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FINAL REPORT

A Community College Linkage to Vocational/Technical Training and Education Programs in Chennai, India

Cooperative Agreement No PCE-5063-A-00-2021-00
UNIVERSITY DEVELOPMENT LINKAGES PROGRAM funded by the
United States Agency for International Development
During
October 1, 1992 through December 31, 1997 for work accomplished by
Sinclair Community College in Dayton, Ohio USA and the
Centre for Vocational Education in Chennai, Tamil Nadu, INDIA in partnership with
Eastern Iowa Community College District in Davenport, Iowa USA and
Community Colleges for International Development in Cocoa Beach, Florida USA

Submitted by

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Report Overview

A three- month no-cost extension resulted in a December 31, 1997 completion date for this University Development Linkages Program (UDLP) The final report – due March 31, 1997 - includes the project history, a listing of the project goals with objectives, a financial report and highlights

- MAJOR RESULTS AND THE IMPACT OF THOSE RESULTS
- LESSONS LEARNED
- RESOURCES LEVERAGED (through in-kind, actual “hard money” and partner contributions)
- CONCLUDING COMMENTS
- REFERENCES

Project History

A chance encounter at a luncheon meeting between Jean Cook and Adrian J Almeida at the University of Illinois in October 1988 started the events that created the Centre for Vocational Education (CVE) in Chennai, Tamil Nadu, India. During their conversation, they realized that Adrian's interest in short-term skill employment training for rural and urban poor in Chennai matched Jean's work in Experience Based Education at Sinclair Community College. Both Adrian and Jean were Fulbright award recipient's with Adrian in the USA in 1988 and Jean in India in 1990 and 1991. The Fulbright experience was an opportune time to finalize ideas.

The CVE officially started in March 1991 through the individual efforts by the Director, Adrian J Almeida and the private sector. The UDLP provided the resources during 1992-1997 to expand the CVE's impact on workforce development and skills training in south India.

The CVE acts as a catalytic linkage between a funding source (government or private) and an organization with the infrastructure to recruit students and provide a location for a training program in a local community. For example, the CVE received \$1,300 from the Municipal Corporation of Chennai to conduct a Car Electrician Course for twenty-five boys and girls from the slums. The course was taught at St Andrew's high school, which was adjacent to the slum area. Local parishioners recruited the students, arranged for the high school classroom and provided lunch. The CVE provided the tools, equipment and paid the local trainer.

Goals -The primary goal of this UDLP is

- *Sinclair Community College and Eastern Iowa Community College District will assist the Centre for Vocational Education in Chennai, India by providing operational, logistical, and programmatic support so that it becomes by September 30, 1997 a proactive, self-sufficient, prototype institution for the delivery of vocational/technical education in India. The target population is rural and urban poor, women, slum dwellers, persons with limited opportunities for skills training and adult early school leavers.*

A secondary goal is

- *Provide an opportunity for American community college faculty and administrators to have an international work experience in India in order to enrich their classrooms and broaden the perspectives of their students.*

Objectives – This UDLP had three broad objectives for infrastructure, human resource development and resource development. Highlights for each objective are identified under the headings for **MAJOR RESULTS AND IMPACT, LESSONS LEARNED, and RESOURCES LEVERAGED**. The quarterly and annual reports submitted during 1992-1997 provide additional information and copies of some of the references listed in this final report.

MAJOR RESULTS AND IMPACT OF THOSE RESULTS

- 1 **MAJOR RESULT - The CVE is functioning and sustainable (INFRASTRUCTURE goal)**
The CVE building, originally a home for retired Catholic priests in great disrepair, is now air conditioned and refurbished with lowered ceilings, ceiling fans, upgraded electrical wiring, offices, reception area, library, conference room, kitchen, dining room, visiting parlor, and three lodging rooms with bathrooms. The CVE has fully functioning office equipment (stand-up computers, laptop computer, multi-media computer with modem, Internet connections, Z-drive, printers, overhead projector, fax, telephones and copy machine)
 - **Impact** – Community college faculty used the lodging rooms and lived-in a safe, secure, and clean environment with easy access to local transportation. The CVE building's room arrangement can hold meetings and all day training workshops for 10-30 people. Program income for contracted services at the CVE for business organizations along with donations from the private sector generated income during 1992-1997. This income was invested in a Corpus Fund to cover the CVE's operating costs after termination of USAID funds in 1997.

