

DEVELOPMENT OF
THE NATIONAL AND UNIVERSITY
INSTITUTE OF AGRICULTURE

*Report to the Government
of
Israel*



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UNITED STATES AID MISSION TO ISRAEL

Tel-Aviv - June, 1962

DEPARTMENT OF STATE
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TEL-AVIV - ISRAEL

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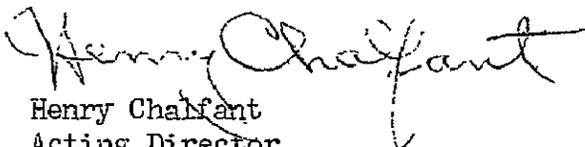
Transmitted herewith is a report entitled "Development of the National and University Institute of Agriculture." This report was prepared by Dr. William Kunsela, Chief of SUNY's Israel Project and Advisor to NUIA. Dr. Kunsela came to Israel in January 1961.

Dr. Kunsela received his undergraduate and graduate degrees at Cornell University. He brought to this assignment a rich background of appropriate education and experience. He has been a farmer, high school teacher, army pilot, professor and chairman of the Agricultural Education Division at Cornell University. Since 1955 he has been president of the State University Agricultural and Technical Institute at Delhi, New York. He was granted an 18 months leave of absence from his college to undertake the assignment in Israel.

Early after the beginning of the USOM program in Israel the development of an institution of higher education in the image of a Land Grant college to serve Israel's agriculture has been the joint objective of the Government of Israel and the United States. Dr. Kunsela has devoted himself to that objective. He brought new imagination and bold initiative to the assignment. Through his efforts NUIA has taken on a greater dimension than was envisaged prior to his coming to Israel. When the plans and programs which he and his counterparts have developed are implemented Israel will have an outstanding educational resource to serve farm families and the agricultural industry.

This report contains an account of the objectives as Dr. Kunsela saw them of progress and achievement and recommendations for the future growth and development of teaching, research and extension. It is hoped that this report will serve as a useful guide to those responsible for directing the program of educational service of the National and University Institute of Agriculture.

Sincerely yours,


Henry Chalfant
Acting Director

His Excellency
Moshe Dayan
Minister of Agriculture
State of Israel

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ACKNOWLEDGEMENTS

The assignment as Chief of the State University of New York Israel Project has been interesting, extremely challenging, and very enjoyable. It has been exciting to become involved in and witness the building of a new nation on the ruins of past civilization.

The equal of Israel's progress since 1948 cannot be found in the annals of mankind. It has been said that nowhere on earth have greater resources been applied to found a nation. It should also be said that the gifts, loans and technical assistance made available when compared to the courage, vision, dedication, and devotion of the Sabra and emigrant alike, constitute a relatively small part of the total energy applied to the objective.

It is with confidence in its leaders, and great expectations for the future of Israel that appreciation is expressed. Special thanks go to, Dr. Raanan Weitz, my counterpart. Dr. Weitz's enthusiasm, spirit of optimism, and wise counsel resulted in challenging objectives and significant gains in the development of the National and University Institute of Agriculture.

The writer is also grateful to Dean Zvi Avidov; Director of Research, Isaac Arnon; Director of Extension, Yehiel Admoni; and to Director General Ariel Amiad for their personal friendship, moral support, and professional guidance. To all my friends in the Ministries of Agriculture, Education and Finance who assisted the SUNY Project, in achieving its mission, goes a special credit.

SUNY's contributions to the growth and development of Israel's technical competence were possible not only because of Israel's ability to utilize the assistance, but also because of the fine working relationships existing between GOI, SUNY, USAID and the American Embassy. The vigorous support of the Prime Minister's Office; U.S. Ambassador Walworth Barbour; USAID Director, Henry Chalfant; Dr. George L. Peterson, Chief of the Agricultural Division; and USAID Controller, John DeWilde, is gratefully and sincerely acknowledged.

INTRODUCTION

Since 1954 the State University of New York (SUNY) has been engaged in providing technical and professional assistance to the State of Israel under the auspices of the Agency for International Development (AID), and under the guidance and supervision of the United States AID Mission (USAID). Early efforts of SUNY were devoted primarily to technical assistance. In recent years increasing attention has been given to the development of educational resources at the university level. These efforts have been devoted principally to stimulating and guiding the growth and development of the National and University Institute of Agriculture (NUIA).

Since the beginning of the contract the United States Government has invested roughly 1.6 million dollars in the SUNY operation. This expenditure has made it possible to bring 35 specialists to Israel who have served for approximately 70 man years. A complete list of SUNY personnel appears in Appendix "A".

The first Chief of the SUNY Project, Dean Paul B. Orvis, devoted much of his energy to motivating a desire in Israel for the development of an institution in the image of a Land Grant College. He proposed that a State University on a central campus be created to serve farm families and the agricultural industry. While the Government of Israel did not elect to establish a State University, Dean Orvis' proposal led to a complete reorganization of existing resources.

Dr. I.B. Johnson succeeded Dean Orvis as Project Chief. During his administration, Dr. Johnson concentrated on developing plans and proposals for the integration of the Research Station, the Faculty of Agriculture and the Extension Authority into a single operating unit. Near the end of his tour of duty Dr. Johnson saw the merger of the Ministry of Agriculture's Experiment Station with the Hebrew University's Faculty of Agriculture. The merger brought about the creation of the National and University Institute of Agriculture.

When the present chief of party arrived in January of 1961, NUIA was one year old. He soon learned there was still much to be done in developing a sound, efficient and effective institution. A few of the more important problems confronting the newly founded institution were: NUIA was confronted with serious personnel problems, merging the Extension Service with the research and teaching arms was not being seriously considered, undergraduate enrollment was small and further expansion was being restricted. No concerned effort was being made to establish a school of home economics. One third of the agricultural curriculum was taught in Jerusalem and the other two thirds in Rehovot.

The advisor deliberately avoided involvement in the Institute's personnel difficulties even though they seriously interfered with the institution's development. Instead he focused on the task of strengthening some of the more apparent and important weaknesses in NUIA's organizational structure and program of educational services. In the writer's opinion, significant progress has been made in achieving the objectives shared by the Governments of Israel and the United States. It is with considerable satisfaction that he submits his report of progress and recommendations for the future.

THE SITUATION

Years before the War of Independence a beginning was made in Palestine to prepare and assemble scientific manpower in the field of agriculture. When the State of Israel came into being, a School of Agriculture had already been formed by Hebrew University adjacent to the Ministry of Agriculture's Research Station in Rehovot. The Jewish Agency and many of the Movements had been carrying on agricultural extension activities for years among Jewish farmers.

When Israel's request for technical assistance culminated in a contract with the State University of New York in 1954, the seeds of agricultural teaching, research, and extension had already taken root. In 1954 the Faculty of Agriculture employed nine full time teachers and many part time instructors. The Faculty had awarded nearly 100 masters degrees and enrolled a total of 200 students. The Research Station employed 87 full time research workers. Although no accurate data are available for the first year of the SUNY contract, reliable estimates indicate that approximately 200 individuals were doing extension work in the State.

While many innovations resulted from the technical assistance program, the primary task of the SUNY Mission was one of helping to modify, reorganize and expand programs already started. By the time SUNY's phaseout program began in January of 1961 notable progress had been made. Israel had made a commendable start in creating an education resource comparable to a Land Grant College.

