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A SURVEY OF PARTICIPANT TRAINING

IN THE UNITED STATES

by

Robert D. Dugan

Submitted to

The Agency for International Development

Phase II Report for Contract No. AID/repas - 11

30 April 1963

SURVEY OF PARTICIPANT TRAINING IN THE UNITED STATES

INTRODUCTION

This study was designed primarily as a pilot survey of the facilities in the United States which have been employed in the training of participants. The primary data are responses to an interview schedule made by people engaged in the training of participants. The questions in the schedule are designed to get opinions and attitudes about such areas as: a) participant selection, assignment, orientation, evaluation, personal needs, b) training program administration, personnel, facilities, and evaluation. The study is being conducted in three phases. In Phase I preliminary interviews with people in AID, other programming agencies and training institutions were conducted in order to develop the interview schedule and select a sample of training organizations for further study. Phase II has just been completed and included the collection of interview data in forty organizations which varied by type of training offered and geographical area. In Phase III the data will be analyzed and a final report written.

SUMMARY OF ACTIVITIES (January 1 - April 30, 1963)

The second phase of the study has been devoted to a revision of the interview schedule; the preparation of an interviewer's manual; the final selection of the sample; and conducting interviews in the sample organizations.

1. Revision of Interview Schedule.

After the submission of the Phase I Report on 31 December 1962, a few additional pilot interviews were conducted in the Washington area using the schedules submitted with the report. On the basis of these interviews it seemed advisable to make one more revision of the schedule by combining the seven separate schedules into one. With only a few exceptions, the same questions were used, however.

2. Preparation of an Interviewer's Manual

An Interviewer's Manual was prepared which contains seven parts. They are:

Part I	The AID Participant Training Program
Part II	Guide to Using the Interview Schedule
Part III	Interview Schedule
Part IV	Interview Schedule Checklist
Part V	Notes and Comments on Specific Questions
Part VI	Data Recording Form
Part VII	Exhibits (PIO/P form, BIO-data form, and Workbook)

Five copies of this manual have been delivered to the contract monitor.

3. Final Selection of the Sample

Sixteen of the original forty-four organizations chosen for the sample were unable to participate in the study for a variety of reasons. Therefore, it was necessary to select additional organizations. Members of the staff of the International Training Division of AID furnished the Project Director with additional names and the sample was increased from twenty-eight to forty-four. During the course of the interviewing it was necessary to drop four from the final sample. Table 1 shows the number and type of organizations in each area of the country.

Table I

NUMBER OF ORGANIZATIONS BY TYPE AND GEOGRAPHIC AREA

Type	<u>Geographic Area</u>			Total
	<u>East Coast</u>	<u>Midwest</u>	<u>West Coast</u>	
Academic	5	6	3	14
Government	2	1	2	5
Business and other Non-gov't	6	10	5	21
Total	13	17	10	40

4. Conducting Interviews in the Sample Organizations

Thirteen interviewers were selected and trained during the month of March: four on the East Coast, five in the Midwest and four on the West Coast. The interviewing was conducted during the month of April, and all but a few of the interviews were completed by April 30.

PLANS FOR PHASE III

Analysis of the data has already started and responses on the data recording forms supplied by the interviewers are being categorized. This data will be tabulated and analyzed. Two final reports will be prepared: the first, a research report, will present a detailed statement of the methods used and the results obtained; the second, an executive report, will cover substantive trends and will include appropriate recommendations.

Phase I Report

31 December 1962

SURVEY OF PARTICIPANT TRAINING IN THE UNITED STATES

1. Summary of Activities (June 25 - December 31, 1962)

The first phase of this study has been devoted to planning; acquiring an understanding of practices, procedures and organization of the participant training program; developing a set of interview schedules with an accompanying manual; pretesting the schedule at several training institutions; and selecting the sample of institutions to be studied in Phase II of the Project.

a. Basis for planning

Plans have been developed with respect to three primary goals:

- (1) To assess the attitudes and opinions of the trainers regarding the training program and the coordination of administration between such programs and AID/W by interviewing appropriate people at a sample of training institutions.
- (2) To obtain and analyze the basic information with reference to the facilities being offered to the program, i.e., the kinds and numbers of training personnel at each institution, the nature of the training program (content and methods), the elements required by the participant training program in order to achieve its goals, and the features of administration, training facilities, training personnel and participants which are necessary to maintain an effective program.
- (3) To develop a methodological procedure for obtaining the above information at a later date in all institutions in the United States which are conducting participant training programs.

b. Acquiring an understanding of procedures, policies and organization of the Participant Training Program.

During the early period of the project, several interviews were held with the Project Monitor, members of the International Training Division, and personnel in a number of cooperating agencies in Washington.

