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FINAL REPORT

WORKSHOP AND SEMINARS ON INSTITUTION BUILDING

Sponsored by

The Agency for International Development

and

The Committee on Institutional Cooperation

Contract AID/csd-2458

International Programs in Agriculture
Purdue University
Lafayette, Indiana

FINAL REPORT

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FINAL REPORT
CIC/AID WORKSHOP AND SEMINARS ON INSTITUTION BUILDING

Introduction

In August, 1968, the Panel on Institution Development Overseas of the Committee for Institutional Cooperation (CIC) held a one-week conference to plan the pilot phase of a comprehensive research program on the process of institution building in the developing nations. These discussions were conducted under auspices of the CIC Subcommittee on International Programs as a means of implementing recommendations made in the final report of the CIC/AID Rural Development Research Project.

In addition to a long-range proposal calling for the establishment of a center for institutional development, several short-range proposals were formulated. The conferees recommended that the following three activities be initiated by the CIC:

1. A survey of the current resources available at CIC institutions as a basis for strengthening their capacities for contributing to institutional development overseas.
2. A survey of current research and research-related activities germane to the study and practice of institutional development.
3. At least one, and possibly two, conference-workshops on institutional development in the summer of 1969.

The proposed workshops received the immediate support of the U. S. Agency for International Development (AID).

Under sponsorship of the Agency for International Development and the Committee on Institutional Cooperation, a Workshop and Seminar on Agricultural

College and University Development was held at Purdue University, Lafayette, Indiana. The Workshop and Seminar were conducted under the auspices of Purdue's Division of International Programs in Agriculture.

Summer Workshop on Agricultural College
and University Development

The two-week workshop (July 27 through August 8) was attended by persons representing the U. S. academic community, the Agency for International Development, the Committee on Institutional Cooperation and various agencies and institutions of the developing nations. Delegations from Brazil, Ethiopia, Ghana, India, Indonesia and Jordan participated. See Appendix A for a list of Workshop participants.

The major thrust of the Workshop was an exhaustive examination of current conceptual and empirical knowledge concerning the process of developing viable institutions in the emerging nations that are capable of adequately meeting the expanding educational and scientific needs of the society. More specifically, Workshop participants discussed:

1. The importance of agricultural colleges in achieving societal goals in developing nations.
2. Analytical approaches and strategies useful in solving problems encountered at various stages of institutional development.
3. Effective utilization of technical assistance personnel in the institution-building process.

As a basis for the Workshop, key papers were presented on agricultural policy and national development, models of institutional development and their

application, identification of country needs and country resources, and strategies and levels of technical assistance in institution building. These papers drew heavily upon the CIC/AID Rural Development Research Project and the Inter-University Research Program in Institution Building at the University of Pittsburgh. The formal papers and ensuing discussions were supplemented by small work groups. These groups addressed themselves to hypothetical case problems typical of those encountered in institution-building projects. The use of case problems focused attention on alternative analytical approaches to problem solving and was an attempt to maximize the interaction among the experienced people attending the Workshop. A program of the Workshop is attached as Appendix B.

At the conclusion of the Workshop, the participants drafted a set of eleven recommendations regarding ways and means of disseminating the findings of the Workshop and other pertinent information relative to the institution-building process. These recommendations are as follows:

1. That members of the Workshop from developing countries promote the use of the institution-building model and material discussed at the Workshop upon return to their countries. In this effort, they should receive support and assistance from USAID and U.S. universities working in these countries.
2. That AID/Washington take appropriate measures to encourage USAID missions and U.S. university teams in developing countries to use the institution-building concepts discussed at the Workshop and included in the reports of the CIC/AID research project.
3. That existing research on institution building that has not been published be written up and, together with the discussion papers of the Workshop and the CIC/AID research be made available for study and use by interested persons, including representatives of appropriate organizations and governments of developing nations.
4. That MUCIA or CIC facilitate the continued exchange of information, results and ideas on the institution-building process to university faculties and U.S. government staff. The coordinating center would

arrange to send to a wide variety of persons abstract material that would be followed by mimeographed reports when requested.

5. That AID explore with universities, both in the United States and abroad, the possibility of holding another Workshop on Institution Building in the United States or in a foreign country. If held abroad, it is suggested that the scope of the participating institutions might be enlarged.
6. That regional seminars in the United States be arranged by MUCIA or CIC using university resource personnel. Faculty and administrators from several institutions could participate in discussions on the theory and practice of institutional development.
7. That AID be encouraged to provide support for an in-service seminar on institution building for senior AID, Washington officials, overseas mission personnel, university administrators, and mid-tour university chiefs of party.
8. That MUCIA or CIC and AID support the development of one-week workshops in the United States at regular intervals at which university and government personnel going overseas on technical assistance assignments could learn about the elements of institution building and their relevance to specific regional areas.
9. That the AID participant program be modified to accommodate an intern program at interested universities or other institutions providing work experience for key foreign persons associated with developing institutions overseas. Periods of internship could range from three to four weeks up to one year.
10. That AID and the developing countries be encouraged to provide support for management and administration institutes in the United States or overseas to enable selected AID participants (and perhaps others) to discuss and learn about institution building before returning to their positions at home.
11. That AID incorporate provision for institution-building research and methodology into some new and ongoing technical assistance projects so as to find ways for these concepts to have more immediate impact in improving performance. Also, that MUCIA or CIC stimulate and encourage university faculty and graduate students to conduct research on problems associated with institution building in developing countries and the timely publication of such results.

At the end of the Workshop, the participants were requested to complete a questionnaire giving their reactions to the subject matter, organization and administration of the Workshop. The results of this questionnaire are attached as Appendix C.

The proceedings of the Workshop have been prepared in manuscript form and sent to a commercial publisher for publication sometime in 1971.

Team Leader Seminar

The two-week Workshop was followed by a one-week Seminar (August 10 through August 15). The Seminar focused on the role and responsibilities of the team leader in an institution-building project. Those in attendance were U.S. persons directly associated with the administration of institutional development projects in developing nations. A list of persons attending this Seminar is attached as Appendix D.

Major papers dealing with the complexity of the team leader's role and the relationship of team leaders to host nationals, to USAID field personnel and to the home university were presented. Discussion groups centered their attention on means by which the team leaders could catalyze the development of the host institutions, strengthen international programs of the home institution and enhance the professional growth and development of U.S. staff (See Appendix E for Seminar Program).

The participants at the Seminar developed the following list of recommendations. It was proposed that these recommendations might be better understood and made operationally more effective if they were divided into three groups: the global and regional level, the home university level and the on-the-job operational level.