- 2 **MAJOR RESULT - Training programs sponsored by the CVE (HUMAN RESOURCE DEVELOPMENT goal)**
The CVE trained over 2100 persons in 81 skills programs. For example, a survey revealed that local employers would hire trainees from a High Reliability Soldering program. Professors Surinder Jain and Lynden McIntyre of the Engineering faculty at Sinclair Community College designed the program, processed the purchase of the equipment, and trained an Indian educator, Father Joseph Victor, in November 1996 to be the lead trainer. Father Victor recently held a second training program for 38 students in May-June 1997 (1)
 - **Impact** – Tools and various types of equipment were needed for the training programs so the CVE initiated a Tool and Equipment Lending Program. The program lends tools and equipment to local communities to use in training programs. In some instances, the trainees keep the tools for employment use. The tools and equipment are kept at the CVE and at community centers.
 - **Impact** - Adrian Almeida reviewed various resources (books, training materials, films, videos, references, etc) for use in the CVE's training programs during his annual visits to the USA. These resources, purchased with UDLP funds or donated by the private sector, are kept in the CVE library and are available for community viewing and usage.
 - **Impact** - Each month, the CVE Director and his staff meet with multiple individuals and organizations at the CVE and at community centers, rural villages and government agencies to discuss and implement training programs.
 - **Impact** – In order for the training programs to meet community employment needs, the CVE completed a *Jobs of the Future* needs assessment to identify the skills needed by business and home employers in Chennai (2)

3 MAJOR RESULT - An international train-the-trainer conference on the CVE model was held during August 11-14, 1997 in Chennai (HUMAN RESOURCE DEVELOPMENT goal) From the beginning of the project, five years ago, there was a vision of concluding with a national conference entitled *Training Options for Early School Leavers* to highlight the work of the project and provide information about the CVE model for replication by others in India. In fact, we were able to demonstrate the CVE's success and replicability to an audience considerably wider than first envisioned. Every member of the CVE staff deserves special praise for their work, which led to a well-planned and well-run international conference. Conference topics focused on short-term training programs for the rural and urban poor. A conference program is included with this final report (3)

□ **Impact** - More than 120 individuals from various Indian states representing the Government of India, educational institutions, and numerous private voluntary and non-governmental organizations attended the conference. Eighteen representatives from six states in the USA, Britain, France and Liberia also participated, presented conference topics, worked in various capacities with Indian colleagues to network, problem solve, examine workforce development issues, and process funding sources. A USAID official, Charles B. Feezel of the Center for Human Capacity Development, attended the conference and presented *Training Goals and Impact on Workforce Development*

□ Training programs for adult early school leavers is a concern throughout the developing world. Conference participants want to start an international organization entitled, *International Society for Training Options for Adult Early School-Leavers* and hold a second conference in 1999. The Sinclair UDLP office sent conference participants follow-up information about the projected society.

4 MAJOR RESULT - The start-up of Chennai (Madras) Community College (HUMAN RESOURCE DEVELOPMENT goal but not in the original Cooperative Agreement) A major spin-off of the CVE is the development of the Chennai Community College, which has now completed a successful first year, registered a second class in July 1997, and is now in its second year of operation for 240 students from the slum areas. All the students have completed the 12th standard, not an easy accomplishment for a slum resident. Administrative offices for Chennai Community College are located at the CVE and Adrian Almeida has assumed the position of President. An inauguration ceremony in July 1996 launched the College and was attended by the following community college individuals:

- William Struhar, UDLP Coordinator, Sinclair Community College
- Ed Stoessel, UDLP Associate Project Director, Eastern Iowa Community College District
- Bill Stewart, Vice-Chairman of the Board of Directors for Community Colleges for International Development
- R. C. Caldwell, Associate Professor of Industrial Engineering, Sinclair Community College
- Tim Robbins, Training Manager for Wastewater Treatment, Kirkwood Community College

- **Impact** - The start-up of Chennai Community College clearly demonstrates the effect of Adrian Almeida's growing knowledge about American community colleges from his visits to the U S and information sharing by American community college faculty and administrators working with Adrian in the USA and at the CVE during 1992-1997

- **Impact** – The CVE's work in initiating Chennai Community College has generated considerable interest in adapting the American community college model in India. The **Government of India has included the concept of a community college focus in its five-year plan**. The development of community colleges is viewed as an essential component in India's struggle for economic liberalization and development. A complete list of community colleges initiated in south India as of this date follows
 - Chennai Community College – July 1996
 - Pondicherry University Community College – July 1996
 - Madurai Community College – July 1997
 - Bangalore Community College – January 1998
 - Kolinga Community College – projected July 1998
 - Malrosapuram Rural Community College – July 1998
 - Salem Community College – June 1998
 - Nellore Community College – June 1998
 - Kammyalmain Community College – June 1998