Interviews were held with the chief of each of the five branches of the International Training Division. Four additional interviews were held with assistant branch chiefs and their Program Officers. One interview was held with the Chief of Operations of the Service and Control Section of the International Training Division. In addition, the Director of the Washington International Center was interviewed regarding his part in the orientation of the participant when he arrives in the United States.

The cooperating government agencies contacted were the Department of Agriculture, the Department of Labor and the Federal Aviation Agency. A field trip to the FAA training facility in Oklahoma City (as the guest of the Federal Aviation Agency) was made which provided basic information for constructing a schedule for this and similar institutions.

c. Developing a set of interview schedules and accompanying manual.

The initial interview schedule was developed from information obtained from the International Training Division, and the cooperating agencies. This schedule was pretested at Illinois State Normal University in Normal, Illinois, and at Georgetown University in Washington, D. C. On the basis of these pretests, a revised set of interview schedules was developed which is included in Appendix I.

Four separate schedules were developed for programs conducted in industry:

1. primary contact person with AID.
2. supervisor, foreman, personnel manager or division head.
3. training director, public relations man or personnel manager.
4. persons who have direct contact with the participants as trainers.

These schedules were pre-tested in the Labor Department at the Bureau of Labor Statistics, Bureau of Employment Security, Bureau of Labor Standards and Apprenticeship Training. The contact person at the World Bank was also interviewed with the appropriate schedule.

Five separate schedules were developed for programs conducted in universities:

1. contact person with AID
2. bursar or comptroller
3. foreign student advisor
4. departmental chairmen
5. faculty members

These schedules were tested in the Washington area at the American University.

The schedules shown are in the process of one final revision which is based upon experience gained in the above mentioned pre-tests. This last revision will be completed in the first week of January.

The manual of instructions for interviewers is in draft form. An outline of its contents is shown in Appendix II. The final form will be printed and assembled for interviewers during the first week of January.

d. Selecting the Sample Institutions

In consultation with Branch Chiefs of the International Training Division, a list of training institutions in three areas of the country (North East, Mid-West, West Coast) was compiled. The institutions were chosen in view of their specific contributions to the three types of training - academic, on-the-job, and observational - within the 5 major training fields. This original list contained some 80 to 100 institutions. This was submitted to the monitor in order that he might select approximately 40 institutions falling within the three geographic areas mentioned above. This final list of institutions is given in Appendix III. A letter from the Training Facilities Liaison Officer of AID was sent to each of the selected institutions. A second follow-up letter from the project director is currently being sent to the contact person in each institution.

2. Plans for Phase II (January 1 - March 31)

During the early part of January, interviewers will be contacted in each of the three geographic areas and given training in the use of the final edition of the manual and schedule. After selection and training is complete, the interviewers will then visit each of the selected institutions to interview the designated trainers and administrative personnel. Interviewers will complete data forms and send them to the Washington office of the Institute for International Services for analysis. It is anticipated that preliminary data tabulation and analysis will begin during this phase.

3. Plans for Phase III - (April 1 - June 30)

The data collected by the interviewers will be tabulated, analyzed and a final report will be prepared.

Appendix I

**Interview Schedules for
Industry and the University**

INDUSTRY

Name of Organization:

Supervisor

Name of Respondent:

Foreman

Position:

Personnel Manager

Division Heads

Date:

1. What program do you handle for the AID participant?

2. Who contacted you asking you to direct the training of participants?

_____ agency _____ position of man

3. What information did you receive about the AID program?

- about the participant?

- objectives of the participant?

4. In what form did this information reach you?

_____ yearly report _____ country plan

_____ PIO/P _____ workbook

_____ BIO data _____ other (specify)

a. Was the information adequate?

_____ Yes

_____ No

If no, what part of it could be improved? How?

5. Did this information reach you in plenty of time to plan a program?

_____ Yes

_____ No

5. (cont'd)

If no, how much more time did you need?

6. What do you consider is the reason that AID/W asked you to assist in its participant training program?

a. What facilities are useful in carrying out the objectives of the training?

7. Are you able to fulfill their expectations and demands?

8. What does your organization contribute to the _____
(fill in type of work done) field in the nation?

9. How can training in this field assist the participant?

10. How many participants do you train per year?

a. Could you handle more participants if asked?
Would you?

11. How long do you have participants with you?

a. Is this long enough to be of help to them?

_____ Yes

_____ No

If no, how much longer should they be with you?

12. Do you generally have teams or individuals?

a) _____ teams
_____ individuals

b) percentage in each?
_____ teams
_____ individuals

13. Do these participants take part in:

_____ class work of any kind?
what kind?

_____ observational tours?

_____ in-service (on-the-job)
training?

a) What percentage do you have in each type of
program?

_____ academic

_____ on-the-job

_____ observational

14. Do you have any prerequisites for the participant who takes
part in this program?

_____ yes

_____ no

What are they?