1. The Global and Regional Level

- a. The Team Leader Seminar demonstrated the desirability of making similar seminars available to a much larger audience. It is

recommended that additional seminars be conducted in USAID missions overseas by teams of traveling consultants who would meet with team leaders, mission staff and other concerned personnel. Additionally, seminars on U.S. campuses should be held as part of the orientation for prospective team leaders.

- b. It is recommended that an appropriate institution, or selected group of competent individuals, be contracted to conduct further research on the role of the team leader and bring together the relevant literature and observations. The selected research team should be structured to reflect the relevant body of knowledge from applicable disciplines. The findings of this group should be made a significant part of future seminars.
- c. It is recommended that each year at least one seminar be conducted in the United States which will give the research team (item b) an opportunity to report their findings and expand the scope and comprehension of the problem studied. These seminars can set the stage and develop material for regional seminars and provide recommendations for further activities. This seminar(s) might wisely be held in conjunction with the institutional development seminars that are conducted.
- d. It is recommended that proceedings on this Seminar be published and made available to seminar participants, contracting universities and AID officials.

2. The Home University Level

It is recommended that universities recognize the importance of team leader selection and that formal and adequate training programs for team leaders be arranged.

It is recommended that training programs for team leaders be established on both the national and mission basis, that the programs be open to team leaders and other appropriate university and AID personnel and that programs be offered frequently. Participants should include prospective team leaders.

3. On-the-Job Operational Level

- a. It is recommended that the respective universities assume the responsibilities of making the proceedings of this seminar, the proceedings of the institutional development workshop and other related literature available to all team leaders and other appropriate staff members as soon as feasible.
- b. It is recommended that a manual for team leaders be prepared and distributed to all current and potential team leaders. It is sug-

gested that arrangements for the preparation of this manual be made by AID and the universities.

Winter Conference on Institution Building
and Technical Assistance

As a result of the recommendations made at the Workshop and Seminar held at Purdue, a CIC/AID Conference on Institution Building and Technical Assistance was held in Washington, D. C. on December 4 and 5, 1969. The general objective of this two-day conference was to develop a better understanding of the institution-building process among officials involved in the institution-building forms of technical assistance abroad.

More than 200 individuals representing 60 different organizations participated in this conference. Participants represented the Agency for International Development, the United States Department of Agriculture, the United Nations, the Department of Health, Education and Welfare, the universities and other public and private organizations. The Conference was arranged and Chaired by Dr. D. Woods Thomas of Purdue University and Dr. Joel Bernstein, Administrator of the Technical Assistance Bureau of AID. Major papers were presented by Dr. Milton Esman, Dr. George Axinn, Dr. Ira Baldwin, Dr. D. Woods Thomas, Dr. Jack Rigney and Dr. Glen Taggart. The orientation of the formal papers was toward the practical utilization of the institution-building model, the validation and testing of the model in field operation, and the use of the model for the purpose of project review and maturity testing. The varied background of the participants resulted in a much broader series of discussions than those in the Summer Workshop and Seminar. The potential utilization of the institution-building model

was extended beyond agricultural college and university development to include institutions for other public services such as social welfare and taxation.

The formal papers, informal addresses and discussions of the Conference have been edited by Dr. D. Woods Thomas and Judith G. Fender and published as Conference Proceedings¹ in mid-1970.

In addition to the Washington Conference, other workshops on institution building have been organized by participants of the Summer Workshop and Seminar. In early March, 1970, Dr. Ira Baldwin and Indonesians who attended the Workshop at Purdue conducted a two-day workshop at Bogor, Indonesia. In late March, Dr. Milton Esman and Dr. Jack Rigney were key participants in a Seminar on Institution Building and Technical Assistance held for FAO personnel in Rome. In August, Dr. Woods Thomas participated in a four-day regional conference on Institution Building at Utah State University. In the fall of 1970, the Asian Seminar on Agricultural College and University Development was held in Thailand and India. Participants in this regional seminar were from the Republic of China, India, Indonesia, Iran, Japan, Republic of Korea, Malaysia, Nepal, the Philippines and Thailand.

The Summer Workshop on Agricultural College and University Development and the following Team Leader Seminar held at Purdue were rewarding and worthwhile experiences for all who participated. An important conclusion that resulted from

1. Proceedings, Conference on Institution Building and Technical Assistance, D. Woods Thomas and Judith G. Fender, Co-Editors. Washington, D. C. December 4-5, 1969.

the Workshop was that the conceptual work on institution building has reached a point where it apparently has operational usefulness. The Workshop was significant in that it initiated a systematic effort by AID, CIC, MUCIA and other interested parties in the United States and abroad to disseminate this knowledge and put it to use in the more orderly development of institutions that are basic to the development of the emerging nations.

APPENDIX A

SUMMER WORKSHOP ON AGRICULTURAL COLLEGE
AND UNIVERSITY DEVELOPMENT

PARTICIPANTS

SUMMER WORKSHOP ON AGRICULTURAL COLLEGE
AND UNIVERSITY DEVELOPMENT

PARTICIPANTS

- William S. Abbott, Coordinator of International Programs, Oklahoma State University
- J. H. Atkinson, Department of Agricultural Economics, Purdue University
- A. S. Atwal, Dean of Agriculture, Punjab Agricultural University, India
- George H. Axinn, Assistant Dean of International Programs, Michigan State University
- Ira L. Baldwin, Vice President Emeritus, University of Wisconsin
- J. Clark Ballard, Director, International Programs, Utah State University
- Newton M. Baughman, Director, Office of International Programs, West Virginia University
- Joel Bernstein, Director, Program Evaluation, Office of the Administrator, Agency for International Development
- Lakew Birke, Ph.D. Candidate, Agricultural Economics, Ohio State University, (Ethiopia)
- Melvin Blase, Coordinator for Foreign Training, University of Missouri
- Richard Brown, Professor of Nutrition, Department of Dairy Science, University of Illinois
- Earl L. Butz, Vice President, Purdue Research Foundation
- Charles W. Cameron, Professor of Animal Science, University of Ghana, Ghana
- Willard W. Cochrane, Dean, International Programs, University of Minnesota
- Arthur J. Centu, Director, North Carolina Mission to Peru, North Carolina State University
- E. Paul Crouch, Assistant Director, International Programs, Texas A&M University
- Joseph W. Eaton, Research Director, Inter-University Research Program in Institution Building, University of Pittsburgh

