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**DEPARTMENT OF STATE**

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SUBJECT - Cornell University Contract, AID/afe-3-A-1

REFERENCE - U-307 Report, Evaluation of Contractor's Performance for  
Period Ending June 30, 1964 - M.O. 1244.1

1. Heading of Report

- A. Cornell University, Contractor
- B. Number of Contract: AID/afe-3-A-1, terminating December 31, 1966
- C. Country: Republic of Liberia
- D. Project Title and Number: Professional and Higher Education  
#669-11-660-047
- E. Period covered by report: January 1 to June 30, 1964
- F. Cooperating Government Institution: University of Liberia
- G. Names and Titles of Contract Representative Responsible:  
William Neufeld, Adult Education Advisor
- H. Name and Title of Person Preparing Report: William Neufeld,  
Adult Education Advisor, Advisor for Professional and  
Higher Education Project.

2. Evaluation of Contractor Performance

A. Understanding of Objectives

In Attachment 1, September, 1963, Appendix B, Operational Plan, the objective is stated in brief, "Contractor ... will assist ... in attaining acceptable educational standards so that the Institution can produce the University level trained personnel to fulfill the requirements for Liberia's economic and social development". This is a broad all-encompassing purpose with many faceted aspects which must be taken into consideration. The Cornell Team members and Dr. Wright, Chief of Party, particularly, are aware of this overriding purpose to be achieved. It has been discussed frequently with Dr. Wright and at meetings with team members.

PAGE 1 OF 5 PAGES

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APPROVED BY:

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Wm. Neufeld:ic:\*

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*W.M.K.*  
William M. Keller, Director

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## B. Short-Term Goals

The nine points of concentration and the goals to be achieved under each are stated fully on pp. 2-5 of a Cornell Report of March 1, 1963 titled "Plans for the Improvement and Development of the University of Liberia". The Contract Representative participated in the drafting of this report. Much already has been accomplished in the first eight areas of concentration. The ninth area, "University Development", refers in part to the planning for the new university campus. This part of the program has been discontinued in accordance with instructions from AID/W.

The short term goals are set out quite specifically in the E-1 for Professional and Higher Education dated October 25, 1963 on page 4. Aside from the exception mentioned in the previous paragraph both the intermediate and short term goals are realistic. These will again come up for review in October.

## C. Progress Toward Achievement of Goals and Objectives

In the U-510 report on the Cornell Contract, the Contract Representative briefly discussed the lack of reporting on Goals D, N and P (Amendment 1, Appendix B, II Operation Plan. The U-510 also reports the areas in which considerable progress has been made; (1) organization and administration (Goal A), (2) admission policies and procedures (Goal G), (3) improving the Liberal and Fine Arts College (Goals B and H), and, (4) the Remedial Instruction Program (Goal L). For the "purpose of developing the organization, policies and procedures -- for an intramural program --" (Goal M) the Cornell Team advisor arrived on July 1, 1964. Very little progress had been made in this area during the reporting period other than laying the foundation for progress. A satisfactory means of measurement to determine progress in university development in Liberia is difficult to find. Certain aspects of education improvement do not lend themselves to evaluation by specifics. However, Dr. Wright, Chief of Party for the Cornell team, is planning to report activities and achievement on each goal as listed in Amendment 1 and use graphs or statistics in describing such achievement as extensively as feasible.

## D. Difficulties Hindering Achievement of Objectives

There are three major difficulties that are blocking the University development. Cornell University staff are fully aware of those problems and wherever possible and within their range of influence are taking steps to resolve these problems.

1. Failure to get texts into hands of students (Goal I). This difficulty is due to lack of funds and trouble with processing of orders and shipping. The business office is working on all aspects of this problem.

2. Lack of qualified counterparts (Goals C, J and K). The system of appointment by use of influence rather than merit mitigates against development of a capable staff to administer the university activities. Positions lacking capable counterparts are:

- a. Business Manager - The appointment of a controller who would head up the entire business administration staff.
- b. Dean of Students - No qualified individual has been found for this position. One is being considered. However, the appointment should be made soon to permit the appointee to work with Mr. Cheney, the Cornell Team Advisor in this area before he leaves in 1965.
- c. Administrator for the Extramural Studies Program - The appointee will probably have to be trained in the United States for this position (one year or more). On return, he should spend at least six months with Mr. Gifford, the Cornell Team Extramural Administrator.

3. Lack of adequate facilities.

- a. Funds are available and plans are being completed for an 80 student dormitory. However, this still is quite inadequate since there are no dormitory or dining facilities for the women students and additional space is urgently needed for the out-of-Monrovia students. A quiet place to study, with adequate light, is an urgent need.
- b. Offices for the registrar, the business manager, their staffs and many of the faculty are a great need. This lack of office space has a very <sup>direct</sup> effect on the efficiency and effectiveness of the staff and faculty. Proposal of plans has been made to AID/W for the described building remodeling and construction. Under the present GOL austerity program, there is little possibility of getting funds allocated for this construction from the university budget.