_____ academic (class-lecture)

_____ observational

_____ on-the-job

15. What are the general objectives of the training programs?

16. Do you feel that the information on the participant and the program clearly and honestly indicated to you the level of achievement and needs of the participants so that you were able to plan a practical program?

_____ Yes
_____ No

If no, how could this be corrected?

17. What person or persons do you contact to implement the training program?

within the organization?

without the organization?

18. Why did you select these particular persons?

19. What information regarding the AID program and the participant are given to these persons?

20. Do you think there should be a special selection procedure for trainers of participants?

_____ yes

_____ no

a. Can you give a specific example why you feel this way?

21. Do you arrange for any social functions for the participant?

_____ yes

_____ no

If yes, what are they?

22. Do you mark the completion of the training with any special event?

_____ certificate

_____ graduation

_____ banquet

_____ other (specify)

23. Do you think that there should be a special selection procedure for trainers of participants in your organization?

_____ yes

_____ no

a. Can you give a specific example why you feel this way?

24. Do you arrange any special event for the participant?

_____ banquets _____ visits to host families
_____ luncheons _____ other (specify)

a. Do you have a special person assigned to this? Who?

25. Do you plan a program only for the participant, or are other groups included (i.e., American business executives, college students, American industrial teams, other state department visitors)?

_____ yes (who are they?)
_____ no

a. Do you recommend that all programs be planned only for the AID participant? _____

Why?

26. Considering the training of participants that you have done, which phase of this training seems most valuable to the participant?

Why?

a. Which phase of the training seems least valuable?

Why?

27. Do you evaluate the achievement or comprehension of the participant?

_____ yes
_____ no

If yes, how?

28. Do you fill out a report for AID on the training of the participant?

_____ yes _____ name of report
_____ no

If yes, how frequently?

a. What information is covered in this report?

b. Does the participant see the report?

29. Do you have contact with the Program Manager before and after the training period? _____yes _____no

a. What is involved in the meetings?

b. Do you find the meetings with the Program Manager helpful? _____yes _____no

Can you give a specific example which supports this view?

30. What facilities or equipment in your organization do you use to implement the program?

a. Do you think the training with the equipment is practical and can be applied in the participant's country?

_____ yes

_____ no

Why?

b. Do you think any changes in using this type of equipment should be made?

_____ yes

_____ no

If yes, what changes do you recommend?

31. Do you require the services of an "outside" group to help in the training program? (i.e. observation of special equipment, use of equipment not available here, etc.)

_____ yes

_____ no

32. What problems do you encounter in arranging training for the AID participant?

a. Who helps you resolve these problems?

b. How could these problems be avoided?

33. In what way do you personally benefit from cooperating with the AID program?

Your organization?

34. What changes if any would you suggest to AID/W to improve program development and participant selection?

Program development (time, information, facilities, obj.):

Participant selection:

INDUSTRY

Name of Organization:

Liaison on plant:

Name of Respondent:

Training Director

Position:

Public Relations
Man

Date:

Personnel Manager

1. How often do you have AID participants here for training?

2. Do you have any here now?

_____ Yes _____ No

If so, how many? _____

3. Who informs you that they are coming?

4. What information do you receive about the objectives of their visit?

a. From whom do you get this information?

b. Is it of any use to you?

_____ Yes _____ No

c. Could it be improved?

_____ Yes _____ No

How?

5. What part do you play in the participant's program?

- _____ arrange for personal counseling
- _____ social events
- _____ brief participants
- _____ arrange hotel reservations
- _____ arrange tours
- _____ other (specify)

6. Do you know the objectives of the complete program of the AID participant?

- _____ Yes
- _____ No

7. Do you feel that your organization contributes in part to reaching these objectives?

In what way?

8. Do you think that the training given here can be easily transferred to the participants' country?

- _____ Yes (see a)
- _____ No (see b)

a. Can you give an example which justifies this feeling?

8. (cont'd)

- b. How could the training be improved to be more easily transferred?

9. Do you arrange for special or regular social activities for participant?

regular: (weekly dance, seminar, etc.)

_____ Yes

_____ No

describe:

special: (banquets, graduation, etc.)

_____ Yes

_____ No

describe:

10. Do you make any arrangements for professional groups to include the participant in its activities?

11. Do you think these activities have any effect on meeting the objectives of the training program?

_____ Yes

_____ No

Why?

12. Do you have any contact with:

- AID/W representative
- AID regional representative
- Have no contacts with AID

Do you feel you should? Why?

13. Do you assist in the selection of trainers or guest speakers for the training program?

Yes

No

a. If yes, how do you select these people? (qualifications? skills?)

b. Do you give them any information on the program and the participant?

Yes, What kind?