- Milton J. Esman, Director, Center for International Studies, Cornell University
- Frank A. Fender, Assistant to the Director, International Programs in Agriculture, Purdue University
- Donald Fiester, Office of Social and Civic Development, Bureau for Latin America, Agency for International Development
- O. P. Gautam, Deputy Director General, Indian Council of Agricultural Research, India
- Brhane Gebrekidan, Department of Plant Sciences, Alemaya College of Agriculture, Ethiopia
- Lowell S. Hardin, Program Officer, International Division, The Ford Foundation
- Koesnadi Hardjosoemantri, Director of Higher Education, Ministry of Education and Culture, Indonesia
- Clive R. Harston, Chief of Party, Argentina Contract, Texas A&M University
- Warren Haynes, School of Business, State University of New York, Albany
- Glenn C. Holm, Chief, Agricultural University Development, USAID Mission to India
- Robert L. Hubbell, Deputy Director of Program Evaluation, Office of the Administrator, Agency for International Development
- Robert L. Jackson, Chief, Food and Agricultural Division, USAID Mission to Ghana
- Eugene Jacobson, Department of Psychology, Michigan State University
- William L. Johnson, Assistant Professor, Department of Animal Science, North Carolina State University
- Jack Kofeen, Chief, Development Administration Division, Technical Assistance. Office of Program and Policy Coordination, Agency for International Development
- Cecil A. Lamb, Team Leader, Ohio State University Faculty at Punjab Agricultural University, India
- Anthony Lanza, Chief, Education and Manpower Division, USAID Mission to Pakistan
- Vernon C. Larson, Director, International Agricultural Programs, Kansas State University

Kirk Lawton, Director, Institute of International Agriculture, Michigan State University

Seth La-Anyane, Dean, Faculty of Agriculture, University of Ghana, Ghana

Francis J. LeBeau, Food and Agriculture Officer, USAID Mission to Indonesia

K. S. Levick, Office of Program and Policy Coordination, Agency for International Development

Ervin J. Long, Director Research and Institutional Grants Staff, Office of the War on Hunger, Agency for International Development

J. Kenneth McDermott, Rural Development Officer, USAID Mission to Colombia

Leonard F. Miller, Department of Agricultural Economics, Oklahoma State University

William L. Miller, Department of Agricultural Economics, Purdue University

J. Glen Morrill, Agriculture Extension Advisor, USAID Mission to Pakistan

W. H. M. Morris, Department of Agricultural Economics, Purdue University

R. L. Paliwal, Director (Research), Uttar Pradesh Agricultural University, India

Frank W. Parker, Consultant, Agriculture and Rural Development Service, Office of the War on Hunger, Agency for International Development

N. P. Patil, Director of Research, University of Agricultural Sciences, India

Robert C. Pickett, Department of Agronomy, Purdue University

Herbert L. Portz, Department of Plant Industries, Southern Illinois University

Harry R. Potter, Department of Sociology, Purdue University

Subhi Qasem, Head, Department of Biological Sciences, University of Jordan, Jordan

M. S. Randhawa, Vice Chancellor, Punjab Agricultural University, India

Edward B. Rice, Evaluation Staff, Office of Program and Policy Coordination, Agency for International Development

J. A. Rigney, Dean of International Programs, North Carolina State University

- Hugh Rouk, Director, International Education, Oklahoma State University
- Didin S. Sastrapradja, Executive Secretary, Indonesian Institute of Sciences (L.I.P.I.), and Director, Botanical Gardens, Indonesia
- T. W. Schultz, Department of Economics, University of Chicago
- William J. Siffin, Director, Political and Administrative Development Program Indiana University
- Sukdev, Singh, Director of Research, Punjab Agricultural University, India
- Mervin Smith, Director, International Agricultural Programs, The Ohio State University
- Dr. Soeharsono, Directorate General of Agriculture, Indonesia
- Soemodihardjo Soenjoto, Sr. Representative of GMU Agricultural Complex, Gadjah Mada University, Indonesia
- Hari Suseno, Chairman, Bureau of Affiliation, Bogor Agricultural University, Indonesia
- D. Woods Thomas, Director, International Programs in Agriculture, Purdue University
- William N. Thompson, Department of Agricultural Economics, University of Illinois
- Kenneth Turk, Director, International Agricultural Programs, Cornell University
- Clibas Vieira, Dean of Graduate School, Federal University of Vicosa, Brazil
- W. A. Wayt, Department of Agricultural Economics and Rural Sociology, The Ohio State University

APPENDIX B

SUMMER WORKSHOP ON AGRICULTURAL COLLEGE
AND UNIVERSITY DEVELOPMENT

PROGRAM

B-1

SUMMER WORKSHOP
ON
AGRICULTURAL COLLEGE AND UNIVERSITY DEVELOPMENT

Sponsored by

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

and

THE COMMITTEE ON INSTITUTIONAL COOPERATION

PURDUE UNIVERSITY
LAFAYETTE, INDIANA
U.S.A.

July 28 - August 8, 1969

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ABOUT THE WORKSHOP

When the history of the 20th century is written, one major truth will stand out. This is that the last half of the 20th century constituted a period in which the dominant concern of man was the problem of economic development. It will be noted as a period devoted to the identification and implementation of means capable of achieving acceptable rates of economic growth and social progress.

With the assistance of the more affluent nations, the developing nations have been involved in organized programs designed to alter the course of human events. These experiences have provided valuable insights into the complexities of the development process. One of the more significant of these is the importance of viable institutions capable of providing adequate educational and scientific services to the society.

A major thrust of many national development programs has been directed toward bringing about essential change in educational and research institutions. Concern with and participation in this process have resulted in the evolution of a growing body of relevant concepts and empirical knowledge.

A comprehensive analysis of the institution-building process was conducted by cooperating scientists in nine U.S. universities. This study, known as the Rural Development Research Project, was sponsored by the Committee on Institutional Cooperation (CIC) and the Agency for International Development (AID). The summary report and numerous other research publications derived from this endeavor contain pertinent information about institution building.

Research conducted by the Inter-University Research Program in Institution Building located at the University of Pittsburgh has added substantively to the body of knowledge about this process. Other investigations conducted in the

United States and abroad have increased our understanding of this aspect of developmental change.

Knowledge relative to the institution-building process is still far from adequate. It is sufficiently advanced, however, to be quite useful to those engaged in the development of higher education and research institutions abroad. Equally, the experiences of these people have the potential of adding significantly to recorded information about institution building.

This workshop has been arranged to bring a select group of institutional development theoreticians and practitioners together in an environment conducive to an exhaustive examination of conceptual and empirical knowledge about the subject. The anticipated interaction should contribute greatly to a more complete understanding of this process.