It had established the National and University of Agriculture for the purpose of integrating teaching, research and extension. It had created the Extension Authority under the Ministry of Agriculture to administer all agricultural and home economics extension activities. The master plan for the future development of agricultural education includes bringing the Extension Service into the NUIA complex.

While the growth of teaching, research, and extension programs cannot be directly attributed to the influence of the technical assistance program, indirect impact has been made. From 1954 to 1961 the Faculty had grown from 9 to 24 full time members and from 12 to 35 part time teachers. Its annual budget had increased from IL.155,000 to IL.1,044,000. Enrollment had expanded from 200 to 328 students. In 1954 the Faculty awarded no bachelors', 15 masters' and a handful of doctors' degrees. By 1961 it was awarding 68 bachelors', 50 masters', and an average of 8 doctors' degrees. During this same span of time, seven new buildings had been added to the campus at a cost in excess of 3 million pounds.

During SUNY's contract period the Research Station experienced comparable growth. Permanent employees increased from 137 to 478. The temporary staff expanded from 99 to 223 in number. Most significant was the increase in number of full time research workers. From 1954 to 1961 the number more than doubled, increasing from 87 to 221. While no financial data are available for the period prior to 1956, the annual operating budget swelled from IL.1.3 million in 1956 to IL.4.1 million five years later. During this same period of time the Ministry of Agriculture allocated more than IL.4 million for the physical development at Beit Dagon and the field stations.

Unfortunately, no consolidated statement could be prepared to show the remarkable evolution of the Extension Service. However, information describing the resources of the Service since the creation of the Extension Authority is impressive. Together the Government of Israel and the Jewish Agency made available IL.2.1 million for Extension in 1960. For the 1962/63 program, IL.5.2 million have been appropriated. During this 3 year span 12 extension districts were organized and the field staff increased from 187 to 258. The specialist staff grew from 47 to 75 employees. Based on the opinion of SUNY extension advisors and on observation of the writer it can be said that Israel possesses an efficient and well organized program.

Perhaps the most meaningful index of Israel's technical competence can be described through its own technical assistance program in Asia, Africa, and South America. Recent reports indicate that Israel has nearly 1000 technicians serving in 65 developing countries. By 1960 Israel's magnificent response to technical assistance, led to the conclusion on the part of both Governments that Technical Assistance could no longer be justified. It was mutually agreed that the program should terminate on June 30, 1962.

From this account it would appear as if there was very little left to do during the phasingout period from January 1961 through June 30, 1962. The decision to terminate the program actually had a stimulating effect on the SUNY program. The original objectives of the technical assistance program were brought up for review. The appraisal revealed that there was still unfinished work and objectives which had been ignored. Professor Robert S. Smith was brought in to help start extension work and research

in farm management. Professor Martin Alexander was engaged to get a program of agricultural microbiology started. Professor Philip Levine was employed to assist with the establishment of a Department of Poultry Diseases at the Veterinary Institute. Professor Stanley Shepardson's services were obtained to assist with research in Agricultural Engineering. The four other technical advisors concentrated on strengthening their respective programs.

The college advisor devoted his attention to those aspects of NUIA's development which would round out its program of educational services. Since the beginning of the Israel Project experts had been recommending the establishment of home economics at the university level. Although educational leaders agreed to its need, no determined effort was being made to foster its establishment. Hebrew University reported that unless funds could be found to house and operate a home economics program there was little point in considering its desirability in view of other expansion plans. The need for professional home economists became clear when SUNY advisors reported that no qualified teachers or agents were available to staff secondary schools and extension districts. A more detailed study revealed that Israel could use approximately 1000 professional home economists to meet the demands of education, government and industry. All of this reinforced the urgency for establishing home economics as a university discipline.

Although the Faculty of Agriculture had expanded its enrollment more than 60 percent in the last seven years, the output falls far short of Israel's trained manpower requirements. SUNY advisors in Agricultural education and extension reported that only a small percentage of the

teachers of agriculture and county agents had university education. Further inquiries revealed that food and dairy plants, agricultural banks, marketing agencies, manufacturers and distributors of agricultural supplies and equipment did not have a supply of university graduates to employ for management and supervisory positions.

Hebrew University was well aware of the need for expansion of the undergraduate program but found itself unable to expand its laboratory facilities and dormitory capacity in Jerusalem to admit more than 100 entering freshmen in agriculture. When Dean Orvis in 1956 recommended that the Government establish a State University he indicated that it should be designed to enroll 800 - 1000 students. Later estimates of need made by Dr. I.B. Johnson and the current advisor supported Dean Orvis' original projection. NUIA's administration supported the need for expansion but at a lower level. It became clear that a determined effort should be made to expand the Institute's undergraduate program during the phaseout period.

Because of the small enrollment in agriculture, the undergraduate program was arranged so that all freshman students would obtain their basic science instruction on the Jerusalem campus. This arrangement has a number of important disadvantages in developing an efficient and effective program. The competition for space and staff forced the university to impose rigid enrollment quotas on entering classes. It also necessitated scheduling all general studies in the first year and all technical work in the second and third years. It is generally agreed that distributing both general and technical instruction throughout the three years is desirable.

The need to establish home economics as a university discipline, to find a better solution to offering basic science instruction, and to expand undergraduate enrollment is dependent on financial resources. The legislation establishing NUIA as an entity provided that both its operating and development budgets stem from its parent organizations. Faculty salaries are paid by Hebrew University. Experiment Station personnel are on the Ministry of Agriculture payroll. Construction on the Rehovot campus is financed from private gifts to Hebrew University. Buildings at Beit Dagon are constructed out of government allocations from the Ministry of Agriculture.

The future growth and development of NUIA is also related to the institution's administrative and organizational structure. The Institute is administered by a five man Directorate consisting of a Chairman, the Dean of the Faculty, the Director of Research, a representative from Hebrew University and the Ministry of Agriculture. The Directorate is responsible to a 17 member Board of Trustees for guidance and support. Two sets of personnel policies govern the professional staff. The Faculty conforms to University legislation and the Research staff to civil service regulations applying to all government employees. The Directorate administers the Experiment Station program. The Faculty Council, through its Dean and administrator, control all academic affairs. The Chairman of the Directorate is appointed without professorial or academic rank and therefore is not eligible to guide academic policy or to represent NUIA in matters relating to the educational program.

The legislation establishing the Institute of Agriculture provided for merging the work of the Faculty and Station personnel to produce a coordinated effort. Implementing the merger meant physical reorganization, the elimination of dual department heads, review and reassignment of responsibilities and the development of new personnel policies. The success of this undertaking was dependent primarily on the belief that the merger was desired by the Faculty and Station personnel, on the leadership of the department heads, and on the desire and willingness of staff members to cooperate.

Because the situation differed in each department, the approach to unification of subject matter areas varied. In some cases a single department head was appointed, in others a rotation of leadership evolved. Some departments are still not unified. The achievement of an effective merger was further complicated when reclassification of station personnel to faculty status was attempted. A different but equal classification of Station personnel was adopted by the Faculty Senate. The Faculty still meets as a Faculty Board and the Research staff affiliates with the Scientific Council. The Director of the Research Station, like the Chairman of the Directorate, does not have faculty status.