- **Impact** - Father Dr Xavier Alphonse, S J of the Archdiocese of Chennai-Mylapore visited the USA in October 1995. He met with numerous American community college faculty and administrators, collected various courses syllabi, and helped with plans to start-up Chennai Community College. He has distributed copies of different published news articles and various scholarly articles describing the need, interest and status of the community college model as a necessary addition to Indian higher education (4)

- **Impact** – Ed Stoessel, Associate UDLP Project Director at Eastern Iowa Community College District, drafted a proposal entitled *Indo-U S Collaboration for the Development of Educational Infrastructure to Establish a Community College System in India*. The proposal was shared by Dr David Ponitz, President Emeritus of Sinclair Community College with the U S Ambassador to India, Richard Celeste and other officials in Delhi in February 1998. The draft was well received. Individuals from Sinclair, Eastern Iowa Community Colleges and the CVE have met with a number of educational groups in India committed to starting a community college system. These organizations have access to facilities, equipment and instructors. They ask American community colleges for technical assistance in the establishment and operation of individual community colleges and in the establishment of a national system of community colleges. This proposal seeks funding to sponsor a series of **Community College Champions Workshops** in India (5)

- Ed Stoessel also drafted a second proposal entitled *Creating the Educational Infrastructure for World Class Vocational/Technical Training Institutions in Developing Countries – a CCID Workforce Development Proposal*. This proposal seeks funding to replicate the CVE model as a *best practice* in other developing countries. The investment by USAID for the

CVE-UDLP project was leveraged by the American community colleges and Indian resources and has achieved results far exceeding the initial goals. The CVE model is changing the vocational educational landscape in India. Similar results can be achieved in other developing countries. The replication of the CVE model through a similar UDLP project would assist other developing countries to strengthen the necessary educational infrastructure to produce workers able to contribute to their country's future economic prosperity (5)

5 MAJOR RESULT - Two additional satellite locations opened (RESOURCE DEVELOPMENT goal) The CVE started two satellite centers, one at Shoolagiri Village, approximately 35 miles from Bangalore in August 1996 and coordinated by Mr. J. R. Raja, and a second satellite at Chrompet near Chennai in November 1995 under the directorship of Professor A. B. Selvaraj.

- **Impact** – Both sites operate similar to the CVE model. Local school headmasters, teachers and other leaders were consulted concerning the initiation of a night school for current students and dropouts at Shoolagiri. Twelve school dropouts were identified to begin vocational training classes at the start-up in April 1997. The Chrompet satellite continues to function, most recently conducting an eight week Data Entry Programme for 20 students with registration completed for another data entry program.

6 MAJOR RESULT - Multiple sources of publicity generated about the UDLP (RESOURCE DEVELOPMENT goal) The project has been well publicized through a variety of print media in the USA and India such as The Hindu Times, The Community College Times, USAID's LINKAGES newsletter, the ACIE Newsletter, several textbook chapters, and many national and international conference presentations. USAID has showcased this project at each of its three UDLP regional meetings and at an international conference for its country managers in July 1997 on workforce development entitled *USAID Human Capacity Development for the 21st Century: Reaping the Results of Investment and Experience*. Publicity about this UDLP has resulted in the following impact activities:

- **Impact** – William Struhar, on behalf of Sinclair Community College, accepted an international education award for the UDLP from the American Council for International Intercultural Education at the Council's 1997 national convention.
- **Impact** - The project received an *Innovator of the Year Finalist* award at Sinclair in 1994.
- **Impact** – The project will be nominated for the Community Colleges for International Development Werner Kubish award in November 1998.
- **Impact** – Jean Cook was asked by USAID to be a member of its USAID-Community College Task Force to examine how community colleges could assist in implementing its strategic initiatives. A report prepared for USAID entitled, *Seeking a New Partnership – A Task Force Report on U.S. Community Colleges* was submitted in May 1995.

- **Impact** – Jean Cook was asked to develop a six-week executive management-training program for Ion Exchange of India, Ltd in Mumbai in early 1995. The training program resulted in a contract for \$165,000 for three American business management consultants.
- **Impact** -The United States Educational Foundation of India asked Jean Cook and Adrian Almeida to co-author a chapter about their Fulbright experiences. The chapter entitled “Partnership Building through Vocational Education” was published in 1997. Jean Cook also wrote a chapter entitled “Community Self-Help International Development Projects: A Humanistic Perspective” for inclusion in a book on international development and community colleges, published in 1996 (7).