4. Lack of sufficient number of qualified candidates from secondary schools.

E. Contractor's Staff

The contractor's staff is up to full strength as planned. The last three members to join the Cornell Team (Teacher Education Supervisor, Professor of Chemistry and Extramural Administrator) arrived on or about July 1, 1964. The two consultants for Home Economics and Business Education completed their work and submitted reports in May and July as planned.

The Chief of Party, Dr. Carlton E. Wright, is able and highly respected by the Liberians, by his colleagues on the Team, and by the AID/L Director and staff concerned. Dr. Wright's leadership will be missed when he leaves in December of this year.

The Cornell Staff is complete as planned for this period. Reduction in staff is anticipated as some members of the Team complete their contracts in 1965. Two advisor positions are under consideration, one for Business Education and the second for Controller.

#### F. Contractor's Relationship

Relationship between the University President, faculty and administrative staff and Dr. Wright and his Cornell Team members is friendly and cooperative. The Team members are on most faculty and staff committees of the University; in some cases serving as chairmen. Dr. Wright meets regularly with Dr. Loper and his Education Division staff, AID, and frequently meets with Mr. Keller, Director, and Dr. Loper in determining basic policies. Mr. Neufeld, Contract Representative, is in almost daily contact with Dr. Wright who works very closely with AID in every respect, and with the San Francisco State College and Tuskegee Institute Team when needed.

The Contract Representative has heard no reports from Dr. Wright to the effect that he is not receiving adequate backstopping from Mr. Gibson, the Cornell campus coordinator.

#### G. Training Program

There is a strong participant training program underway. In 1963 eleven participants were selected and ten for 1964. Eight positions are listed for which participants are to be selected for 1965. AID/W has in airgram AIDTO-139 dated August 14, 1964, questioned the eight participant positions for 1965. Indications are that it will be difficult to find qualified candidates to fill the positions planned. However, Dr. Wright has prepared a report and statistical analysis showing the continued need for training. This report also shows that 12 of the 14 returned trainees are on the University staff and are carrying out the assignments for which they were trained. There have been several participants who have failed to achieve the pre-determined training goal. This has been in part due to poor preparation in preceding education particularly in science and mathematics. The matter is coming up for review prior to final selection of the 1965 participants.

#### H. Commodity Procurement

Cornell Team's procurement of commodities has been effective. Mr. Jones, the Administrative Assistant, has had the responsibility for getting equipment and books from the port and supervising the installation or storage if need be. In September of 1964, however, the Business Manager of the University has accepted responsibility for the latter aspect of procurement. Maintenance of facilities and equipment is still inadequate, but the various Cornell staff members are at present working with other staff members of the University in teaching proper use and maintenance of the equipment.

### I. Cooperating Government Evaluation

Dr. Weeks wrote a statement on September 28th giving his evaluation of the Cornell Team and their work in developing the University of Liberia. The letter is attached to this report.

Shortly after President Weeks wrote the letter quoted above, he left for the US and a visit to the Cornell campus. As soon as he returned he met with Director Keller, Dr. Wright, and Dr. Loper for a thorough discussion of his ultimate intention to move the University to a new site and the relationship of the Cornell team to this objective.

The discussion was conducted in an atmosphere of utmost cordiality but complete frankness. Although there may be a need for further talks between the President of the University and the administration of USAID, the results to date may be summarized as follows: Although USAID can have no part in any early plan to move the University to a new site, neither can we raise any objection to the efforts of the President or the GOL to take whatever steps may be possible to achieve that end. On the other hand the likelihood of success in this endeavor within the next few years is quite remote and we should go ahead with the construction of dormitories on the present campus. In any event the investment at the present campus will not be wasted. If and when the University does move to a new site the present buildings will very likely be used for a junior college, a secondary school, or some other important purpose related to the development of Liberia.

### J. Contractor Reports

The contractor has submitted all reports as required by contract and has complied with AID/L's request for additional information. In order to illustrate better plans and developments a series of charts, graphs and tables have been made, some of which have been submitted in the last two semi-annual reports to AID/W.

### K. Cooperating Country

President Weeks has, in most instances, provided the support agreed to. If not supplied, such lack was not due to indifference but to (1) inadequate understanding by his staff, (2) inability to procure the needed items, or, (3) lack of funds under the austerity program. This lack of prompt support may have delayed developments but has never blocked them completely. Dr. Weeks has, as a whole, strongly supported the work of the Cornell Team.

BRS  
RILEY

ATTACHMENT