When NUIA was created it was anticipated that the Extension Service would be brought into the merger. The administrative and specialist staff is currently housed in temporary quarters in Tel Aviv. Selected departments of the Service have made a genuine effort to work with the Station staff at Beit Dagon and at the Field Stations. Until each subject matter department of the College has a well qualified staff of extension, teaching, and research people working cooperatively on a common problem, the SUNY Mission is unfinished.

PROGRESS AND ACHIEVEMENT

When this report was in the planning stage it was decided to confine its content to the activities relating to the development of the National and University Institute of Agriculture. Serving as Chief of the SUNY Project the Advisor had many duties and responsibilities not directly related to the primary objective. Because of the overriding importance of the main task and for sake of simplicity and continuity no accounting is made of the Advisor's activities relating to vocational, technical, extension and higher education generally.

After studying the historical development of the Institute and appraising the current situation the Advisor devoted his talents to achieving the following objectives:

1. Assist in formulating a development program.
2. Encourage government support to implement the development program.
3. Foster the establishment of a School of Home Economics at the university level within the NUIA complex.
4. Assist SUNY technicians assigned to serve NUIA.
5. Explore the feasibility and desirability of a continuing relation between NUIA and SUNY.

Before launching into a summary of performance it seems desirable to describe some of the influences which appeared to affect the Advisor's level of productivity. No apology is intended or implied. In fact there is reason to think that what has been achieved will greatly accelerate the growth of teaching, research, and extension potential in agriculture.

Changes in Hebrew University's President, Vice President, and Rector did not affect the fine relationships established years before between SUNY and the university. It did, however, delay action on requests and necessitated the reorientation of key individuals.

Devaluation of the Israeli pound affected government policy concerning the construction of public buildings. This change materially retarded the implementation of the proposed development program.

The national elections, the Eichman trial, common market problems and the persisting cost-of-living debate diverted and divided the attention of officials considering SUNY proposals.

Probably the greatest deterrent to the maximum utilization of the Advisor's assistance was the series of crisis situations prevailing at the Institute. Erupting personnel problems commanded the full attention of the Directorate during approximately one half of the Advisor's tour.

These events, when combined, undoubtedly reduced the administration's ability to make full use of the Advisor's experience and competence in attacking the problems with which the Institute was confronted.

1. The Development Program

In contrasting the program of educational services of NUJIA with that of a Land Grant institution many similarities and differences can be seen. The Directorate, working with the Advisor, set about to systematically identify the more important and apparent deficiencies which, when strengthened, would round out the college complex. A series of weekly conferences extending

over three months resulted in a long range development program described in detail in Appendix "B"- "F". The program, when implemented, was designed to produce the following changes:

A. The creation and establishment of a School of Home Economics within the NUIA framework

Experience during the past 100 years with Land Grant colleges has clearly demonstrated that it is both logical and natural for an agricultural university to assume responsibility for raising the level of home and family life as well as improving production, marketing and efficiency standards of the agricultural industry. The establishment of a School of Home Economics at Rehovot, would permit rural people to look to a single institution for instruction, research and services relating to the home as well as the farm.

Discussions concerning the desirability of establishing home economics as a university discipline led to a formal proposal presented to the Board of Trustees (Appendix "C") and enrollment and cost projections (Appendix "E"). The Home Economics Education Advisor prepared suggested curriculums, a statement of need for professional home economists and space requirements for a building.

B. The transfer of basic science instruction from the Jerusalem to the Rehovot Campus

The proposal to construct basic science facilities at Rehovot was given priority for many reasons. Hebrew University does not feel that it has enough staff and instructional space to permit more rapid expansion of enrollment in agriculture. The need for expansion in other fields of university education reduces the opportunity for growth and development in agriculture. The transfer of freshman students in agriculture would permit expansion in other

fields of specialization in Jerusalem. The transfer would also permit the scheduling of agriculture instruction in the first year and make it possible to distribute basic science instruction throughout the program of studies. The presence of the freshman class on the Rehovot campus would make far more efficient utilization of existing teaching and administrative personnel as well as physical resources. The transfer would also encourage greater use of outstanding teaching resources available at the Research Station and Weizmann Institute.

Discussions relating to the inclusion of a basic science building in the development program led to a review of the existing site plan, a study of teaching loads and space utilization, and further thoughts concerning the development of a respectable library. When the prospects of implementing the proposal became more promising, space requirements for this building were developed by the administrative director, the architect, and the Advisor.

G. The Expansion of the Undergraduate Program in Agriculture

The establishment of a School of Home Economics at Rehovot, the transfer of freshmen from Jerusalem, plus the gradual expansion of the undergraduate program require the construction of dormitory and dining facilities. The proposed capital construction program described in the appendix calls for construction of dormitories starting with two one-hundred bed units in Stage I followed by additional units as the need arises. Also provided in the plan is additional space adequate to accommodate 200-250 students in home economics, the 100 transferring freshmen plus a 10 percent annual expansion until the total enrollment in agriculture approximates 800 students.

The development proposal provides for a dining center to serve both students and faculty. No dining facilities are currently available.

D. Housing for Administration and Extension

Last, but not least, in the development program is provision for housing administrative personnel of the College and of the Extension Service. Currently, the Institute's administrative offices are in scattered temporary quarters. As indicated earlier the state extension leaders and the specialist staff are housed in temporary buildings in Tel Aviv. It is hoped that this building will also house new academic departments suggested in the recommendations dealing with the program of educational services.

The development program as formulated by the NUIA Directorate and the Advisor, when presented to the Ministry of Finance, was accepted in principle, modified in its schedule of implementation and incorporated in the national development program. See Appendix "G".

2. Government Support for NUIA Development

When it appeared as if financial barriers would be the major obstacle to bringing the SUNY Project to a satisfactory conclusion before the termination of USAID's technical assistance program, the concept of applying U.S. owned or controlled local currencies for NUIA development was advanced. Formal proposals were submitted to USAID for subsequent submission to the American Embassy, USAID-Washington and the Government of Israel (Appendix "B"- "F"). Arrangements were made for meetings between the Minister of Finance, Mr. Levi Eshkol and the American Ambassador, Mr. Walworth Barbour, and staffs to discuss the concept and specific proposal. The Government of

of Israel's approval of the development program and authorization to carry out the plan are described in letters from Mr. Eshkol to Ambassador Barbour and President Elath of Hebrew University (Appendix "K" and "L").

Mr. Eshkol's decision to include NUIA's capital construction program in the government's development plans brought to a fitting climax one of SUNY's primary objectives and USAID's technical assistance program in agriculture.

3. School of Home Economics

Exploratory meetings with the SUNY advisor in Home Economics, Hebrew University, Ministries of Agriculture and Education and the NUIA Directorate revealed that over the years very little progress had been made in the establishment of home economics at the university level. The lack of progress appeared to stem from a failure on the part of lay people to understand what home economics is and what it can do. Educational leaders who favored its establishment were unable to provide sufficient evidence to give it priority over other areas of higher education pressing to establishment or expansion. The lack of favorable attitudes, a competent faculty, suitable facilities and financial support, all stood in the way of advancing the cause of home economics.

When it became evident that Israel would not be preparing professional home economists by the termination of the project a crash program was launched in an attempt to reach the objective.