More specifically, the workshop is designed:

1. to expand understanding of the role of the agricultural college in the achievement of the societal goals of developing nations.
2. to develop analytical approaches and evaluate alternative solutions to problems encountered at various stages of an institutional development activity.
3. to disseminate findings of the Rural Development Research Project and other similar research endeavors.
4. to assess the results of these researches in terms of their applicability to the implementation of change in the world's educational and research institutions.

The first day of the workshop will be devoted to placing the development of agricultural education and research institutions in perspective vis-a-vis agricultural and economic development. Additional perspective will be afforded by a series of invited lecturers who will treat related issues.

The second day will be utilized in discussion of theoretical constructs thought to explain change in education and research institutions. Results of empirical studies designed to test the validity of these concepts will be presented.

The remainder of the workshop will be organized around stages in the life cycle of an institutional development activity. Substantive issues associated with project planning, establishment, operation and maturation will constitute the subject matter upon which workshop participants and staff will concentrate.

Highly qualified and experienced individuals will present issues germane to each stage of an institution-building activity. Formal presentations will be followed by small group and plenary discussions. Workshop participants and staff will delve into these issues as deeply as time, knowledge and experience permit. Small discussion groups will be constituted so as to maximize the range of experience available.

Hypothetical case problems have been developed. These will focus the attention of small work groups on analytical approaches to the solution of institution-building problems. Analyses, conclusions and recommendations of the work groups will be presented to the workshop by a representative panel.

WORKSHOP STAFF

Thomas, D. Woods Director	Director, International Programs in Agriculture, Purdue University
Axinn, George H. Rapporteur	Assistant Dean of International Programs, Michigan State University
Fender, Frank A. Workshop Coordinator	Assistant to the Director, International Programs in Agriculture, Purdue University
Atkinson, J. H.	Department of Agricultural Economics, Purdue University
Baldwin, Ira L.	Vice President Emeritus, University of Wisconsin
Esman, Milton	Graduate School of Public and International Affairs, University of Pittsburgh
Miller, William L.	Department of Agricultural Economics, Purdue University
Parker, Frank W.	Consultant, Agriculture and Rural Development Service, Office of the War on Hunger, AID
Potter, Harry R.	Department of Sociology, Purdue University
Rigney, J. A.	Dean of International Programs, North Carolina State University
Thompson, William N.	Department of Agricultural Economics, University of Illinois

INVITED LECTURERS

Choudhuri, V. C.	Vice-Chancellor, East Pakistan Agricultural University
Cochrane, Willard W.	Dean of International Programs, University of Minnesota
Coutu, Arthur J.	Director, North Carolina State Mission to Peru, North Carolina State University
Eaton, Joseph	Research Director, Inter-University Research Program in Institution Building, University of Pittsburgh

Gautam, O. P.	Deputy Director, Indian Council of Agricultural Research
Hardin, Lowell S.	Program Officer, International Division, The Ford Foundation
Haynes, Warren	Harvard Business School
Holm, G. C.	Chief, Agricultural University Development, USAID Mission to India
Jacobson, Eugene	Department of Psychology, Michigan State University
Kohls, Richard L.	Dean, School of Agriculture, Purdue University
Long, Erven J.	Director, Research and Institutional Grants Staff, Office of the War on Hunger, AID
McDermott, J. Kenneth	Rural Development Officer, USAID Mission to Colombia
Miller, Leonard F.	Department of Agricultural Economics, Oklahoma State University
Pickett, Robert C.	Department of Agronomy, Purdue University
Randhawa, M. S.	Vice-Chancellor, Punjab Agricultural University, India
Schultz, T. W.	Department of Economics, University of Chicago
Siffin, William J.	Director, Political and Administrative Development Program, Indiana University
Taggart, Glen L.	President, Utah State University
Wayt, William A.	Department of Agricultural Economics and Rural Sociology, the Ohio State University

SUNDAY AFTERNOON, JULY 27, 1969

D. Woods Thomas, Coordinator

2:00-5:00

Registration and Get Acquainted - Lobby,
Graduate House East

5:00-6:30

Reception - Morris Bryant Inn, U.S. 52
North

6:30

Banquet, Morris Bryant Inn

Welcome to Purdue - Dr. Frederick L. Hovde,
President, Purdue University

Address - Dr. John A. Hannah, Administrator,
Agency for International Development (pending)

MONDAY, JULY 28, 1969

BUILDING INSTITUTIONS TO SERVE AGRICULTURE

Room 306, Memorial Center

D. Woods Thomas, presiding

9:30-10:00	Contributions of the Land Grant University to the Development of United States Agriculture - Richard L. Kehls, Dean, School of Agriculture, Purdue University
10:00-10:30	Agricultural Policy and National Development - Willard W. Cochrane, Dean, International Programs, University of Minnesota
10:30-11:30	Discussion
11:30-1:00	Lunch
1:00-1:30	Philosophical Differences in Approaching Agricultural Technical Assistance - Erven J. Long, Director, Research and Institutional Grants Staff, Office of the War on Hunger, AID
1:30-2:30	Discussion
2:30-3:00	Break
3:00-3:30	Universities and National Development - M. S. Randhawa, Vice Chancellor, Punjab Agricultural University, India
3:30-4:30	Discussion
4:30-5:00	Description of the Hypothetical Country Case Study Exercises and Panel Presentations - William L. Miller, Department of Agricultural Economics, Purdue University
6:30	Home hospitality

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TUESDAY, JULY 29, 1969

BUILDING INSTITUTIONS TO SERVE AGRICULTURE

Room 306, Memorial Center

J. A. Rigney, presiding

9:00-9:30	Models of Institutional Development - Milton Esman, Graduate School of Public and International Affairs, University of Pittsburgh
9:30-10:30	Discussion
10:30-11:00	Break
11:00-11:30	Application of the Pittsburgh Institution Building Model I - Joseph Eaton, Research Director, Inter-University Research Program in Institution Building, University of Pittsburgh
11:30-1:00	Lunch
1:00-2:00	Application of the Pittsburgh Institution Building Model II - Warren Haynes, Harvard Business School
2:00-2:30	Discussion
2:30-3:00	Break
3:00-4:00	Evaluation of Institutional Development Models - William J. Siffin, Director, Political and Administrative Development Program, Indiana University
4:00-5:00	Discussion
6:30	Home hospitality

