6	51,414
Morgan State University	10	160,129
Morris Brown College	2	23,532
Notrh Carolina A&T State U.	36	451,368
North Carolina Central U.	2	16,501
Philander Smith College	2	16,224
Prairie View A&M University	19	405,100
Roxbury Community College	59	1,071,912
Rust College	1	4,152
Sojourner-Douglas College	4	32,728
South Carolina State U.	10	88,588
Southern University A&M Collège	14	210,910
Spelman College	2	30,372
Tennessee State University	8	124,506
Texas Southern University	6	89,232
Tougaloo College	1	13,665

TABLE III: FISCAL YEAR 1994 STUDENT TUITION ASSISTANCE, SCHOLARSHIP AWARDS AND OTHER AID

Institution	Number of Participants	Training Costs (\$)
Tuskegee University	44	621,055
University of District of Columbia	3	13,444
Virginia State University	13	207,713
Xavier University	6	113,040
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TOTAL AWARDS	1,068	13,919,359

NOTES:

1. Total Number of Participants by HBCU include New Starts. Figures were provided by Sentech, Inc. on January 9, 1995. New Starts do not include continuing participants.
2. Total Training Costs by HBCU include Total Expenditures (tuition and maintenance costs) multiplied by the total Number of Participants. Total Expenditure per HBCU in Fiscal Year 1994 was calculated using Fiscal Year 1991 tax information (expenditures) and adjusted 4% annually for Fiscal Years 1992, 1993 and 1994.
3. The total awards figure of \$13.9 million does not differentiate between long term and short term training.

**TABLE IV: FISCAL YEAR 1994 STUDENT TUITION
ASSISTANCE SCHOLARSHIP AWARDS AND OTHER AID***
New Starts

Institution	No. of Students	Training Costs (\$)
Alabama A & M University	2	26,876
Alcorn State University	1	14,702
Bowie State University	5	10,054
Central State University	15	218,731
Clark Atlanta University	89	1,002,262
Florida A & M University	4	48,166
Hampton University	21	382,200
Harris Stowe State College	19	263,836
Howard University	76	109,348
Jackson State University	155	977,765
Kentucky State University	71	637,992
Langston University	1	4,093
Lincoln University (Missouri)	1	10,462
Lincoln University (Pennsylvania)	72	1,005,103
Mississippi Valley State University	2	12,466
Morehouse College	20	10,210
Morehouse School of Medicine	5	42,248
Morgan State University	2	30,475
North Carolina A & T State U.	4	68,116
Philander Smith College	2	16,224
Prairie View A & M University	6	61,351
Roxbury Community College	24	436,055
Sojourner-Douglas College	2	16,365
South Carolina State University	10	73,934
Southern University A & M Colleg.	9	111,139
Tennessee State University	3	60,429
Texas Southern University	1	12,564
Tuskegee University	15	196,800
University of District of Columbia	2	30,200
University of Maryland Eastern Shore	19	290,124
Virginia State University	1	10,361
Xavier University	1	18,840
TOTAL NEW START AWARDS	660	6,209,491

NOTES

*Table Four figures are estimates based on 1991 data used for tax purposes.

TABLE V: SUMMARY OF PARTICIPANT TRAINING PLACEMENTS IN HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

TABLE V: TOTAL PLACEMENTS AT HBCU BY TYPE OF TRAINING: TECHNICAL; AND ACADEMIC TRAINING FY 1994 (N= 1068)			
HBCU	TECHNICAL	ACADEMIC	TOTALS
Ala. A&M	1	20	21
Alcorn St.	0	2	2
Bowie	23	11	34
Central St.	12	15	27
CAU	90	27	117
Delaware St	0	1	1
Dillard	0	1	1
FAMU	3	23	26
Fort Valley	0	3	3
Grambling	0	5	5
Hampton U.	17	15	32
Harris-Stowe	22	21	44
Howard	82	32	114
Jackson St.	176	13	189

**TABLE V: TOTAL PLACEMENTS AT HBCU BY TYPE
OF TRAINING: TECHNICAL; AND ACADEMIC
TRAINING FY 1994 (N= 1068)**

HBCU	TECHNICAL	ACADEMIC	TOTALS
Kent. St.	71	0	71
Langston U.	1	0	1
Lincoln U. (MO)	0	6	6
Lincoln U. (PA)	3	71	74
Meharry	0	1	1
Miss. Val.	0	3	3
Morehouse	20	1	21
Morehouse Med. Sch.	6	0	6
Morgan St.	0	10	10
Morris B.	0	2	2
NC A&T	0	36	36
NCCU	1	1	2
Phil. Smith	2	0	2
Prairie View	7	12	19
Roxbury CC	59	0	59
Rust Col.	1	0	1