Meetings were held with leaders of womens' organizations to stimulate an interest. The support of professional educators was solicited. Proposals for the creation of a School of Home Economics were developed and presented

to NUIA's Directorate and Board of Trustees. When approved, the proposals were submitted to Hebrew University, the Ministries of Agriculture and Education (Appendix "C"). Suggested curricula, space requirement program, a statement of need and descriptive literature were prepared by the home economics advisor. Enrollment and cost projections both capital and operating, were developed, (Appendix "E"). Hearings were held by and testimony offered to various study committees of Hebrew University. Finally budget hearings were held by the Ministry of Finance. All of these efforts resulted in the Minister Eshkol's authorizing Hebrew University to proceed with the establishment of the School. The authorization specifically provides for allocating funds to NUIA for the planning and construction of a School of Home Economics, the continued preparation of prospective faculty members and funds to operate the School (Appendix "I" and "L"). As this report is being written Hebrew University is developing plans for establishing home economics as a university discipline.

4. Assisting SUNY Technicians

During the phaseout period, eight technicians in addition to the college advisor, served on SUNY's Israel Project. Most of the specialists worked directly or indirectly on assignments which were intended to strengthen NUIA's program of education services. A brief account of each technician's contribution follows.

Dr. Martin Alexander assisted Dr. Honis, his counterpart, to initiate a program of research and teaching in agricultural microbiology. Extensive survey work was done to identify both practical and theoretical problems and discover what was being done by other institutions and scientists in

the field. Courses of study were outlined and refined. Applied and pure research projects were proposed. A Rockefeller travel grant was arranged for Dr. Henis to observe teaching and research in agricultural microbiology in Europe and the United States. Detailed recommendations for the development of this field of specialization are contained in Dr. Alexander's terminal report.

Dr. Clarence S. Anderson assisted Dr. Jungwirth in establishing a program preparation for high school teachers of agriculture at the Institute of Agriculture. He also worked with the Department of Agricultural Education of the Ministry of Education in outlining an inservice training program for employed teachers. This was done in cooperation with NUIA since the instruction would be offered by the Faculty of Agriculture. Arrangements were made for a USAID participantsip for Dr. Gideon Katz. Mr. Katz went to SUNY's N.Y.S. College of Agriculture at Cornell University to pursue advanced studies in agricultural education. Dr. Anderson prepared recommendations for the future development of agricultural education at the College.

Dr. L. Ann Buntin devoted much of her energy in preparation for the establishment of a School of Home Economics. She completed a survey of need for the school, outlined several suggested curricula, planned space requirements for a building to house the program, and roughed out descriptive literature for recruitment and guidance purposes. Recognizing the need for university faculty in her field, she helped to recruit, select and prepare six participants for advanced training in the United States.

Dr. Buntin made recommendations for the creation and establishment of a School of Home Economics at the university level in her terminal report.

While Mr. D. Leo Hayes spent most of his time with inservice problems of district extension agents and instructors, he devoted considerable time to fostering the establishment of a program of professional preparation for extension agents, supervisors, and administrators at NUIA. On the eve of his departure, an agreement was reached between the Extension Authority and the Faculty of Agriculture to launch the program. Mr. Hayes terminal report contains recommendations to NUIA regarding the curriculum and system of training. Mr. Hayes was instrumental in recruiting and selecting participants for advanced study in Extension Education.

Mrs. Velma G. Huston, advisor in home economics extension work, devoted part of her work to building a climate conducive to the establishment of home economics as a university discipline. While most of her work was with district home demonstration agents and instructors, her recommendations for the future of extension work in home economics emphasizes the importance of a university program.

Dr. Philip Levine was not assigned to work with NUIA. However, his work in helping to establish a department of poultry diseases at the Veterinary Institute at Beit Dagon was directly related to the poultry research being conducted at NUIA. His work led to the strengthening and coordination of research activity at both institutions.

Professor Stanley Shepardson, advisor in the field of farm machinery research, served as a short term consultant. He worked primarily with the

staff at the Research Station. A small part of his time was given over to assisting the Extension Service. With his counterpart, Mr. Ron Feller, he evaluated the Station's research program focusing primarily on what was being done compared with the needs of farming and industry. Out of his studies and experiences at the Station and in the field, he prepared recommendations for strengthening research and undergraduate teaching at the Institute of Agriculture.

Dr. Robert S. Smith, advisor in farm management extension work, devoted a large share of his time to field work with the specialist team. However, because NUFA had given little attention to research in farm management, Dr. Smith, with his counterpart, Dr. Lowe, established a research project to obtain output-input data, on a cross section of farm operations. Since Dr. Lowe was also a member of the College faculty, Dr. Smith was invited to give lectures to both graduate and undergraduate students. His experiences in Israel led to very positive recommendations for the strengthening of farm management extension, research and teaching. Smith was also instrumental in sending students to the United States for advanced study in farm management and agricultural economics.

The work of the SUNY team was supervised and coordinated through individual conferences and weekly staff meetings.

5. Continuing Relationship

The Board of Trustees for the State University of New York considers international education one of its important objectives. Over the years it has provided technical and professional services to many countries,

among them Indonesia, Philippines, Chile, and Peru. State University considers its work in Israel as its most worthwhile and rewarding experience in international education. As SUNY's contract with USAID terminates on June 30, 1962, it looks with favor on the idea of continuing its services to Israel. Since a continuing program would be without federal support, its scope would be limited by the amount of funds which could be raised through private sources.

SUNY's role in Israel on a self financed basis would obviously be different. It would not be representing the United States Government. Therefore, its program would relate to an institution of higher education rather than a Ministry of the Government of Israel.

While State University has indicated a priority interest in fostering the future growth of NULA it also has a desire to apply its resources more broadly in Israel. During July of 1961, President Thomas H. Hamilton, Dean Paul B. Orvis and the Advisor met individually and collectively with the leaders of Israel's major universities, officials from the Ministries of Agriculture, Education, and Foreign Affairs and with the Prime Minister's Office, USAID and the American Embassy. These meetings and conferences were primarily to explore the desirability and feasibility of establishing institution-to-institution relationships. The following list summarizes the attitudes expressed concerning SUNY's potential contributions in the future:

ISRAELI UNIVERSITIES - POINT OF VIEW

1. A continuing relationship is desirable in principle.
2. Faculty exchanges would serve the greatest need.

3. Funds to finance the local costs must be found in addition to normal sources. Current revenues are not adequate to finance a continuing relationship.
4. SUNY should not solicit funds in the United States to finance its share of costs involved from sources already contributing to Israeli Universities.
5. An informal arrangement would be preferable to a contractual agreement in consummating a mutual assistance program.

NATIONAL AND UNIVERSITY INSTITUTE OF AGRICULTURE - POINT OF VIEW

1. A continuing relationship is not only desirable but essential.
2. Faculty exchanges, cooperative research projects, and continued technical assistance are proposed as ways in which the program could be carried on.
3. Funds to finance the local costs can be found.
4. The program should not be smaller than the existing SUNY program being financed by AID.
5. Provision should be made for financing project costs as well as the salary of the faculty members.
6. Continuing consultant services should be provided in home economics should the school be created within the NUIA complex.
7. NUIA would like to use professional personnel in addition to those available through SUNY units.

GOVERNMENT OF ISRAEL POINT OF VIEW

1. The Prime Minister's Office favors the continuing relationship but recommends that it be restricted to assistance to NUIA and to Home Economics.
2. The Prime Minister's Office would recommend financial assistance for those projects relating to NUIA and Home Economics only.
3. The Ministry of Agriculture favors the continuation of technical assistance under SUNY sponsorship.
4. The Ministry of Agriculture would be willing to budget funds for the local costs of a continuing SUNY relationship with NUIA.
5. The Ministry of Education does not express itself on this problem.