7 MAJOR RESULT - Fifteen American community college faculty worked at the CVE during 1992-1997 (HUMAN RESOURCE DEVELOPMENT goal) Fifteen faculty from American community colleges were recruited and oriented to work at the CVE as the need arose during 1992-1997. The faculty are

- Jeff Armstrong (Academic Services) – Muscatine Community College
- Jean Cook (Experience Based Education) – Sinclair Community College
- Jim Houdeshell (Engineering) – Sinclair Community College
- Surinder Jain (Engineering) – Sinclair Community College
- Linda Hoogendijk (Nursing) – Spokane Community College
- Dave Kanine (Grants Development) – Richland Community College
- Gene Kesterson (Engineering) – Tri-County Technical College
- Russell Marcks (Engineering) – Sinclair Community College
- Lynden McIntyre (Engineering) – Sinclair Community College
- Nancy Lloyd Pfahl (Grants Development) – College of DuPage
- Jon Ryan (Small Business Development) – Eastern Iowa Community College District
- Tom Singer (Engineering) – Sinclair Community College
- David Streifford (Business Management) St. Louis Community College
- William Struhar (Psychology) – Sinclair Community College
- Larry Trout (Water Resource Management) – Kirkwood Community College

- **Impact** - The faculty generated curriculum in life skills, small business development, refrigeration equipment repair, grant writing, small appliance repair, high reliability soldering, water resource management, geriatric home health care nursing, construction repairs, curriculum design and training mothers and children.
- **Impact** - The best curriculum example is *A Training Program Concerning Mother & Child Welfare* developed by Jeff Armstrong. Jeff conducted a curriculum-training program for rural social workers to collaborate on course content. He used the learner-centered dialogue of participatory education to develop the curriculum, which has since been translated in Tamil, the local language in Chennai (8). Sinclair is using the learner-centered model in its functional literacy United States Information Agency University Affiliations Program grant with Stella Maris College in Chennai.

- 8 **MAJOR RESULT - Internet connections established (INFRASTRUCTURE goal and not in the original agreement)** William Struhar at Sinclair initiated the implementation of the CVE's Internet connections and license. He submitted a paper entitled *East Meets West Web Support of an US-India Vocational Training Project* in August 1996 on the World Wide Web (9). It is a high priority to continue using the Internet to sustain a cost-effective relationship between American community colleges and Indian colleagues. New computers purchased in 1997 will enable the CVE, Eastern Iowa and Sinclair to maintain its growing Internet connections for students and faculty. The website address is

<http://www.sinclair.edu/communit/udlp>

- **Impact** - Internet reliability between the US and India and the technology skills of project participants has continually improved. The Internet and World Wide Web will sustain communication and collaboration after the project at a level unimaginable five years ago when both mail and phone calls were so unreliable and expensive.
- 9 **MAJOR RESULT – Project Advisory Boards for the CVE and the USA-UDLP (INFRASTRUCTURE goal)** Both the CVE and the Sinclair UDLP project staff have utilized the volunteer services of an advisory board to assist in project development activities. The CVE Project Advisory Board consists of nine local area businesspersons and meets quarterly. The Sinclair UDLP Advisory Committee consists of nine community college faculty and administrators and meets yearly at the national meeting for Community Colleges for International Development.
- **Impact** – Both groups keep minutes, provide useful advice and services in developing training programs, linking employment needs to training programs and monitoring the UDLP activities.
- 10 **MAJOR RESULT - A Corpus Fund generates annual income for CVE's operational expenses (RESOURCE DEVELOPMENT goal)** In Year I of the UDLP, a formal Resource Development Plan was developed to ensure the sustainability of the CVE beyond termination of USAID funds in 1997. Early on in the UDLP, the CVE started to obtain some revenue for contract training, workshop fees, hiring of CVE facilities, consultation services, and public donations through fundraising efforts. The funds were invested in a Corpus Fund covering a diversified group of interest-bearing securities.
- **Impact** - The CVE is now financially **self-sufficient** because the Corpus Fund generates sufficient income for its annual operational costs. The community college faculty working at the CVE assisted in some of the contract services and workshops on grant writing, quality control, small business development, technology transfer, curriculum development and funding sources. The faculty benefited from their work as they learned how to present, discuss, and problem solve in their specialty areas by working with Indian educators, businesspersons, government employees, and rural volunteer workers,

LESSONS LEARNED

(For Lessons without Borders, see quarterly report submitted January 31, 1997)

Quality leadership - a critical component to a successful project The UDLP-CVE project has been successful largely because of the vision, dedication, commitment and competence of Adrian Almeida and his staff as well as the UDLP project staff at Sinclair, Jean Cook and William Struhar along with Ed Stoessel of Eastern Iowa Community College District. It is projected that the over-all administration of the CVE is secure and will be assumed by the Archdiocese of Chennai, as Adrian Almeida will probably focus on other development projects in south India by the end of 1998. CVE staff members Jobi Joseph, Fr. Joseph Victor and P. Prasada Rao will assure continuity of the CVE model.