No

14. Do you arrange radio, TV, or other guest appearances for the participant within your community?

15. Of all the groups using your organization for training purposes, how do you compare their attitudes and purpose with those of the AID participant?

Can you illustrate this with a specific example?

16. Do you have any suggestions to offer which would assist you in playing a more effective role in the AID program?

INDUSTRY

Face-to-face trainer

Name of Organization:

Name of Respondent:

Position:

Date:

1. In what program do you instruct the AID participant?

2. What type program is it? (Check a, b, and c)

- a) _____ Academic
_____ Observational
_____ On-the-job

- b) _____ Team
_____ Individual

c) If the program is a composite of all three types of training in (a), what percentage of the training program is spent in each?

- _____ Academic
_____ On-the-job
_____ Observational

d) If you handle both teams and individuals, what percentage of training effort do you give each?

- _____ Teams
_____ Individuals

3. What is the level of this training program?

- _____ unskilled
- _____ skilled
- _____ middle executive
- _____ executive
- _____ other (specify)

4. Do you think the participant fits into this category?

- _____ Yes
- _____ No

Why?

5. How many participants are there in your program?

6. Is this a reasonable number?

Why?

7. Is this program designed expressly for the participant?

- _____ Yes, Should it be?
- _____ No
- a) Who else is taking it?
- b) Does this affect the program? How?

8. Do you have any prerequisites for the course?

_____ Yes, What are they?

(ask 9) (i.e., previous education, occupational experience, etc.)

_____ No, Should there be?

(Skip 9)

9. Do you feel that the participants meet the prerequisites?

_____ Yes

_____ No

Why?

10. What information about the participant and the objectives of his program do you receive?

_____	PIO/P	_____	Country plan
_____	BIO data	_____	Program Manager Direction
_____	Workbook	_____	Other (specify)

Is this information necessary in planning your program?

Is it adequate?

Could it be improved? How?

11. How long does this training last?

a. Is this time adequate?

b. Would it help to have a longer training period?

_____ Yes

_____ No

Why?

12. How do you evaluate the achievement or understanding of the participant?

13. Do you make out a report for AID/W on the progress of the participant?

_____ Yes

_____ No

a. If yes, what type of report is sent?

_____ name

_____ content

b. If no, should you?

14. Do you report to the Program Manager on the participants understanding or progress?

_____ Yes

_____ No

14. (continued)

a) What is included in this report?

- _____ attitudes
- _____ reaction of trainer to participant
- _____ administrative matters
- _____ program problems
- _____ other (specify)

15. Do you consider the evaluation system necessary? Why?

16. Do you ask anyone not on the staff to assist in training?

- _____ yes
- _____ no
- _____ who?

If yes, how does this affect the program?

Do you provide them with background information?

- _____ yes --what kind?
- _____ no

17. What special equipment or facilities are used to implement your program?

	<u>Type</u>		<u>Type</u>
Library	_____	audio-visual aids	_____
	_____		_____
	_____		_____

17. (continued)

laboratory

scaled models

other (specify)

a) Do you find these facilities adequate?

_____ yes
_____ no

If no, what suggestions can you offer to improve them?

b) Can the training time spent in using the facilities be justified in that the participant will use similar equipment, or concepts developed from their use, in his home country?

_____ yes
_____ no

c) If no, what justifies the use of the equipment?

18. What skills and concepts do you hope to develop in the participant during his training?

19. How can the participant apply these skills and concepts upon return to his country?

20. Do you have any "follow-up" on the participant's application or transfer of these skills and concepts?

_____ Yes
_____ No

If yes, what are they?

21. What percentage of the participants within any one training program do you find handicapped by language difficulty?

22. What are the major difficulties in training participants? (administratively, personally, etc.)

a) Which do you consider is the chief difficulty?

b) Can you give a specific example of this?

c) How could this difficulty have been avoided?

23. How much advance notice do you get that AID participants will be coming for training?

- Does this affect your planning?

_____ Yes -
_____ No - How?

24. Do you attend social functions with the participant?

What kind?

25. Do you arrange social functions for the participant?

What kind?

26. Do you think that social events have an important bearing on the program?

_____	No	Why?
_____	Yes	

27. What impact do you feel your training program has upon the development of the participant's country?

(i.e. economic, social political, etc.)

28. What contribution do you feel the participant makes in his home country after the training?

29. Thinking back on the previous participants that you have had in your classes, how would you rate them in comparison to American or other state department trainees?

re: motivation

29. (continued)

general interest

comprehension

other

30. Did you get any special instruction in training participants?

_____ Yes, What kind?

_____ No, Should you?

31. Is there any one phase of the program that you feel could be improved?

_____ Participant selection

_____ AID/W cooperating agency liaison

_____ Trainer instruction on program, etc.

_____ Program development

_____ Facilities used

_____ Other (specify)

Please give an illustration where this was particularly evident.