**TABLE V: TOTAL PLACEMENTS AT HBCU BY TYPE
OF TRAINING: TECHNICAL; AND ACADEMIC
TRAINING FY 1994 (N= 1068)**

HBCU	TECHNICAL	ACADEMIC	TOTALS
Soj. Doug.	4	0	4
S.C. State	10	0	10
Southern U.	8	6	14
Spelman	0	2	2
Tenn. St.	0	8	8
Tougaloo	0	1	1
Tuskegee	8	36	46
UDC	2	1	3
UMES	18	10	28
Va. St.	2	11	13
Xavier	1	5	6
TOTALS	652	416	1068

* Fiscal Year (FY) for USAID is October 1, 1993 to September 30, 1994
SOURCE: USAID OFFICE OF INTERNATIONAL TRAINING, AS OF
12/2994

TABLE VI: SUMMARY OF PARTICIPANT TRAINING PLACEMENTS IN HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

TABLE VI: TOTAL PLACEMENTS AT HBCUs BY HBCU, FY 1985 -1994 (N=9,188)					
HBCU	1985	1986	1987	1988	1989
Ala. A&M	12	16	27	35	45
Alabama St.	0	0	1	1	1
Albany St.	0	0	0	0	2
Alcorn St.	2	2	1	0	0
Benedict Col	1	1	0	0	0
Bowie St.	0	0	1	2	8
Central St.	2	2	2	2	0
Cheney St.	1	2	3	3	3
CAU	17	17	71	59	65
Coppin St.	0	0	0	0	20
Delaware St	11	13	4	3	5
Dillard	1	1	1	5	5
Fisk	2	2	2	2	1
FAMU	8	22	231	34	41
Florida Mem.	0	0	0	0	1
Fort Valley	0	1	3	2	3
Grambling	0	0	0	1	1
Hampton	2	2	4	6	11
Harris-Stowe	0	0	0	0	0

**TABLE VI: TOTAL PLACEMENTS AT HBCUs
BY HBCU, FY 1985 -1994 (Cont.)
(N=9,188)**

HBCU	1985	1986	1987	1988	1989
Howard	34	50	63	68	79
Jackson St.	0	0	0	1	52
J.C. Smith	0	0	0	0	0
Kent. St.	0	0	2	7	17
Langston U.	0	1	1	1	1
LeMoyne-Owens	0	1	1	0	0
Lincoln U. (Missouri)	0	2	5	19	39
Lincoln U. (PA)	0	0	0	0	1
Livingstone	1	1	0	0	0
Meharry	0	0	0	0	0
Miss. Val.	0	0	0	0	0
Morehouse	1	1	4	5	5
Morehouse Med. Sch.	0	0	1	23	12
Morgan St.	11	11	7	13	17
Morris Brown	2	2	2	2	2

**TABLE VI: TOTAL PLACEMENTS AT HBCUs
BY HBCU, FY 1985 -1994 (Cont.)
(N=9,188)**

HBCU	1985	1986	1987	1988	1989
Norfolk St.	1	1	3	7	7
NC A&T	12	21	31	45	50
NCCU	1	4	21	8	19
Oakwood	3	3	2	13	14
Paine Col.	1	1	1	1	1
Paul Quinn	0	2	2	2	2
Phil. Smith	0	0	1	2	2
Prairie View	10	37	30	40	12
Roxbury CC	0	1	1	1	21
Rust College	0	0	0	0	0
St. Augustine	2	2	3	2	4
St. Paul's	0	2	2	2	1
Savannah St.	0	3	3	3	3
Soj. Doug.	0	0	0	0	0
S.C. State	0	0	4	4	5
Southern U.	6	6	120	53	67
SUNO	0	0	40	0	0
Spelman	3	3	3	4	3
Tenn. St.	5	12	34	32	32
TSU	4	9	53	52	16
Tougaloo	0	0	0	0	0

**TABLE VI: TOTAL PLACEMENTS AT HBCUs
BY HBCU, FY 1985 -1994 (Cont.)
(N=9,188)**

HBCU	1985	1986	1987	1988	1989
Tuskegee	21	60	125	145	125
U. of Ark - Pine Bluff	0	0	3	4	7
UDC	4	10	11	8	7
UMES	4	13	13	20	27
Va. St.	1	2	3	8	8
Xavier	3	5	19	35	18
TOTALS	189	357	965	785	1054

* Fiscal Year (FY) for USAID is October 1, to September 30,
SOURCE: USAID OFFICE OF INTERNATIONAL TRAINING,
AS OF 11/9/94