- All of these individuals along with Sinclair Professor Surinder Jain and Career Development Specialist Susan Johnson, Administrative Assistants Roxane Munoz and Anna Fiorita as well as the American community college faculty and administrators participating in this project deserve special recognition for their creativity and interest in making the project work. A special thank-you is given to Neil Herbkersman, Director of Grants, Joe Must, Contract Manager, Bob Ogden, Accounting Technician and Robert Keener, International Education Director for Community Colleges for International Development at Sinclair.

USAID's required quarterly and annual reports— an important assessment process

Submitting USAID's required reports is tedious but mandates the UDLP project staff review objectives, accomplishments, barriers to achievements thereby facilitating a **valuable assessment and evaluation component** for this project. The quarterly assessment resulted in accomplishing the original objectives in a timely manner as well as a focus for achieving additional outcomes. The quarterly and annual reports as well as this final summary report are distributed to over 40 individuals in the USA and India. Our UDLP was one of four projects selected by the USAID-UDLP office for an external evaluation in early 1995. The external examiner positively endorsed its progress and accomplishments. A copy of the external evaluation report is in the USAID-UDLP office in Washington D.C.

Curriculum design – a documentation challenge Curriculum design continued to be a challenge for American community college faculty throughout the five years of the UDLP. The process of collaborative curricula development, which is suitable in both content and language to local Indian populations, proved to be the greatest opportunity for professional development of American community college participants. The fifteen faculty have all acquired some level of expertise in the development of international curricula and training programs.

Project visibility in USA and India promotes additional collaborative activities The need for short-term training programs for rural and urban poor, based on a self-help community development process such as used by the CVE, is substantive throughout the developing world. The publicity generated by the CVE model in India and the USA has the Government of India seriously reviewing its current focus on vocational education in India as well as projecting ideas about some type of adaptation of the American community college model. The CVE model could be adapted for use in other developing countries.

Planning vs flexibility When writing the original UDLP proposal, we thought we had included all the information necessary for implementation because the UDLP guidelines were so detailed. However, we soon realized that all the variables couldn't be specified ahead of time, as there are lots of issues, and the effectiveness of a program depends on the willingness of people to do something. The UDLP project staff in India and the USA clearly are doers! The balance between advance planning on one hand, and flexibility upon arrival to work in Chennai on the other was defined as an interesting challenge in prior reports and it still remains so. The meeting of the Western mind with a plan and an Eastern environment for plan implementation is at the heart of the benefits accrued by faculty members who have participated in this project.

RESOURCES LEVERAGED

Hard money and in-kind and/or hard money match

- The \$750,000 received from USAID for the UDLP activities was matched by a **\$750,000 in-kind and/or hard money match** by Sinclair Community College, Eastern Iowa Community College District and the CVE as well as the other American community colleges sending faculty to work at the CVE. All community college faculty were kept on salary and full fringe benefits by their schools during the four-six weeks they were in India. All UDLP funds and corresponding community college and CVE match are accounted for in a timely manner. The Sinclair-UDLP financial reports detail the sources.
- The CVE documented an in-kind and/or hard money match for all USAID funds received from Sinclair. A yearly contract between Sinclair and the CVE listed the projected yearly operating and programmatic costs. An electronic transfer of funds from Sinclair to the foreign deposit account of the Archdiocese of Chennai for receipt by the CVE occurred quarterly. The CVE submits a monthly- itemized list of receipts, program costs, and program activities to Sinclair to account for the quarterly budget transfer and for inclusion in the UDLP quarterly and annual reports.
- The UDLP activities and the knowledge gained by American community college faculty working at the CVE resulted in several faculty generating four other funded grants and a fifth grant currently under consideration for funding. The five grants are
 - 1 ***Functional Literacy Instructional Methods in Vocational Training in Chennai, India*** funded by the United States Information Agency University Affiliations Program to Sinclair Community College for **\$120,000 USIA funds and a comparable \$120,000 match** from Sinclair Community College and Stella Maris College in Chennai from September 1, 1995 through August 31, 1998. Jean Cook, Bob Keener and Dr. Sister Annamma Philip, Principal of Stella Maris College initiated the grant.
 - 2 ***U S -India Business Partnership Program in Davenport Iowa and Chennai, India*** funded by the U S Department of Education Title VI-B for **\$147,423 and a 50 percent cost sharing community college match of \$74,867** to Eastern Iowa Community College District from September 1, 1995 through February 28, 1998. Grant initiated by

Jon Ryan, Director of the Small Business Center at Eastern Iowa Community College District