USAID - POINT OF VIEW

1. The Mission favors the continuation of SUNY's relationship in Israel on an institution-to-institution basis.
2. The Mission recommends that SUNY direct its efforts, initially at least, to assisting the future growth and development of NUIA, and to guiding the establishment of a School of Home Economics within the NUIA complex.

Since these exploratory meetings, the NUIA Directorate has taken the initiative in establishing a continuing program. Specific proposals are being drafted as this report is being written. The Agricultural Education Department of the Ministry of Education has submitted a formal request for continued assistance. An informal request has been received from Tel Aviv

University for establishing a program of mutual assistance. Finally, the Ministry of Commerce and Industry, through the Prime Minister's Office, has indicated a desire for assistance in developing post high school technical education relating to the fashion, textile, and garment industry.

State University has taken the position that a continuing program will succeed only if it is needed and wanted. Consequently, no attempt has been or will be made to promote or merchandise its services to institutions of higher education in Israel.

RECOMMENDATIONS FOR THE FUTURE DEVELOPMENT OF THE
NATIONAL AND UNIVERSITY INSTITUTE OF AGRICULTURE

It is relatively easy for a consultant to make suggestions for improvement when he has no responsibility for their implementation. On the other hand the Advisor's role is not always enviable. His satisfaction must stem from motivating others to perform in a prescribed manner. The results are sometimes both frustrating and disappointing.

It is anticipated that many of the following recommendations will be found controversial. It is hoped, however, that they will receive serious consideration since they are based on a frame of reference which has produced outstanding programs of educational service elsewhere. Other recommendations may seem unnecessary but are included because further action seems essential.

In reviewing these recommendations it should be noted that no attempt has been made to offset areas needing improvement with the many outstanding educational achievements in which Israel may take pride. The objective therefore is to suggest ways in which a good program can be made better.

A. ORGANIZATION AND ADMINISTRATION

1. It is difficult to see how any institution of the stature, size, objectives and aspirations of NUIA can be successfully directed with a part-time chief executive officer. The services of a full time unit head are required immediately if it is intended that NUIA serve the purposes for which it was established.

2. The chief executive officer should be given academic rank with his appointment so that he or his representative will be the chief spokesman for the institution regarding all matters.
3. The chief executive officer or his representative should be the presiding officer at all professional meetings on campus.
4. The chief executive officer or his representative should have the power of sanction and veto regarding all decisions made by any subdivision of the Institute.
5. The chief executive officer should be given a title more descriptive of his position. The title, chairman, should be changed to provost or president depending on the Institute's ultimate relationship to Hebrew University.
6. All appointments to executive positions should be for indefinite terms of office. This would permit continuity for good appointments and facilitate changes when errors in selection have been made. This recommendation also applies to the appointment of deans, directors, department heads and administrators.
7. Although representation on the Directorate from Hebrew University and the Ministry of Agriculture is not objectionable it seems unnecessary. For maximum efficiency the Directorate should consist of the chief executive and his administrative officers. A Directorate of this composition could meet more easily and more frequently as the need arose.

8. Consideration should be given to the desirability of creating an administrative council for policy making purposes. This council might consist of the chief executive officer, deans, directors, the chief business officer, and all of the department heads. The policy developed by such a group would more accurately reflect the needs of the professional staff and would be interpreted more effectively to those affected.
9. The Institute should be provided its operating and capital construction funds directly from the Ministry of Finance.
10. The Institute should have the authority to hire, fire, promote and demote its personnel without first obtaining the approval of Hebrew University or the Ministry of Agriculture.
11. The Institute should use the same standards used by Hebrew University for employing its professional staff.
12. The Institute should be authorized and encouraged to solicit financial assistance to supplement its normal resources for academic and capital development.
13. The Institute's Board of Trustees should have the power to appoint its chief executive officer, approve professional appointments, review and approve its capital and academic plans, and to assist it to secure the necessary resources to implement these plans.
14. The Institute should broaden its educational objectives to include:
 - a) Preparation of scientists, management personnel, educators and leaders for the agricultural industry education, government, home and community life in Israel and abroad.

- b) Pursuit of pure and applied research relating to agriculture, rural life, home and family life.
- c) Provision for extension services to farm families, agricultural industry and urban consumers.

The acceptance of this point of view would necessitate the establishment of a School of Home Economics, the transfer of the Extension Service, a greater emphasis on the bachelor of science program and enriching the curriculum.

- 15. Should the development plan materialize as recommended the following new administrative positions will be required:
 - a) Dean of Home Economics
 - b) Director of Extension Services
 - c) Dean of Students
 - d) Director of Development
 - e) Director of General Studies
 - f) Director of Admissions and Registrar
- 16. While the Institute enrollment is less than 1000 students, the chief executive officer may want all of the other executive and administrative personnel to report to him. After the enrollment reaches 500 students, a greater delegation of responsibility seems appropriate.
- 17. The creation of separate corporations to solicit and administer funds for financial assistance to students, research, development and auxiliary services, seems advisable.
- 18. The development of a master plan describing NUIA's aspirations, plans and needs for the next decade should be given high priority.

19. The drive to merge teaching, research, and extension activities should be pursued with new vigor, diplomacy and determination.
20. A bulletin on a regular (possibly weekly) basis should be issued by the chief executive officer to keep the entire staff advised of developments. There is a lack of communication at present.
21. Regular meetings of the entire professional staff should be held on a monthly basis.
22. A systematic effort should be made to inform the entire student body concerning the Institute's plans, needs and objectives.
23. A systematic effort should be made to build a program of alumni activities and services.
24. Continuous studies should be carried on relating to teaching loads, space utilization, educational costs per student, placement and follow up of graduates. These data along with other information should be published in an annual report.
25. Promotional material should be developed describing the educational and career opportunities available.
26. An information and public relations service should be created to interpret more effectively the Institute to the general public.
27. An annual open-house or similar activity should be sponsored to familiarize the public and high schools with the resources and opportunities available.
28. A systematic program of high school visitations should be initiated to assist counselors with the educational guidance of university bound students.

29. Serious consideration should be given to the concept of making available free public higher education in agriculture and home economics to rural people.

30. Although of lesser importance, the name of the National and University Institute of Agriculture should be simplified.

B. PROGRAM OF EDUCATIONAL SERVICES

The college advisor has worked indirectly with the program of educational services. His recommendations are based primarily on information obtained from other members of the SUNY staff, occasional discussions with faculty members of the Institute, and examination of descriptive literature. All of the recommendations are based on standards and practices used in the United States which are not necessarily appropriate or applicable to conditions in Israel. However, it is hoped that the recommendations will provoke some thought and constructive change.

Undergraduate Program

1. Thought should be given to lengthening the academic year from 28 to 32 or 36 weeks.
2. Thought should also be given to lengthening the total residence requirement for the Bachelor of Science degree from 84 to a minimum of 128 weeks.
3. Serious consideration should be given to designing a program permitting elective subjects. The program at present is so rigid that it is difficult for a student to select a field of specialization should he be able and desirous of pursuing advanced studies.
4. The first year of basic or general studies now offered in Jerusalem should be made available in Rehovot.