**TABLE VI: TOTAL PLACEMENTS AT HBCUs BY HBCU,
FY 1991 - 1994 (Cont.)
(N=9,188)**

HBCU	1990	1991	1992	1993	1994	TOTAL
Ala. A&M	49	43	42	37	22	327
Alabama St.	1	1	0	0	0	5
Albany St.	1	0	0	0	0	3
Alcorn St.	3	26	20	4	2	60
Benedict Col	1	1	1	0	0	5
Bowie St.	68	9	55	98	56	297
Central St.	2	3	12	15	27	67
Cheney St.	2	2	1	1	0	17
CAU	70	107	153	142	118	819
Coppin St.	0	0	0	0	0	20
Delaware St	13	4	22	15	1	91
Dillard	5	21	4	2	1	46
Fisk	0	0	0	20	0	29
FAMU	58	34	58	30	26	542
Florida Mem.	1	1	0	0	0	3
Fort Valley	22	18	37	3	3	923
Grambling	1	2	2	5	5	17
Hampton	12	10	12	14	15	88
Harris-Stowe	0	0	24	24	43	93
Howard	72	69	82	71	111	699

**TABLE VI: TOTAL PLACEMENTS AT HBCUs BY HBCU,
FY 1991 - 1994 (Cont.)
(N=9,188)**

HBCU	1990	1991	1992	1993	1994	TOTAL
Rust College	0	0	0	0	1	1
St. Augustine	2	2	0	0	0	17
St. Paul's	1	1	1	0	0	10
Savannah St	6	22	21	2	0	63
Soj. Doug.	1	3	4	4	4	16
S.C. State	2	1	0	13	10	39
Southern U.	8	10	4	7	15	313
SUNO	0	2	2	2	0	46
Spelman	3	4	3	3	2	31
Tenn. St.	11	8	5	7	6	152
Tougaloo	0	3	3	1	1	6
Tuskegee	146	61	54	79	47	863
U. of Ark.- Pine Bluff	2	1	24	23	0	64
UDC	8	4	1	1	3	57
UMES	32	28	27	19	31	214
Va. St.	7	13	19	54	13	147
Xavier	17	73	5	5	5	167
TOTALS	1,106	1,052	1,222	1,347	1,068	9,145

* Fiscal Year (FY) for USAID is October 1, to September 30,
SOURCE: USAID OFFICE OF INTERNATIONAL TRAINING,
AS OF 11/9/94

APPENDICES

APPENDIX ONE

AGENCY GOALS AND OBJECTIVES

The strategic priority areas for USAID are:

Protecting the Environment

Building Democracy

Stabilizing World Population Growth and Protecting Human Health

Encouraging Broad-Based Economic Growth

Providing Humanitarian Assistance and Aiding Post Crisis Transition

Under each of these priority areas are certain strategic objectives.

Protecting the Environment involves reducing long-term threats to the global environment, particularly the loss of biodiversity and climate changes. It also involves promoting sustainable economic growth (locally, nationally and regionally) and addressing environmental, economic and developmental practices that impede development and are unsustainable. The goal of **Building Democracy** involves the strategic objective of the transition to and consolidation of democratic regimes throughout the world. It is achieved through the establishment of democratic institutions, free and open markets, an informed and educated populace, a vibrant civic society and a relationship between state and society which encourages pluralism, inclusion and peaceful conflict resolution. The goals of **Stabilizing World Population Growth and Protecting Human Health** are mutually reinforcing. The objectives contribute to a cooperative global effort to stabilize world population and support women's reproductive rights. By making programs responsive and accountable to end-users, individual health is expected to be improved. Special emphasis is placed upon promoting rights of couples to determine freely and responsibly the number and spacing of children; upon the reproductive health needs of women and adolescents and the general health needs of infants and children; and reducing population growth rates. **Encouraging Broad-Based Economic Growth** involves helping peoples of developing nations to become participants in the economic and political lives of their nations, thus creating

markets and reducing global poverty. This is done by supporting policy reforms in key economic sectors; by strengthening economic and political institutions critical to good governance; by encouraging the effective functioning of markets; by investing in human resources (especially in the education and health); and by aiding projects designed to promote sustainable growth. **Providing Humanitarian Assistance and Aiding Post Crisis Transition** saves lives, reduces suffering, helps victims return to self-sufficiency and reinforces democracy. This is achieved through disaster prevention, preparedness and mitigation; timely delivery of disaster relief and short-term rehabilitation supplies and services; preservation of basic institutions of civil governance during disaster and crisis; support for new democratic institutions during periods of national transition; and building and reinforcement of local capacity to anticipate and deal with disasters and their aftermath. Within the context of those priorities and strategic objectives, various programs, projects and activities are developed.