- 3 *U S – Asia Business Partnership Program in Viet Nam* funded by the U S Department of Education Title VI-B to Eastern Iowa Community College District for **\$139,601 and community college cost sharing match of \$142,650** from September 1, 1997 through August 31, 1999 Grant initiated by Jon Ryan, Director of the Small Business Center at Eastern Iowa Community College District
- 4 *U S –South Africa Business Education Linkage Project with Eastern Iowa Community College and Vista University (Port Elizabeth campus)* funded by the United States Information Agency University Affiliations Program for **\$119,920 with a cost-sharing amount of \$114,129 from Eastern Iowa and \$26,006** from Vista University Grant initiated by Ed Stoessel, Jeff Armstrong of Muscatine Community College and Jean Cook
- 5 *Business and Technology A Workforce Development Program* with the Eastern Cape Technikon in the Eastern Cape (South Africa) and Sinclair Community College proposed by the Eastern Cape Technikon (ECT) for funding from the Tertiary Education Linkages Program (TELP) funds in South Africa for **\$142,000 with a comparable match** from the ECT and Sinclair Grant initiated by Andrew Christoffels (ECT) with writing assistance from Jean Cook If funded by TELP in Pretoria, the program could begin by the end of 1998 through the year 2000

In-Kind – The Archdiocese of Chennai has leased the CVE building rent free through the year 2003 The Archdiocese has permitted the CVE to use its foreign deposit account for the quarterly electronic transfer of funds from Sinclair Community College

Actual “hard” money

- The CVE has a **Corpus Fund** (see major result No 10) which generates as of January 1998 sufficient Indian Rupees to cover its annual operational expenses
- CVE has entered into a **contract training partnership with Ford Motor Company** to recruit, assess and train new technical employees to work at a new automotive plant near Chennai The A M Jain College (located near the Ford automotive plant) is building a new training facility to accommodate the growing Ford training program Unable to place a US\$ amount on the Ford contract or on the Jain building at this time
- The CVE has a **contract training partnership** with the Voluntary Health Services, a voluntary organization in Chennai, to oversee its management training programs to implement an Intervention Project for STD/HIV and AIDS prevention Unable to place a US\$ amount on the contract at this time

- The Jain College in Bangalore paid approximately **\$3,500 in cash** to cover the lodging and meal expenses for ten community college faculty and administrators for a three-day meeting in early August 1997 to discuss the American community college system
- Jean Cook and two Dayton area international business consultants designed and implemented a six week executive management training program for 40 senior managers at Ion Exchange of India, Limited in Mumbai (Bombay) in November 1995. The training program contract produced by the consultants was for **\$165,000 payable to Don Porter Associates** in Dayton, Ohio. Ion Exchange of India paid the travel and lodging expenses (approximately **\$1,000**) for Jean Cook to spend three days in Chennai working with the CVE.

Contributions

- The United States Information Service office in Chennai donated **\$3,000** worth of used library and conference furniture for the CVE building
- Adrian Almeida, Indian businesspersons and building contractors **donated construction materials and equipment** (e.g. VCR, television, household furniture, dishes, paint, cement blocks, plants, etc.) to help furnish and maintain the CVE building. These contributions are a necessary component to maintain the CVE building.

CONCLUDING COMMENTS

So this is it. This is a summary of all the UDLP reports submitted to USAID during 1992-97. We created a long-term working relationship between collaborators in the USA and Indian sides of the project. We have accomplished the goals we started out to accomplish and added some additional accomplishments. We concluded the project by organizing and sponsoring a first-class international conference in India to showcase our efforts. We adjusted our vision as we proceeded, so that we have accomplished things beyond our initial goals, most notably the founding of Chennai Community College.

And we do have hopes, dreams and visions for future developments such as ----

- In 1992, when this UDLP started, it was geared to correlate with USAID's strategic initiative for sustainable development of **Broad-Based Economic Growth** to help people in developing countries mired in poverty gain a self-sufficient foothold in the productive economy using a focus on vocational education. However, as the project evolved, it seems it fits better with USAID's **recent education and training strategy** whereby USAID, working with the higher education community, **assists host countries to develop training capacity to meet local workforce needs**. Adapting the community college model for technical training in India helped train the local workforce.
- The proposals *Indo-U S Collaboration for the Development of Educational Infrastructure to Establish a Community College System in India* and *Creating the Educational Infrastructure for World Class Vocational/Technical Training Institutions in Developing countries – a CCID Workforce Development Proposal* are especially timely and warrant

serious consideration by USAID. The success of our community college partnership with the CVE has resulted in very real interest in not only the continuation of the CVE as a model for vocational education, but also the development of a community college system for workforce development in India.