University

Contact Person

Name of Institution: _____

Name of Respondent: _____

Position: _____

Date: _____

1. What types of training programs does your institution offer to AID participants?

labor	_____	international relations	_____
economics	_____	agriculture	_____
education	_____	public administration	_____
government	_____		
other	_____		

2. Who contacted you asking you to assist in the AID program?

_____ Agency

_____ Position of person making contact

3. What information was given to you?

AID Program in general _____

Pertinent information on participants _____

objectives of the participants' program. _____

a. What form did this information take?

PIO/P _____

BIO data _____

Workbook _____

Country Plan _____

Other: _____

4. On the basis of this information, were you able to accept the participant?

yes _____ no _____

5. Did you request additional information of any kind?

yes _____ no _____

a. If yes, what kind? _____

6. How many participants do you usually accept each semester? _____

a. Do you think you could handle more? _____

7. How many foreign students do you have on campus (at the academy - or any other suitable term)? _____

8. How many participants are

degree _____? non-degree _____? credit _____? non-credit _____?

9. What is the procedure for admitting the participant?
(Same as American Student?)

10. What factors are considered in admitting the participant?

English language ability _____

score necessary? _____

previous education _____

scholastic standing at past schools _____

other:

11. What steps are taken to plan a program?

review FIO/P - BIO data from AID with AID representative _____

follow suggested outline of AID _____

develop program alone on basis of AID materials _____

consult with various dept. chairmen and plan the program _____

other:

12. Is the information used to plan a program adequate?

Why?

13. Is the program planned only for the participant?

14. Are changes in the program made at any time?

When?

Why?

In consultation with AID?

15. What are some possible changes which may occur?

16. How long do most programs run?

17. How much time do you have to prepare programs and assign participants?

a. Is this enough time?

b. Why?

18. What information do you pass on to the department chairmen about the participant?

19. Do you make any suggestions to department chairmen about the selection of professors who will teach the participant?

a. If so, what are they?

20. Does the professor know he has an AID participant in his class? _____

If so, how is this done?

21. Do you receive any information from the professors on the progress of the participant? yes _____ no _____

What Kind?

22. In what way do you benefit from assisting in the AID participant training program?

23. Why do you think AID asked you to train participants?

24. Thinking back over all of the various training activities engaged in by your organization, which training activity do you think is most valuable to the participant?

Why?

The next most valuable?

Why?

25. Thinking back over all of the various training activities engaged in by your organization, which do you consider contributes least to the participant?

Why?

26. What changes, if any, would you suggest to AID/W or any other programming agency to improve the program development and admission of AID participants to your institution?

University

Bursar

Name of Institution:

Name of Respondent:

Position:

Date:

1. How are you informed of the presence of AID participants on campus (or premises, etc.)?

University _____ What office? _____

AID _____ Who? _____

2. Are all participants listed on one roster with the total estimated cost given for training?

other?

3. Are all participants sent directly from AID/W?
Yes _____ No _____

a. If no, what other agency sends participants to you?

b. Do you bill this agency directly? _____

4. Are all bills for participants promptly paid?

Yes _____

No _____

a. Are bills for one group (labor, agriculture, education) paid for faster than another?

b. Can you see any reason for this?

5. Do you receive information on the participant

Before registration? _____ at registration? _____

after registration? _____

6. Do you include any charge other than tuition and laboratory fees in your bills to AID?

Housing _____ Medical Insurance _____ Books _____ Activity Card _____

7. How many participants do you think are presently on campus? _____

a. How many do you expect each semester? _____

8. Do you have any suggestions for improving the present system of billing participants?

a. Can AID/W assist you in any way?

Name of Institution: _____

Name of Respondent: _____

Position: _____

Date: _____

1. How many AID participants would you say are now on campus? _____

2. How many foreign students are on campus? _____

3. How are you informed that AID participants are here? _____

5. What information do you get about the individual participant?

Copy of BIO data _____

Copy of PIO/P Form _____

Other: _____

6. Is this information adequate?

Yes _____ No _____

a. If no, what suggestions do you have?

b. How could more information help you?

7. What is your role as Foreign Student Advisor to the AID participant?

Personnel Counselor _____

Host Family roster _____

Testing Supervisor _____

Orientation for participant _____

Social Events _____

Liaison for professors who teach the participant _____

Financial Advisor _____

8. Do you know the objectives of the AID program?

What are they?

a. Do you know the objectives of the AID participants?

What are they?

9. Do you approve the participants academic program?

Yes _____ No _____

10. Do you make suggestions for change?

Yes _____ No _____

a. On what do you base these suggestions?

Language problems _____

Too advanced _____

Too basic _____

Other:

11. Do you make housing arrangements for the participants?

Yes _____ No _____

a. What considerations enter into this, if any?