B-11

WEDNESDAY, JULY 30, 1969

INSTITUTIONAL DEVELOPMENT--REVIEW AND
FORWARD PLANNING

Room 306, Memorial Center

Harry R. Potter, presiding

8:30-9:00	Identification of Country Needs and Available Resources - Arthur J. Coutu, Director, North Carolina State Mission to Peru, North Carolina State University
9:00-10:00	Critique and Discussion - Workshop participant and William A. Wagt, Department of Agricultural Economics and Rural Sociology, the Ohio State University
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Lunch
1:00-1:15	Hypothetical Country Problem--What Are the Country's Educational Needs? - William L. Miller, Department of Agricultural Economics, Purdue University
1:15-3:00	Small group seminars on case problem
3:00-3:30	Break
3:30-5:00	Panel discussion on case problem
6:30	Reception and Dinner - Campus Inn, Northwestern Avenue
	The Returns to Educational Investment - T. W. Schultz, Department of Economics, University of Chicago

B-12

THURSDAY, JULY 31, 1969

INSTITUTION DEVELOPMENT--REVIEW AND
FORWARD PLANNING

Room 306, Memorial Center

William N. Thompson, presiding

8:30-9:00	Identifying and Meeting Institutional Needs - Leonard F. Miller, Department of Agricultural Economics, Oklahoma State University
9:00-10:00	Critique and Discussion - Workshop participant
10:00-10:30	Break
10:30-11:30	Small group seminar
11:30-1:00	Luncheon, Purdue Memorial Union
1:00-1:15	Hypothetical Country Problem--What Internal and External Resources Will Be Necessary for the Country to Meet Its Educational Needs? - J. H. Atkinson, Department of Agricultural Economics, Purdue University
1:15-3:00	Small group seminars on case problem
3:00-3:30	Break
3:30-5:00	Panel discussion on case problem
6:30	Home hospitality

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FRIDAY, AUGUST 1, 1969

PROJECT ESTABLISHMENT

Room 306, Memorial Center

J. H. Atkinson, presiding

8:30-9:00	Strategies and Levels of Technical Assistance in Institution Building - J. Kenneth McDermott, Rural Development Officer, USAID Mission to Colombia
9:00-10:00	Critique and Discussion - Workshop participant
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Lunch
1:00-1:15	Hypothetical Country Problem--What Are the Optimal Strategies and Project Resource Combination for Developing the Institution? - Harry R. Potter, Department of Sociology, Purdue University
1:15-3:00	Small group seminars on case problem
3:00-3:30	Break
3:30-5:00	Panel discussion of case problem
6:30	Reception and Dinner - The Flame, 52 By-Pass International Agricultural Research Centers and Development of Indigenous Institutions - Lowell S. Hardin, Program Officer, Inter- national Division, The Ford Foundation

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SATURDAY, AUGUST 2, 1969

PROJECT ESTABLISHMENT

Room 306, Memorial Center

William L. Miller, presiding

8:30-9:00	Utilization of Technical Assistance by Host Governments and Host Institutions - O. P. Gautam, Deputy Director, Indian Council of Agricultural Research
9:00-10:00	Critique and Discussion - Workshop participant
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Lunch
6:30	Home Hospitality

B-15

SUNDAY, AUGUST 3, 1969

No Formal Program

Information on church services, recreational and social activities will be provided to the workshop participants

B-16

MONDAY, AUGUST 4, 1969

PROJECT OPERATION

Room 306, Memorial Center

J. H. Atkinson, presiding

8:30-9:00	Team Strategies and Functions - J. A. Rigney, Dean of International Programs, North Carolina State University
9:00-10:00	Critique and Discussion - Workshop participant
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Lunch
1:00-1:15	Hypothetical Country Problem--What Structure Should Be Provided for the Development of Effective Relationships between the Foreign and Domestic Faculty? - William L. Miller, Department of Agricultural Economics, Purdue University
1:15-3:00	Small group seminars on case problem
3:00-3:30	Break
3:30-5:00	Panel discussion of case problem
6:30	Home hospitality

B-17

TUESDAY, AUGUST 5, 1969

PROJECT OPERATION

Room 306, Memorial Center

Harry R. Potter, presiding

8:30-9:00	Home and Host Campus Relationships - William N. Thompson, Department of Agricultural Economics, University of Illinois
9:00-10:00	Critique and Discussion - Workshop participant
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Lunch
1:00-1:30	Meeting the Need for Professional Agriculturalists - Ira L. Baldwin, Vice President Emeritus, University of Wisconsin
1:30-2:30	Discussion
2:30-3:00	Break
3:00-4:00	Small group seminars
6:30	Reception and Dinner - The Trails, Trails Road The Role of Universities in International Affairs - Glen L. Taggart, President, Utah State University

B-18

WEDNESDAY, AUGUST 6, 1969

PROJECT MATURATION

Room 306, Memorial Center

William L. Miller, presiding

8:30-9:00	Criteria of Institutional Change as Guidelines for Assessing Project Maturation - Harry R. Potter, Department of Sociology, Purdue University
9:00-10:00	Discussion
10:00-10:30	Break
10:30-11:30	Small group seminars
11:30-1:00	Luncheon - Purdue Memorial Union
	Contributions of Improved Sorghum to World Food Supply - Robert C. Pickett, Department of Agronomy, Purdue University
1:00-1:30	The Institution Building Process and Research - Eugene Jacobson, Department of Psychology Michigan State University
1:30-2:30	Discussion
2:30-3:00	Break
3:00-4:30	Small group seminars
6:30	Home hospitality

B-19

THURSDAY, AUGUST 7, 1969

PROJECT MATURATION

Room 306, Memorial Center

Milton Esman, presiding

8:30-9:00	Assessment of Institutional Maturity I - G. C. Holm, Chief, Agricultural University Development, USAID Mission to India
9:00-10:00	Discussion
10:00-10:30	Break
10:30-11:00	Assessment of Institutional Maturity II - V. C. Choudhuri, Vice-Chancellor, East Pakistan Agricultural University
11:00-12:00	Discussion
12:00-1:30	Lunch
1:30-1:45	Hypothetical Country Problem--Change in Function and Inputs Related to Maturity - J. H. Atkinson, Department of Agricultural Economics, Purdue University
1:45-3:00	Small group seminars on case problem
3:00-3:30	Break
3:30-5:00	Panel Discussion of case problem
6:30	Reception and Banquet - Morris Bryant Inn, 52 By-Pass, U. S. 52 North

FRIDAY, AUGUST 8, 1969

SUMMARY OF WORKSHOP

Room 306, Memorial Center

Ira L. Baldwin, presiding

9:00-10:00	Models of Institution Building Revisited - Milton Esman, Graduate School of Public and International Affairs, University of Pittsburgh
10:00-10:30	Break
10:30-11:30	The Practice of Institutional Development Reconsidered - D. Woods Thomas, Director, International Programs in Agriculture, Purdue University
11:30-1:00	Lunch
1:00-2:00	Summary Report - George H. Axinn, Assistant Dean of International Programs, Michigan State University
2:00-2:30	Closing Address - Frank W. Parker, Consultant, Agriculture and Rural Development Service, Office of the War on Hunger, AID

LODGING

A block of rooms is being held for workshop participants in the Graduate House East on the Purdue University Campus. All rooms are equipped with private baths and are fully air conditioned. All rooms are provided with twin beds and are therefore satisfactory for either single or double occupancy. All rooms are provided with free local telephone service, linens, blankets, towels, washcloths and maid service.