5. The general studies or core program for each student should include work in: sociology, psychology, written and oral expression in Hebrew and a choice of history, government or international relations.
6. Programs of teacher preparation and extension education as currently envisaged should provide a far greater opportunity for apprentice or internship experience under the guidance of a teacher educator and supervising teacher.
7. Further thought needs to be given to designing the B.S. curriculum to better meet the needs of farming and the agricultural industry. The current curriculum does not provide educational opportunity for employment in banking, farm credit, retail or wholesale marketing, farm management, community planning and administration, farm machinery sales and services, quality control work, dairy and food plant management, personnel administration, wildlife and forest management, agricultural journalism and communications.
8. Students should have an opportunity to begin specialization at the undergraduate level.
9. Advisory committees consisting of employers should be used to review and validate curriculums.
10. An organized program of social, recreational, and cultural activities should be instituted to enrich the extra curricular experiences of the student body.
11. The decision to establish two year non-degree programs open to students who have not achieved university matriculation is open to question. Other institutions might better be encouraged to assume

this responsibility. It is quite likely that both the Institute at Acre and Rupin would welcome encouragement and assistance in serving this need.

12. Consideration should be given to the desirability of establishing new departments. If NUIA has responsibility for serving secondary schools in rural areas, then a department of Rural Education should be instituted. At the undergraduate level it would prepare teachers of agriculture, science, and home economics. It would also prepare extension agents in agriculture, home economics and youth activities. At the graduate level it would prepare educational administrators, supervisors, teacher educators, guidance counselors and critic teachers.

If NUIA has responsibility for serving rural communities, then the creation of a Department of Rural Sociology appears essential. At the undergraduate level it would turn out social workers, social, recreational, and cultural directors, adult education leaders, and local government leaders. At the graduate level it would produce settlement planners, administrative and executive personnel for social, government, and civic agencies. Both departments would also offer service courses as a part of the core program for all undergraduate students.

If NUIA has a responsibility for the preservation and conservation of Israel's natural resources, then the addition of a Department of Conservation seems appropriate. Such a department might encompass academic studies in wildlife, fisheries, forestry, soil and water conservation.

13. While no systematic evaluation has been made of the total educational program, the need to strengthen some existing departments has been brought to the Advisor's attention. The present program, while strong in the disciplines supporting agricultural production, seems weak in developing trained manpower for occupations relating to agriculture. More undergraduate offerings should be made available in food and dairy technology, agricultural engineering; agricultural economics and conservation. Courses intended to assist students acquire management competencies and skills need to be added.
14. The library needs to be greatly expanded in both resources and services.

Graduate Program

The Advisor's discussions with faculty and graduate students and the observations of other SUNY technicians provide the basis for the following recommendations:

1. A foreign language requirement should be established for both the master's and doctorate program. In addition to Hebrew, one language for the master's and two for the doctoral program is suggested.
2. A system of requirements in major and minor fields should be instituted to insure studies in interrelated fields. A major and one minor is suggested for the master's and a major and two minors is proposed for the doctoral program.
3. A qualifying examination should be instituted for the Ph.D. degree to diagnose each candidate's strength and weakness. A qualifying examination at the end of the doctoral candidate's first year of study would also make it possible to screen out weak students.

4. A committee system for directing and guiding a student's program of studies might be installed. The student should be given the opportunity to select one member of the faculty to serve as chairman and others to serve as minor members.
5. The doctoral student should have an opportunity and be required to take formal course work in his study program.
6. All major departments should offer instruction in methods and procedures for designing experimental investigations. One department might offer such instruction to all beginning doctoral candidates.
7. Formal instruction should be made available to and required of all graduate students in the statistical treatment of experimental data.
8. Library resources and services are greatly in need of supplementation.

C. RESEARCH RECOMMENDATIONS

The contribution agriculture will make in the economic growth of Israel is contingent upon the scientists' ability to resolve the nation's production, marketing, and distribution problems. Israel is well endowed with scientific manpower. The management and utilization of this reservoir of "know-how" is therefore the most important single element in determining how efficiently the agricultural sector provides the nation and the world with goods and services.

The Advisor has based the following recommendations on observations of other SUNY technicians and on occasional discussions with Experiment Station personnel:

1. Allocation of funds for research should continue to be increased. While significant increases in appropriation have been made in recent years, funds are still inadequate. It seems reasonable to conclude that the amount of research support should be directly related to the value of agricultural production. Experts in the administration of research such as Dr. I.B. Johnson, former SUNY Chief, suggested that allocation should approximate one percent of the value of the nation's agricultural production. If this yardstick had been applied for the year 1959/60, it would have meant quadrupling the appropriation.
2. In the past it has been necessary to finance part of the research activity out of experimental farm income; this practice leads to considerable uncertainty and instability. Farm income, being related to fluctuating prices and costs of production, is not a dependable source and therefore should not be used to finance one sixth of the stations operation. In years of high rates of production and favorable prices, temporary employees are engaged. Subsequent terminations resulting from lower income usually produce employee dissatisfaction and low morale.
3. The separate but equal classification of Station professional employees should be abandoned as rapidly as possible. All professional employees should be appointed as members of the faculty. The academic rank held by a member of the faculty should be in line with his academic preparation, experience, and productivity. The department head should determine how each faculty member's services will be

utilized i.e. teaching, research, and/or extension. Combination assignments often produce maximum performance.

4. Each department head should be made responsible to the Director of Research for the departmental allocation of research funds.
5. Each department should be required to submit annually a long range proposal. The proposal should include a profile of achievements, a description of work underway, a list of projects completed, outlines and budgets for new work being contemplated.
6. In recent years SUNY technicians have emphasized the need for strengthening the research program in the following areas:
 - a) Agricultural Economics
 - b) Agricultural Engineering
 - c) Microbiology
 - d) Food and Dairy Technology
7. If and when the purposes of the Institute are broadened, research activities in the following fields should be introduced and pursued with vigor and vision.
 - a) Rural Education
 - b) Rural Sociology
 - c) Conservation
 - d) Home Economics

In the broad field of Rural Education, research in Agricultural and Extension education should receive priority. Settlement and community planning should be emphasized in Rural Sociology. The need and opportunity for scientific investigations in home economics are boundless. Research in Conservation might include forestry, fishery, wildlife, soil and water utilization.

8. Requests for financial assistance should be submitted on an organized and systematic basis to the appropriate organizations and agencies.
9. Working relations between current and potential donors should be sustained and strengthened.
10. The Director of Research should be provided with an adequate administrative staff to free his time for planning, coordination, evaluation, and the procurement of financial and scientific resources.

D. EXTENSION

The conclusion persists that Israel's Agricultural Extension Service is not ready to be merged with the research and teaching branches of the National and University Institute of Agriculture. Agricultural leaders in the nation point out that, until the merger of the research staff and the faculty is effected satisfactorily, it would be unwise to complicate the problem by adding another variable. The fact that many personnel and organizational problems remain unsolved cannot be denied. Nor can it be said that the task of amalgamating the Extension Service with the other branches of the Institute will be simple. In all probability it would be even more difficult than previously experienced.