12. Do you arrange for special or regular social activities for participants?

Regular: Yes _____ No _____

Describe:

Special: Yes _____ No _____

Describe:

13. Do you make any arrangements for professional groups to include the participant in its activities?

14. Does the participant make any social contacts independent of you?

15. If there are social activities of any kind arranged, ask the following:

Do you think these activities have any effect upon meeting the objectives of the training programs in which the participants are enrolled?

Promotes language competency _____

Assists participants to adjust to American culture _____

Helps participant adjust to trainer _____

Other: (Specify)

16. Do you have direct contact with the Program Manager or Participant Advisor?

Yes _____ No _____

a. Under what circumstances, and how frequently?

Circumstances:

Frequency:

b. Is this contact of help?

Yes _____ No _____

c. If yes, can you give a specific example why this is so?

17. Do you have any suggestions to offer which would assist you in playing a more effective part in the AID program?

University

Department Chairmen

Name of Institution:

Name of Respondent:

Position:

Date:

1. How many participants do you have in your department? _____

2. What courses are they taking?

3. Who contacted you asking you to assist in the AID program?

agency _____

position of person making contact _____

4. What information was given to you?

AID program in general

Pertinent information on participants

objectives of the participants' programs

a. What form did this information take?

PIO/P _____

BIO data _____

workbook _____

country plan _____

other: _____

5. On the basis of this information, were you able to accept the participant?

yes _____ no _____

6. Did you request additional information of any kind?

yes _____ no _____

a. If yes, what kind?

7. How many participants do you usually accept each semester? _____

a. Do you think you could handle more? _____

8. How many participants are

degree _____? non-degree _____? credit _____? non-credit _____?

9. What is the procedure for admitting the participant?
(Same as American student?)

10. What factors are considered in admitting the participant?

English language ability _____

score necessary? _____

previous education _____

scholastic standing at past schools _____

other: _____

11. What steps are taken to plan a program?

review POP/P - BIO data from AID with AID representative _____

follow suggested outline of AID _____

develop program alone on basis of AID materials _____

consult with various dept. chairmen and plan the program _____

other: _____

12. Is the information used to plan as program adequate?

Why?

13. Is the program planned only for the participant?

14. Are changes in the program made at any time?

When?

Why?

In consultation with AID?

15. What are some possible changes which may occur?

16. Do you have many drop-outs?

a. Do you have any interruption in course work because you have an AID participant?

b. Does this hinder the progress of the participant? _____ Of the class? _____

17. How long do most programs run?
18. How much time do you have to prepare programs and assign participants?
- a. Is this enough time?
 - b. Why?
19. What information do you pass on to the department chairmen about the participant?
20. Do you make any suggestions to department chairmen about the selection of professors who will teach the participant?
- a. If so, what are they?
21. Does the professor know he has an AID participant in his class?
- If so, how is this done?
22. Do you receive any information from the professors on the progress of the participant? yes _____ no _____
- what kind?
23. In what way do you benefit from assisting in the AID participant training program?

24. Why do you think AID asked you to train participants?

25. Thinking back over all of the various training activities engaged in by your institution, which training activity do you think is most valuable to the participant?

Why?

The next most valuable?

Why?

26. Thinking back over all of the various training activities engaged in by your institution which do you consider contributes least to the participant?

Why?

27. What changes, if any, would you suggest to AID/W or any other programming agency to improve the program development and admission of AID participants to your institution?

University

The Professor

Name of Institution:

Name of Respondent:

Position:

Date:

1. What course(s) do you offer AID participants?

a. What is the academic level of these courses? (graduate, undergraduate, post graduate)

3. How were they directed to take your course?

Were you involved in the decision?

How?

4. What are the prerequisites for the course?

a. Are these prerequisites always met?

5. Do these prerequisites vary from those of other students?

Yes _____ No _____

If yes, How?

6. Is your program designed expressly for the participant?

7. What information about the participant and his program do you receive?

PIO/P

BIOData

Workbook

Country plan

Program Mgr.

Other: (Specify)

Is this information necessary in planning your course?

In what way?

8. By using the information about the participant and the AID program as you now receive it, do you feel that you can plan

a. practical and informative program for the participant?

Yes _____ No _____

If no, how would you improve on the type of information received?

9. How do you evaluate the achievement of the participant?

Grade reports

Other:

10. Do you make out a report for AID/W on the progress of the participant, other than having grade reports sent?

Yes _____ No _____

a. If yes, what additional information on the participant is given?

Attitudes

Reaction of trainer to participant

Administrative matters

Program problems

Other: (Specify)

11. Do you consider the method of evaluation adequate?

Why?

12. Do you call upon any individual or group outside the school to assist in your training program?

a. Is this necessary to implement your training?

Yes _____ No _____

If yes, why?

b. Do you give them materials on the AID program and the participants as a guide in serving you?