Daily Rates

Up to six nights

<u>Type of Room</u>	<u>No. of Occupants</u>	
	<u>1</u>	<u>2</u>
Standard Twin	\$ 9.00	\$13.00
Studio Twin	9.50	14.00
Deluxe Studio Twin	10.00	15.00
Apartment	16.00	21.00

Occupancy arranged for seven consecutive nights or more - weekly maid service

<u>Type of Room</u>	<u>Single</u>	<u>Twin/ Person</u>
	Standard Twin	\$ 5.50
Studio Twin	6.00	4.25
Deluxe Studio Twin	6.50	4.50
Apartment	10.00	7.00

Housing arrangements desired should be made known, either individually or by the sponsoring agency, at the earliest possible date. Please send this information directly to:

D. Woods Thomas, Director
International Programs in Agriculture
Purdue University
Lafayette, Indiana 47907

MEALS

In addition to numerous restaurants in the greater Lafayette area, meals are served in the Purdue Memorial Union cafeterias, the Sagamore Room and Graduate House West.

Several group dinners and luncheons are being planned. Each workshop participant will be expected to purchase tickets for these meals upon arrival at Purdue.

PARKING

Conference guest parking is available in a 627 car parking garage located opposite the east end of the Purdue Memorial Union. Rates are 20 cents for the first hour, 10 cents for each additional hour, with a maximum of \$1.00 for 24 consecutive hours.

Additional parking is available in a city parking lot, two blocks east of the Purdue Memorial Union on State Street. The south portion of this lot is metered for parking at a daily rate of 25 cents.

APPENDIX C

SUMMER WORKSHOP ON AGRICULTURAL COLLEGE
AND UNIVERSITY DEVELOPMENT

SUMMARY OF QUESTIONNAIRE

SUMMER WORKSHOP ON AGRICULTURAL COLLEGE
AND UNIVERSITY DEVELOPMENT

SUMMARY OF QUESTIONNAIRE

The following represents a brief summary of the results of the questionnaire administered at the end of the Summer Workshop. Altogether thirty-three persons turned in questionnaires. Persons were asked to complete questionnaires regardless of the length of time they had participated in the Workshop and regardless of whether they were staff, AID officials, or participants.

The questionnaire is divided into four sections. Within each section, workshop members were asked to give their reactions to specific questions and then to note any additional comments at the bottom of the section. The tabulated results of the questionnaire are listed on pages C-4 and C-5. Thus, for Question I-A, 28 participants indicated that the area institution-building theory was "very useful" for their understanding of institutional development and 5 participants indicated that this area was "moderately useful." The total number of responses to this question was 33 and is indicated in the right-hand margin.

Section I

The comments which workshop members made covered a wide range. However, there were some points which consistently reappeared. Regarding Section I, the most repeated subject of the comments was directed toward problems regarding the discussions of institution-building theory. Participants said that: the presentations were not general enough; more illustrations

were needed; there were too many ambiguities; and more stress should have been placed on the adaptation principles to specific localities. The most consistent interpretation of these comments seems to be that, while workshop members felt the discussions of institution-building theory were important, a number of them did not fully grasp the implications of the discussions for their own institutional problems.

The only other area in which there was any agreement concerned the time at which papers were distributed. A few persons indicated that they would have liked to preview the papers before coming to the Workshop.

Section II

Comments regarding Section II were centered around two areas: the small group discussions and the case country problems. About two-thirds of the comments were directed toward the inefficiency of the small group discussions. A number of persons felt that this was the only weakness of the entire Workshop. Suggestions for improving the small group discussions were to organize the groups on the basis of regional experiences, provide advance distribution of the case country data, have less of a total work load, and provide for more structured discussions within the groups.

Regarding comments on the case country problems, persons felt that too much time was spent on the problems and that too much emphasis was placed on numbers and mechanics and not enough on goals and strategy, etc., in general.

Section III

When asked how many days a workshop on institutional development should last, the workshop participants gave the following distribution of replies:

<u>No. of Days</u>	4	5	6	7	8	9	10	11	12	13	14
Frequency of Replies	1	2	7	2	5	0	12	1	1	0	1

There was relatively little consistency in the remarks concerning which topics more time should have been spent on and which topics less time should have been spent on. What generally happened was that workshop members listed different emphases which they would have liked to have seen within subject matter areas. Comments included: planning longer range programs; discussions of the cultural influences upon institutional development; and how to enable better coordination and exchanges between contracting institutions.

In general, there was slight agreement for more time to be spent on Technical Assistance Strategies and Procedures, Institutional Needs and Strategies and Resource Combinations for Institutional Development. There was also a small amount of agreement to spend less time on Institution-Building Theory and on the Case Country Problems. Regarding the case country problems, the suggestion was raised by a few persons to replace hypothetical data with actual case studies of institutional development for various regions.

Section IV

The most frequently made remarks in Section IV were that the workshop participants were satisfied with the Workshop as a whole. Suggestions were made to hold workshops regionally. (A few similar suggestions were also offered in other parts of the questionnaire.) Some comments were made to the effect that the program was too tightly scheduled. (This was one of the reasons given by participants for the failure of the small group sessions.) Finally, some participants felt that they would have benefited by a tour of the region and by more contact with university department heads.