However, anticipated difficulties in making the Extension Service a part of the Institute should not be the sole criterion used in determining whether or not to go ahead. It is conceivable that further delay may make the task even more imposing. In the Advisor's

opinion, the advantages accruing from the coordination of teaching, research, and extension far outweigh the administrative difficulties which will be encountered. Based on the assumption that most of the recommendations pertaining to the administration and organization are implemented it is urged that plans for an orderly merger be initiated without further delay. The following recommendations are offered in support of this position:

1. That the Extension specialists be moved to their respective academic departments in the NUIA framework.
2. That each department head be given the responsibility and authority to administer the extension program in his field of specialization.
3. That each specialist be made administratively responsible to the department head for funds and program direction.
4. That a project leader be appointed to head up extension work in departments having more than one specialist.
5. That the State Extension Director and his administrative staff move to NUIA campus.
6. That the State Extension Director become a member of the Directorate.
7. That the budget for extension activities be administered by NUIA Directorate.
8. That each department head look to the State Director for funds and guidance in conducting extension activities.
9. That a division of the State Leaders Office assume responsibility for guiding the undergraduate and graduate professional preparation of extension personnel.

10. That the State Leaders Office assume responsibility for the dissemination of technical information to farmers, farm organizations, the agricultural industry and consumers through publication, press, radio, television, and field days on and off campus. It is suggested that the existing resources of NUIA and the Extension Authority be combined into a central office of information services.
11. That a plan be worked out to encourage the academic upgrading of Extension specialists so that they in the long run meet the same academic qualification required for appointment as a member of the faculty. It is further recommended that as soon as an individual staff member meets the academic standards established for faculty positions, he be appointed to the appropriate professorial rank.
12. That members of the Extension Service who make no significant effort to qualify for professorial rank gradually be replaced as qualified individuals become available.
13. That all individuals making a concerted effort to upgrade their academic preparation be given the normal salary increments of their position.
14. That individuals making no significant effort to qualify for academic appointments be denied salary increments or be placed on a slower schedule.
15. That appointments to academic rank be made in the same manner as for members of the faculty. Some modification in criteria may be necessary for promotion but not for initial appointment.

If the recommended administrative changes are found unfeasible, it is urged that serious thought be given to relocating the extension staff so that the specialists may be officed with the research people. Daily and working contact of research and extension workers is imperative.

E. SCHOOL OF HOME ECONOMICS - RECOMMENDATIONS

The Advisor does not pretend to be knowledgeable in the field of home economics. Therefore, the recommendations contained in this section relate only to administrative and organizational aspects of establishing home economics as an academic discipline at the university level. SUNY's home economics advisor treats curricular recommendations in her report.

1. Israel should establish without delay a school of home economics at the university level. Studies indicate that about 1000 professional home economists are needed to serve Israel's homes, schools, institutions, industry, and government.
2. One school of home economics, if properly staffed, equipped, housed and supported, can meet the needs of the nation.
3. The school when fully established should offer the bachelor's, master's, and doctor's degrees. Its program of educational services should include resident teaching, research, and extension services.
4. The school should be located and be made a part of the NUIA complex at Rehovot for many reasons: Home Economics as an academic discipline is closely related to agriculture; the Rehovot location is near the geographic and population center of the country; rural

families should look to one institution for leadership in farming, home and family life; nations having experience in relating agriculture and home economics at the university level have found this an ideal combination; the faculty and administration support the inclusion of the proposed school.

5. Until facilities for the new school are constructed the program could be started using the plant and staff of the School of Nutrition in Jerusalem.
6. The school should offer only the Bachelor of Science degree until a qualified faculty is assembled to direct graduate studies.
7. Prospective faculty should be encouraged to pursue further graduate work leading to the doctor's degree.
8. Full use should be made of the participants who have earned advanced degrees in the United States as a nucleus for the faculty.
9. A chief executive officer should be employed immediately to plan, staff, and organize the school.
10. The chief executive officer should be a member of NUIA's Directorate and responsible directly to its chairman.
11. The preparation of teachers, extension agents, dieticians, and institution managers should be given priority.
12. Scholarship assistance should be made immediately available to attract and hold well qualified students.
13. University matriculation should be the most important criterion used for admission.

14. An advisory committee should be appointed consisting of a cross section of potential employers to advise and assist with establishment and operational problems.
15. Consultant services should be employed during the formative years.

F. PHYSICAL DEVELOPMENT - RECOMMENDATIONS

Considerably more study is needed before firm recommendations can be formulated. Since the Advisor had no responsibility for site planning until the Ministry of Finance agreed to support the long range capital construction proposal, the assignment has barely been started. The following suggestions are submitted for the consideration of those who ultimately will locate buildings, roads, walks and service connections. Hopefully, some of the ideas may prove useful in designing a functional, efficient and beautiful campus.

1. Concentrate both undergraduate and graduate instruction on the Rehovot campus.
2. Locate roads and parking areas on the campus perimeters.
3. Create distinct and separate areas for instructional and residential purposes.
4. Locate the library, administration, social and dining centers between the instructional and residential areas.
5. Design walks wide enough to permit vehicular use for servicing each building.
6. Locate each new building so that it may be expanded.

7. Design the School of Home Economics so that it adjoins the dining center. This will permit the use of the dining center as a realistic laboratory for students majoring in institutional management.
8. Include a health center in one of the general purpose buildings. Provide an infirmary if and when the enrollment reaches 1000 students.
9. Provide playing fields and gymnasium facilities as soon as practicable.
10. Construct dormitories in units of 100 bed capacity to make supervision economical.
11. Construct apartment facilities for married students.
12. Construct all major buildings on the Rehovot campus. It is hard to justify the development of a campus at both Rehovot and Beit Dagon when the land resources at Rehovot are available to accommodate expansion for an indefinite period.
13. Gradually relocate all farming operations from Rehovot to the Beit Dagon campus.
14. Continue to acquire properties contiguous to the Rehovot campus as they become available.
15. Refrain from further land sales or exchanges until the development program is greatly advanced.
16. Resist any effort on the part of the Rehovot municipality to locate a new street bisecting the campus.
17. Redesign and rehabilitate the entrance and roadside appearance of the campus.

18. Advance the planning stage of the Administration-Extension building so that no unnecessary delays will be experienced when the Extension Service is brought into the Institute.
19. The master site plan being prepared should include locations for further buildings beyond those described in the current development program. The master plan should provide for:
 - a) Library
 - b) Social Sciences
 - c) Maintenance and Service Center
 - d) Food and Dairy Technology
 - e) Conservation
 - f) Plant Pathology
 - g) Agricultural Engineering
 - h) Soils and Irrigation
 - i) Fruit and Vegetable Storage Research
 - j) Gymnasium and Social Center

It should be noted that no attempt has been made to rank these suggestions in order of importance, priority, or cost. Many of the suggestions could be achieved with relative ease at modest costs. Other suggestions are obviously more difficult and costly to accomplish. Careful study is needed to determine priorities.

G. CONTINUING RELATIONSHIP - RECOMMENDATIONS

Since the beginning of the SUNY Israel Project in 1954, much has been said and written about the desirability of establishing an institution-to-institution relationship. As the SUNY Project under USAID auspices terminates on June 30, 1962, exploration still continues. It now appears as if no firm agreements will be reached before the Advisor's departure. The following suggestions are made in the event a cooperative working relationship is worked out sometime in the future.