Yes _____ No _____

What kind?

13. What other professors or assistants do you call upon to assist in your training?

14. How do you select these outside groups and school staff or faculty members who assist in the training?

Subject matter knowledge _____

Personal characteristics _____

Knowledge of AID and its program _____

Other: (Specify)

15. Aside from classroom courses, do you conduct any observational programs, or in-service training?

a. If both, what percentage of your time goes into each?

Observational _____%

In-service _____%

16. What specific programs fall under these categories?

Observational

In-service

17. If you handle these other types of programs, are they developed in the same manner as the academic programs?

Yes _____ No _____

If no, what is the difference?

18. What is the usual length of time given to your program?

a. Is this time enough to produce the results expected?

Yes _____ No _____

If no, how much more time would you need?

19. What special equipment or facilities are used to implement your program?

Type

Type

Library

Audio-visual equipment

laboratory

scaled models

Other: (Specify)

a. Do you find these facilities adequate?

Yes _____ No _____

If no, what suggestions can you offer to improve the situation?

b. Can the training time spent in using the facilities be justified in that the participant will use this same equipment or facilities in his home country?

Yes _____ No _____

c. If no, what purpose is served in using the equipment or facilities?

20. What skills and concepts do you hope to develop in the participant during his training?

21. How can the participant apply these skills and concepts upon return to his country?

22. Do you have any "follow-up" on the participant's application or transfer of these skills and concepts?

Yes _____ No _____

If yes, what are they?

23. What percentage of the participants within any one training program do you find handicapped by language difficulty?

a. Do you attempt to relieve this language problem?

Yes _____ No _____

b. If yes, how?

24. How much advance notice do you get that AID participants will be in your classes?

Does this affect your planning in any way?

Yes _____ No _____

If yes, how?

25. Do you plan any special event to mark the completion of your course?

Yes _____ No _____

What?

26. Do you attend social functions with the participant?

Yes _____ No _____

If yes, what kind? (and go on to 27 - if no, skip 27_

a. Do you arrange social events for the participant?

Yes _____ No _____

What kind?

27. Do these social activities have any effect upon meeting the objectives of the training program?

Yes _____ No _____

If yes, how?

28. Do you think that social events have an important bearing on the program?

Why?

29. What impact do you feel your training program has upon the development of the participant's country? (i.e.) economic, social, political

30. What contribution do you feel the participant makes in his home country after completing your course?

31. Thinking back on the previous participants that you have had in your classes, how would you rate them in comparison to American students:

Language ability

Academic ability

Comprehension

Other:

32. What do you find are the major difficulties in teaching participants?

33. Is there any one phase of the program that you feel could be improved?

Participant selection

AID/W cooperating agency liaison

Trainer instruction on program etc.

Program development

Facilities used

Other: (Specify)

Please give an illustration where this was particularly evident?

In what way could this have been avoided?

Appendix II

Outline of Interviewer's Manual

OUTLINE OF INTERVIEWER'S MANUAL

- I. Introduction to the Project
- II. The AID Participant Training Program
 - A. Introduction to AID
 - B. General Description of Participant Training Program
 1. Overview
 2. Administration
 - a. USOM
 - b. International Training Division
 - c. Programming and Coordinating Agencies
 - d. Training institutions
 - e. Contracting and financing
 3. Types of Programs
 - a. Academic
 - b. On-the-job
 - c. Observational tours
 4. Types of Participants
 - a. Individual vs Team
 - b. Levels of skill or aptitude
- III. Participant Selection and Assignment
 - A. Method of Selection
 1. Language
 2. Education and Experience

- B. Assignment
 - 1. PIO/P
 - 2. BIO Data
 - 3. Workbook
- C. Participant's specific program development.
- IV. The Participant and His Program
 - A. Orientation
 - B. Training Period
 - 1. Social - Cultural Adjustment
 - 2. Ancillary Training (U.S. Customs, institutions, etc.)
 - 3. Personal Services
 - 4. Progress Reports
 - 5. Completion of Training
 - C. Departure from the United States
 - D. Follow-up and subsequent contact.
- V. Conducting the Interviews
 - A. Establishing Contact.
 - B. Use of Interview Schedules and Check List
 - 1. Information and opinions about specific programs.
 - 2. Information about characteristics of participants.
 - 3. Information about trainers and administrators.
 - 4. Information and attitudes about coordination with A.I.D. in Washington or other programming agencies.
 - C. Completing Data Forms
- VI. Glossary of terms.