CRITIQUE SHEET FOR SUMMER WORKSHOP ON
AGRICULTURAL COLLEGE AND UNIVERSITY DEVELOPMENT

I. Would you indicate how useful each of the subject matter areas covered in the Workshop has been to you in understanding institutional development. Please put a check mark in the appropriate column and add your own comments.

	very useful	moderately useful	slightly useful	not useful	
A. Institution-building theory	<u>28</u>	<u>5</u>	<u>0</u>	<u>0</u>	33
B. Technical Assistance strategies and procedures	<u>19</u>	<u>11</u>	<u>3</u>	<u>0</u>	33
C. Country needs and resources	<u>15</u>	<u>14</u>	<u>3</u>	<u>0</u>	32
D. Institutional needs	<u>13</u>	<u>17</u>	<u>2</u>	<u>0</u>	32
E. Strategies and resource combinations for institutional development	<u>18</u>	<u>11</u>	<u>2</u>	<u>0</u>	31
F. Planning and execution of technical assistance projects	<u>15</u>	<u>15</u>	<u>1</u>	<u>0</u>	31
G. Change in function and inputs related to maturity	<u>11</u>	<u>21</u>	<u>1</u>	<u>0</u>	33
H. U.S. and host campus relationships	<u>14</u>	<u>12</u>	<u>3</u>	<u>0</u>	29
I. General background information on the land grant college model	<u>15</u>	<u>12</u>	<u>3</u>	<u>1</u>	31

Your comments:

II. Would you please indicate how effective the following techniques were for presenting the Workshop materials.

	quite effective	moderately effective	not very effective	
A. Panel presentations	<u>17</u>	<u>14</u>	<u>1</u>	32
B. Country problems	<u>16</u>	<u>15</u>	<u>2</u>	33
C. Lecture presentations	<u>22</u>	<u>9</u>	<u>0</u>	31
D. Small group discussions	<u>4</u>	<u>18</u>	<u>11</u>	33
E. Total group discussions	<u>23</u>	<u>10</u>	<u>0</u>	33

Your comments:

III. If this type of Workshop on Institutional development were given again:

A. About how many days should a workshop on institutional development last?

 number of days

B. Which topics (subject matter areas) should more time have been spent on?

C. Which topics (subject matter areas) should less time have been spent on?

D. Would you recommend that other people in your country or state attend a Workshop like this if one were held in your geographic region?

31 probably yes

1 probably no

32

IV. Other comments and suggestions:

APPENDIX D

TEAM LEADER SEMINAR

PARTICIPANTS

TEAM LEADER SEMINAR

PARTICIPANTS

Vernon Armbruster, Assistant Director, International Programs, West Virginia University

J. H. Atkinson, Department of Agricultural Economics, Purdue University

Ira L. Baldwin, Vice President Emeritus, University of Wisconsin

William E. Beach, Campus Coordinator, AID/DR Projects, Texas A&M University

Howard W. Beers, Director, Center for Developmental Change, University of Kentucky

Roy D. Bronson, Department of Agronomy, Purdue University

W. D. Buddemeier, Assistant Director, International Agricultural Programs, University of Illinois

Milton J. Esman, Director, Center for International Studies, Cornell University

Frank A. Fender, Assistant to the Director, International Programs in Agriculture, Purdue University

Ralph N. Gleason, Agency for International Development

Charles M. Hardin, Director, International Agricultural Institute, University of California, Davis

Clive R. Harston, Chief of Party, Argentina Contract, Texas A&M University

John Holcomb, Chief of Party, Dominican Republic Contract, Texas A&M University

Glenn C. Halm, Chief, Agricultural University Development, USAID Mission to India

Richard L. Kohls, Dean, School of Agriculture, Purdue University

Anthony Lanza, Chief, Education and Manpower Division, USAID Mission to Pakistan

J. Wendell McKinsey, Department of Agricultural Economics, University of Missouri

William L. Miller, Department of Agricultural Economics, Purdue University

J. Glenn Morrill, Agriculture Extension Advisor, USAID Mission to Pakistan

Gilbert E. Mottla, University of Massachusetts

John Murdock, Assistant Director, International Agricultural Programs,
University of Wisconsin

Frank W. Parker, Consultant, Agriculture and Rural Development Service, Office
of the War on Hunger, Agency for International Development

Harry R. Potter, Department of Sociology, Purdue University

J. A. Rigney, Dean of International Programs, North Carolina State University

Raymond A. Schroeder, University of Missouri

A. O. Shaw, Chief of Party, West Pakistan Agricultural University Contract,
Washington State University

Clifford D. Spies, Department of Agronomy, Purdue University

D. Woods Thomas, Director, International Programs in Agriculture, Purdue
University

William N. Thompson, Department of Agricultural Economics, University of
Illinois

Louis N. Wise, Vice President for Agriculture and Forestry, Mississippi State
University

APPENDIX E

TEAM LEADER SEMINAR

PROGRAM

E-1

Agricultural College and University Development

TEAM LEADER SEMINAR

Sponsored by

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

and

THE COMMITTEE ON INSTITUTIONAL COOPERATION

PURDUE UNIVERSITY

LAFAYETTE, INDIANA

U.S.A.

August 10 - August 15, 1969

ABOUT THE SEMINAR

Projects designed to bring about change in educational and research institutions in developing nations constitute a major thrust of developmental assistance programs. Typically, such projects involve participation of visiting professors and scientists drawn from the faculties of U. S. universities which are cooperating with host institutions in the developing countries. On-site executive functions of these projects are performed by an administrator known as the team leader, chief-of-party or project director.

The team leader's role is extremely complex. It departs substantively from that of the traditional university administrator. The team leader carries heavy responsibilities for program development, implementation and operation. He must provide effective professional leadership for a heterogeneous group of university faculty members. He is responsible for the multitude of administrative actions essential to the effective performance of a staff operating in a foreign institution. He must relate effectively to the administration and the faculty of his home university, to the administration and the faculty of the host institution, to the field staff for sponsoring agencies such as the Agency for International Development, a foundation or international development agency. He must make decisions and act in a manner consistent with the professional, economic, cultural and political milieu of the society of which the host institution is a part. Further, he is responsible for the conduct of an activity which, at best is imperfectly understood.

The CIC-AID sponsored Rural Development Research Project correctly identified and emphasized the team leader as a prime determinant of the effectiveness of a university development project. Yet, this study concluded that the role of the team leader was one of the least understood functions in the process of assisting universities and research institutions to grow and develop.

The Rural Development Research Project provides valuable insights into the nature of the team leader's role. It raises significant and relevant questions relative to ways in which the performance of this key function might be improved.

This seminar will bring together currently active team leaders, those who have served in this capacity and some who will accept these responsibilities in the near future. The seminar will also include experienced campus administrators responsible for university development projects abroad. Guest lecturers with specific knowledge and experience relative to the team leader function will take part.