- After five years, this project has not only accomplished the original objectives of the UDLP, but has achieved the additional outcomes, most notably the establishment of the Chennai Community College. The College is a model of vocational training based on a local need assessment similar to what occurs in many, very successful American Community Colleges. India's imagination, dedication, and willingness to invest in the community college approach will determine the long-term significance of the seeds that have been planted.
- A strong need exists to use the learner-centered dialogue of participatory education approach to design curriculum for rural and urban poor. The process takes time, a sensitive leader, and continual documentation of ideas for collaborative feedback. Sinclair's USIA-UAP functional literacy grant with Stella Maris College faculty (1995-1998) is a start in that direction. For further information please contact jcook@sinclair.edu or bkeener@sinclair.edu.
- The official UDLP offices at Sinclair and Eastern Iowa will be phased out. William Struhar at Sinclair can be contacted by USAID for UDLP follow-up activities. Ed Stoessel at Eastern Iowa and Robert Keener from Sinclair will facilitate the CCID linkage. Jean Cook is now retired and somewhat not readily available.
- By being a meta-organization, an "NGO for NGOs," as Adrian Almeida is fond of saying, the CVE can continue to have a significant impact on skill training for the rural and urban poor of India. If it serves as a model for other, similar Centres in other developing countries, its impact is multiplied.

For further information about this final report please contact

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REFERENCES

- 1) **History of CVE Activities** – A list of 81 short-term skills training programs for over 2,100 persons indicating the sponsoring institution and type of support provided by the CVE. A copy was submitted to USAID in Sinclair's UDLP Annual Report December 1997
- 2) **Brief Notes on Various Industrial Sectors Included in the Survey on Jobs of the Future Building and Construction Industry, Preliminary Report on Jobs of the Future and Training Needs in Industries, and Understanding the Employment Potential Needs in the Home Segment An Exploratory Study**. A 15 page abridged version of a 90 page survey entitled *Jobs of the Future: A study of the employment opportunities for persons with less than high school certification in the fastest growing sectors in Madras Metropolitan Areas – a Project for 2001*. The study was funded by USAID through Sinclair's UDLP during October 1994 through November 1995. The abridged version was submitted to USAID in Sinclair's UDLP Annual Report, October 1997
- 3) **Training Options for Early School Leavers – Programme and Abstracts – August 12-14, 1997 in Chennai, India**. A copy of the program for the UDLP international conference is submitted with this report and was included in Sinclair's UDLP Annual Report, October 1995
- 4) Multiple news articles and several scholarly publications from Indian newspapers and publications as related to the status of "community colleges" in India are on file at Sinclair's UDLP office
- 5) Proposal for an *Indo-U S Collaboration for the Development of Educational Infrastructure to Establish a Community College System in India* developed by Ed Stoessel of Eastern Iowa Community College District. Please contact him about the proposal
- 6) Proposal for a *CCID Workforce Development Proposal: Creating the Educational Infrastructure for World Class Vocational/Technical Training Institutions in Developing Countries* developed by Ed S Stoessel of Eastern Iowa Community College District. Please contact him about the proposal
- 7) Cook, J and Almeida, A (1997) *Partnership Building through Vocational Education*. In the Fulbright Program in India's text In Search of Wonder: Understanding Cultural Exchange, Chapter 17. New Delhi, Mumbai, Hyderabad: Vision Books Pvt Ltd

Cook, J (1996) *Community Self-Help International Projects: A Humanistic Perspective*. In R. L. Raby and N. Tarrow (Editors) Dimensions of the Community College: International, Intercultural, and Multicultural Perspectives, Chapter 2. New York and London: Garland Publishing, Inc

- 8) Armstrong, J (1994) *A Training Program Concerning Mother & Child Welfare*, a curriculum was developed using the “learner centered dialogue of participatory education” - an ongoing discussion between and among the teacher and learners in which they share their common understanding of the topic. The dialogue raises the student’s consciousness of their own knowledge, they become aware of the fact they really do know something about the topic in contrast to the traditional approach where the leader tells the students what they should know” (Freire, P & Macedo, D (1987) Literacy Reading the Word & the World Massachusetts Bergen & Garvey Publishers, Inc)
- 9) Struhar, W and Almeida, A (1997) *East Meets West Web Support of a US-India Vocational Training Project*. A five-page paper explaining how a five-year project, which started with no expectation of using the Internet, has adjusted to take advantage of World Wide Web capabilities. **Keywords** University Development Linkages Project, India, America, Economic Development, Education, and Training **Website references are**