Appendix III

Training Facilities to be Interviewed by Contractor

Training Facilities to be Interviewed by Contractor

North East

Dr. Herman Kleiné
AID/US Mission to UN
2 Park Avenue
New York, New York

Mr. Warren Bower, Assistant Dean
New York University
Division of General Education and Extension Services
New York, New York

Mr. Richard H. Heindel, President
Pratt Institute
Brooklyn 5, New York

Mr. Warren L. McCabe
Administrative Dean
Polytechnic Institute of Brooklyn
333 Jay Street
Brooklyn 1, New York

Mr. George Rose
Iron and Steel Institute
150 East 42nd Street
New York, New York

Mr. William Rabel,
Agricultural Division
American Cyanamide
30 Rockefeller Plaza
New York, New York

Mr. Bjorn Anderson, Vice-President
Celanese Corporation of America
General Manager of Plastics Division
New York, New York

Mr. Frank Piskor, Vice President
Syracuse University
Syracuse 10, New York

Mr. Philip Garey, Vice President
in charge of operations
Council for International Progress in Management, Inc.
247 Park Avenue
New York 17, New York

Mr. Francis E. Grimes, Vice President
Chase Manhattan Bank
18 Pine Street
New York, New York

Mr. O. H. Johnson, Assistant Division Manager
Food, Machinery and Chemical Corporation
Niagara Chemical Division
Middleport, New York

Mr. John Summerskill, Vice President
Cornell University
Ithaca, New York

Mr. Arwood S. Northby
Dean of Students
University of Connecticut
Storrs, Connecticut

Mr. Robert Beeler
Eastman Kodak Company
Sales Service Division
Rochester, New York

Mr. W. J. Reilley, Administrator
NBC-TV
Customer Relation
RCA Corporation of America
30 Rockefeller Plaza, Room 1227
New York, New York

Miss Martha Trulson
Harvard University
School of Public Health
Cambridge, Massachusetts

Dr. E. R. Marshall
Produce Manager Agriculture Chemical
Union Carbide International Company
30 East 42nd Street
New York 17, New York

West Coast Area

Mr. Lowell Clucas
Director of Public Relations
Crown Zellerback Corporation
343 Sansone Street
San Francisco, California

Mr. George W. Green, Vice-President
California Institute of Technology
Pasadena, California

Dr. Werner Warm Brunn
Foreign Student Advisor
Stanford University
Palo Alto, California

Mrs. Ann Fiutanic, General Manager
Sunkist Growers, Inc.
707 West 5th Street
Sunkist Boulevard
Los Angeles, California

Mr. Finley Haines, Public Relations
Hunt Foods
Fullerton, California

Mr. Kirk R. Cooper, Plant Manager
Weyerhaeuser Company
Roddiscraft Division
Acrata, California

Dr. C. A. Schroeder
College of Agriculture
University of California
Los Angeles 24, California

Mr. Daniel Ryan
Food Machinery and Chemical Corporation
333 West Julian Street
San Jose, California

Mr. Jack Ewbank
Libby, McNeill and Libby
International Relations Department
Sacramento, California

Mr. J. C. Wolmack
State Highway Engineer
Public Works Building
1120 N Street
Sacramento, California

Mid - West

A. Arias, Supervisor
International Harvester
Education and Training
180 North Michigan Avenue
Chicago 1, Illinois

Mr. J. W. Spiers
Sears, Roebuck and Company
Public Relations
Chicago 7, Illinois

Mr. McPherson
Executive Vice-President
Zenith Corporation
Chicago, Illinois

Mr. Daniel Florsheim, President
Florsheim International Shoe
130 South Canal Street
Chicago, Illinois

Mr. Ralph L. Collins
Vice President
Indiana University
Dean of Faculties
Bloomington, Indiana

Mr. Edward Heckler, Director of Public Relations
Armour and Company
401 North Wabash Street
Chicago, Illinois

Mr. Frederic W. Heimberger, Vice President
Ohio State University
Columbus, Ohio

Mr. George B. Smith
Dean of University
University of Kansas
Lawrence, Kansas

Mr. D. R. Mallett
Vice President
Executive Dean
Purdue University
Lafayette, Indiana

Mr. Lawrence L. Monnett, Jr.
Assistant Chancellor
University of Pittsburgh
Pittsburgh, Pennsylvania

President Verne C. Fryklund
Stout State College
Menomonie, Wisconsin

Dr. Davis
International Center
University of Michigan
Ann Arbor, Michigan

Dr. Bob Klinger
Foreign Student Advisor
University of Michigan
Ann Arbor, Michigan

Dr. Bob Hogsington
Dean of Engineering
University of Michigan
Ann Arbor, Michigan

Mr. Darwin Maurer
Liaison Officer
International Training
Federal Aviation Agency Academy
Oklahoma City, Oklahoma

Mr. Harry R. Bryson, Director
American Farm Bureau Federation
International Organization Relations
2300 Merchandise Mart
Chicago, Illinois

Mr. Everett S. Preston
State Highway Engineer
65 South Front Street
Columbus, Ohio