Utilizing the results of the Rural Development Research Project and the findings of other relevant studies as a point of departure, the seminar will examine in depth the team leader function and the conditions under which performance of this function might be maximized. The seminar will explore the nature of the team leader function at the several stages in the life cycle of an institutional development project.

SEMINAR STAFF

Thomas, D. Woods Director	Director, International Programs in Agriculture, Purdue University
Fender, Frank Seminar Coordinator	Assistant to the Director, International Programs in Agriculture, Purdue University
Atkinson, J. H.	Department of Agricultural Economics, Purdue University
Baldwin, Ira L.	Vice President Emeritus, University of Wisconsin
Esman, Milton	Graduate School of Public and International Affairs, University of Pittsburgh
Miller, William L.	Department of Agricultural Economics, Purdue University
Parker, Frank W.	Consultant, Agriculture and Rural Development Service, Office of the War on Hunger, AID
Potter, Harry R.	Department of Sociology, Purdue University
Rigney, J. A.	Dean of International Programs, North Carolina State University
Thompson, William N.	Department of Agricultural Economics, University of Illinois

INVITED DISCUSSION LEADERS AND SPEAKERS

Beers, Howard W.	Director, Center for Developmental Change, University of Kentucky
Blackmore, John	Director, International Agricultural Programs, University of Minnesota
Bronson, Roy D.	Department of Agronomy, Purdue University
Hardin, Charles M.	Director, International Agricultural Institute, University of California, Davis
Kohls, Richard L.	Dean, School of Agriculture, Purdue University
Murdock, John	Assistant Director, International Agricultural Programs, University of Wisconsin

Shaw, A. O.

Chief of Party, Washington State University,
West Pakistan Agricultural University
Contract

Spies, Clifford D.

Department of Agronomy, Purdue University

Wise, Louis N.

Vice President for Agriculture and Forestry,
Mississippi State University

SUNDAY, AUGUST 10, 1969

D. Woods Thomas, presiding

2:00-5:00

Registration and Get Acquainted - Campus
Inn, 1920 Northwestern Avenue, West Lafayette

5:00-6:30

Reception - Campus Inn

6:30

Banquet - Campus Inn

Welcome, Richard L. Kohls, Dean, School of
Agriculture, Purdue University

MONDAY, AUGUST 11, 1969

J. H. Atkinson, presiding

8:30-9:00	Seminar Purpose and Organization - D. Woods Thomas, Director, International Programs in Agriculture, Purdue University
9:00-9:30	Models of Institutional Development - Milton Esman, Graduate School of Public and International Affairs, University of Pittsburgh
9:30-10:00	Group seminars
10:00-10:30	Break
10:30-11:30	Plenary seminar
11:30-1:00	Luncheon - Campus Inn
	Review of an Institutional Development Project - Participating Team Leader
1:00-1:30	The Concept of Institutional Commitment at Various Hierarchical Levels - Charles M. Hardin, Director, International Agricultural Institute, University of California, Davis
1:30-2:30	Group seminars
2:30-3:00	Break
3:00-3:30	Plenary seminar
6:30	Home hospitality

TUESDAY, AUGUST 12, 1969

William N. Thompson, presiding

8:30-9:00	The Complexity of the Team Leader Role - J. H. Atkinson and William L. Miller, Department of Agricultural Economics, Purdue University
9:00-10:00	Group seminars
10:00-10:30	Break
10:30-11:30	Plenary seminar
11:30-1:00	Luncheon - Campus Inn
	Review of an Institutional Development Project - Participating Team Leader
1:00-1:30	Focus on the Team Leader-Team Member Interface - Howard W. Beers, Director, Center for Developmental Change, University of Kentucky
1:30-2:30	Group seminars
2:30-3:00	Break
3:00-4:00	Plenary seminar
6:30	Home hospitality

WEDNESDAY, AUGUST 13, 1969

J. A. Rigney, presiding

8:30-9:00	The Team Leaders Relationship to Host Nationals - A. O. Shaw, Chief of Party, Washington State University, West Pakistan Agricultural University Contract
9:00-10:00	Group seminars
10:00-10:30	Break
10:30-11:30	Plenary seminar
11:30-1:00	Luncheon - Campus Inn
	Review of an Institutional Development Project - Participating Team Leader
1:00-1:30	Sins of Commission and Omission by Team Leaders - John Murdock, Assistant Director, International Agricultural Programs, University of Wisconsin, and Roy D. Bronson, Department of Agronomy, Purdue University
1:30-2:30	Group seminars
2:30-3:00	Break
3:00-3:30	Plenary seminar
6:30	Reception and Banquet - Campus Inn
	The Agricultural Professional in World Affairs - Louis N. Wise, Vice President for Agriculture and Forestry, Mississippi State University

THURSDAY, AUGUST 14, 1969

William L. Miller, presiding

8:30-9:30	The Team Leader's Relationship to the USAID Field Personnel - AID Mission Director
9:30-10:00	Group seminars
10:00-10:30	Break
10:30-11:30	Discussion - Clifford D. Spies, Department of Agronomy, Purdue University, and John Murdock, Assistant Director, International Agricultural Programs, University of Wisconsin
11:30-1:00	Luncheon - Campus Inn Review of an Institutional Development Project - Participating Team Leader
1:00-1:30	The Team Leader's Role in Relation to the Home University - William H. Thompson, Department of Agricultural Economics, University of Illinois
1:30-2:30	Group seminars
2:30-3:00	Break
3:00-4:00	Plenary seminar
6:30	Home hospitality

FRIDAY, AUGUST 15, 1969

Harry R. Potter, presiding

8:30-9:00	Team Leader and Home University Roles in Enhancing Professional Growth and Development of U. S. Staff - John Blackmore, Director, International Agricultural Programs, University of Minnesota
9:00-10:00	Group seminars
10:00-10:30	Break
10:30-11:30	Plenary seminar
12:00	Luncheon - Campus Inn
	Review of an Institutional Development Project - Participating Team Leader
	Summary of the Seminar - William L. Miller, Department of Agricultural Economics, Purdue University

ACCOMMODATIONS

A block of rooms has been reserved for seminar participants at the Campus Inn Motel. The motel is located at 1920 Northwestern Avenue in West Lafayette. Persons planning to attend the seminar are asked to complete the following form and return to:

D. Woods Thomas, Director
International Programs in Agriculture
Purdue University
Lafayette, Indiana 47907

I plan to attend the Team Leader Seminar and would prefer

single _____ or double _____ (check appropriate choice)
room accommodations.

Name _____

Address _____

Organization or Institute _____