Sinclair Community College, [http://www sinclair.edu/sec/](http://www.sinclair.edu/sec/)
Eastern Iowa Community College District, [http://www eiccd cc ia.us/](http://www.eiccd.cc.ia.us/)
Community Colleges for International Development,
[http //www brevard cc fl us/ccid/](http://www.brevard.cc.fl.us/ccid/)



April 28, 1998

MEMO

TO: Gary Bittner, USAID
FROM: Dr Jean Cook, Project Director, UDLP

I am pleased to send you a copy of the final report for *A Community College to Vocational/Technical Training and Education Programs in Chennai, India*, Sinclair's University Development Linkages Project funded during 1992-1997. It is amazing that just a chance encounter between Adrian Almeida and myself launched the Centre for Vocational Education in India. I thank you for your ability to help make this project a success. This project succeeded as a result of the interest, effort and commitment of people like you.

After five years, this project has not only accomplished the original objectives but has achieved additional outcomes – a process attributed to the work ethic of our UDLP project staff in the USA and India as well as all of the community college faculty and administrators participating in the project in various ways. In brief, our major results are:

- The Centre for Vocational Education in Chennai is now a functioning and sustainable entity beyond termination of USAID-UDLP grant funds
- Over 2,100 rural and urban poor people in south India were trained in 81 short-term training programs – a major workforce development achievement
- An international train-the-trainer conference entitled *Training Options for Early School Leavers* held in August 1997 in Chennai was attended by more than 140 persons from India, the USA, Britain and Liberia
- The start-up of Chennai Community College in July 1997 for 240 students from the slum areas resulted in eight other functioning community colleges in south India
- Two additional satellite locations similar to the CVE model are operational
- Publicity generated about our UDLP resulted in numerous opportunities and accolades
- Fifteen American community college faculty worked at the CVE and used the experience as a powerful rippling intercultural effect on their campus
- Internet reliability and the technology skills of project participants are established
- A Corpus Fund investment in Chennai assures consistent operational costs expenses for the CVE

The success of our UDLP was a function of

- Quality project staff leadership in India and the USA and the work efforts of over 41 community college faculty and administrators as well as numerous Indian colleagues in education, business, voluntary organizations and the Archdiocese of Chennai

Your levy support guarantees quality and affordability

- ❑ The quarterly assessment and evaluation of our progress through USAID's reporting mechanism
- ❑ Community college faculty acquiring a level of intercultural expertise in curriculum design
- ❑ Using the project's visibility to collaborate internationally on other activities
- ❑ Working through the concepts of planning versus flexibility

The learning gained by our UDLP project staff and community college faculty and administrators leveraged other resources such as

- ❑ Sinclair and Eastern Iowa Community College District obtaining four linkage/small business development grants for a total of over \$1 million in hard money and match for India and South Africa. These four grants represent spin-off activities from the UDLP, which was funded by USAID for \$750,000 and a \$750,000 community college match
- ❑ A fifth grant for \$142,000 through the USAID-Tertiary Education Linkages Program in South Africa with the Eastern Cape Technikon and Sinclair is in draft form
- ❑ In-kind contributions of building and accounting usage from the Archdiocese of Chennai
- ❑ The CVE obtaining actual "hard money" through contract partnerships with Ford Motor Company, a Voluntary Health Service and a water resource management company
- ❑ Donated equipment and supplies from the United States Information Service office and local area business and volunteer persons in Chennai

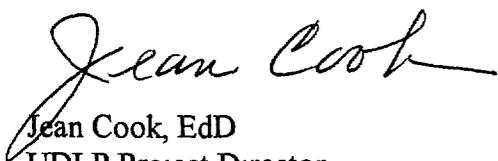
On behalf of our UDLP project staff

- ❑ **Adrian J Almeida**, Director of the Centre for Vocational Education and President of Chennai/Madras Community College,
- ❑ **William Struhar**, Coordinator for the UDLP at Sinclair, and
- ❑ **Ed Stoessel**, Associate Project Director at Eastern Iowa Community College District,

I thank you for your help in providing the opportunity for the community college faculty and administrators involved in this project to learn, create, work and accomplish the goals of this UDLP. We are pleased about our long-term working relationship with USAID, India and USA contacts. We accomplished the goals we started out to accomplish and added some additional accomplishments – most notably the start-up of Chennai Community College and Internet connections – a real tribute to the working relationship between Adrian Almeida and William Struhar. Ed Stoessel has taken the leadership with two proposals in progress related to India's workforce development needs and interest in adapting the community college model for vocational-technical training and education.

Please contact any of us – Adrian, William, Ed or myself – for questions and comments about our final report

With kind regards,



Jean Cook, EdD
UDLP Project Director
Jcook@sinclair.edu