Organization and Administration

1. A memorandum of understanding should be developed which describes the objects and purposes of a continuing relationship, the scope of the program, termination of the agreement, division of responsibilities, method of financing costs in Israel and in the United States. The memorandum should be approved by both NUIA and SUNY Board of Trustees.
2. A three to five year budget should be developed showing anticipated annual costs and how they will be shared.
3. In the initial stages of the program it is suggested that the scope not exceed four technicians including the college advisor.
4. The college advisor should be required to serve a minimum of one and preferably two years.
5. If a college advisor is not required, then one of the technicians should be designated by SUNY to serve as project chief.
6. Technicians should be officed at NUIA and housed in the Rehovot area.
7. Technicians should be provided transportation for personal and professional use.

8. The technician's local costs should be paid for by NUIA on the same basis as Joint Fund conducts its operation.
9. NUIA should explore the availability of U.S. owned or controlled local currencies being administered by USAID, the U.S. Agricultural Attache and the U.S. Cultural Affairs Officer of the American Embassy for financing local costs.
10. An annual review of the program should be made either in Israel or New York.
11. Quarterly and terminal reports should be required of each technician.

Program of Services

1. If a college advisor position is continued it would be desirable for the individual to possess experience and competence in one or more of the following fields:
 - a) Curriculum development
 - b) Student personnel services
 - c) Physical plant and site planning
 - d) Fund raising
 - e) Public relations
2. Should a School of Home Economics be established within the NUIA complex, an advisor in home economics education is urgently needed.
3. Further guidance in the development of undergraduate and graduate programs in Agricultural Education and Agricultural Extension appears desirable. The relative importance of this need should be determined by NUIA's administration.

4. Further development of publications and information services is needed. The publication of professional journals and abstracts of research dissertations constitutes only a small part of a comprehensive program of interpreting the Institute to its public. The use of radio, the production of movies, tape recordings, slides, film strips, teaching aids and closed circuit television should be added to the output of the existing program.
5. While no systematic effort has been made to identify the technical fields needing assistance, impressions indicate that work in farm management, food and dairy technology, microbiology and agricultural engineering might profit from additional assistance.

CONCLUDING COMMENT

The reader should note that these recommendations represent the personal sentiments and judgments of the Advisor. Obviously the ideals and aspirations expressed in this statement will not coincide precisely with those responsible for guiding the destiny of NUFA. The reader should also take into account that the recommendations were formulated without regard to such practical considerations as vested interests, tradition and financial limitations. Recognizing that values vary concerning what is important and what is trivial the author has made no attempt to suggest priorities. Some of the proposals can be achieved in a day, others may take a decade. Significant progress stems only from those whose actions are driven by ideas, ideals and inspiration.

A P P E N D I C E S

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORK

ISRAEL PROJECT PERSONNEL

<u>Name and Beginning and Ending Date</u>	<u>Position on Team</u>	<u>Origin</u>
Alexander, Martin June 8, 1961 June 8, 1962	Soil Microbiologist (12 months)	SUNY NYS College of Agr. Cornell University
Anderson, Clarence S. September 12, 1960 June 30, 1962	Agricultural Educ. Advisor (Secondary Level)	Retired - Pennsylvania State University
Birdsall, Webster J. January 2, 1955 October 30, 1957	Agricultural Marketing Specialist	New York State Department of Agriculture & Markets
Branyon, Donald L. October 15, 1954 July 3, 1956	Agronomist (Fiber Specialist (18 months)	University of Georgia
Bridges, James L. November 21, 1954 November 18, 1956	Agronomist (Farm Manager)	State of Georgia
Buntin, L. Ann July 12, 1959 June 30, 1962	Home Economics Educ. Advisor (College & Secondary Level)	State Director of Home Economics Education, State of Delaware
DeSandis, Ann M. April 15, 1956 August 31, 1956	Secretary to the Project Chief	Newspaper
Emerson, Lynn A. April 5, 1955 August 28, 1957	Vocational Educ. Specialist	SUNY, School of Industrial and Labor Relations at Cornell University
Foote, Norman H. September 23, 1955 September 21, 1957	Agricultural Engineer (Mechanical) (21 mos.) and Project Chief	SUNY, Agricultural and Technical Institute at Farmingdale
Ginsberg, Joseph M. August 9, 1956 August 24, 1958	Entomologist (Plant- Protection) (12 mos.)	Rutgers Univ. & Agricul- tural Experiment Station

ISRAEL PROJECT PERSONNEL (Cont'd)

<u>Name and Beginning and Ending Date</u>	<u>Position on Team</u>	<u>Origin</u>
Haag, J. Roy May 31, 1955 November 18, 1956	Animal Nutritionist (18 mos.)	University of Oregon
Hayes, D. Leo February 23, 1959 June 30, 1962	Agricultural Extension Advisor	SUNY NYS College of Agr. Supervisor, County Agricultural Agent Cornell University
Huston, Mrs. Velma G. December 20, 1958 June 30, 1962	Home Economics Extension Advisor	Home Economics, Michigan State University
Janison, David E. February 26, 1955 January 2, 1957	Public Health Educator	City of Los Angeles
Johnson, Isaac B. July 31, 1956 August 7, 1960	Experiment Station Administrator (Agricul- tural) (12 mos.) and Project Chief	South Dakota State College Agricultural Experiment Station
Kirkendale, George A. October 26, 1954 September 15, 1957	Ceramics Specialist	SUNY, College of Ceramics at Alfred University
Kunsela, William R. January 26, 1961 June 30, 1962	Project Chief	SUNY Agricultural and Technical Institute at Delhi
Leiby, Rowland W. October 15, 1954 July 22, 1955	Entomologist (Plant Protection)	SUNY, College of Agri- culture at Cornell
Levine, Moses N. June 25, 1955 April 10, 1957	Cereal Rust Specialist (18 mos.)	University of Minnesota
Levine, P. Philip November 20, 1961 May 20, 1962	Poultry Virologist (6 mos.)	SUNY NYS College Vet. Med. Cornell University
Manley, Frank H. July 1, 1955 August 29, 1957	Veterinarian and Bacteriologist	Alabama Polytechnic Institute
Marble, Dean R. August 1, 1955 November 1, 1955	Poultry Geneticist (3 mos.)	SUNY, NYS College of Agri- culture at Cornell

ISRAEL PROJECT PERSONNEL (Cont'd)

<u>Name and Beginning and Ending Date</u>	<u>Position on Team</u>	<u>Origin</u>
Olafson, Peter December 29, 1954 February 1, 1956	Veterinary Diagnostician	SUNY, NYS College of Vet. Med. at Cornell University
Orvis, Paul B. March 14, 1955 November 28, 1956	Project Chief	SUNY Agricultural & Technical Institute at Alfred
Perlmutter, Alfred January 2, 1955 October 19, 1956	Sea Fisheries Specialist	New York State Department of Conservation
Price, William A. January 22, 1955 November 16, 1956	Agricultural Irriga- tion Specialist	Federal Government
Rosenthal, Daniel February 21, 1956 January 23, 1957	Metallurgist (18 mos.)	University of California at Los Angeles
Schuman, Bernard K. July 11, 1956 December 31, 1956	Dairy Sanitation Specialist Consultant (6 mos.)	
Shepardson, E. Stanley February 17, 1962 June 17, 1962	Farm Machinery Specialist (4 mos.)	SUNY, NYS College of Agr. Cornell University
Smith, Robert S. October 18, 1960 October 18, 1961	Extension Advisor (Farm Management) (12 mos.)	SUNY, NYS College of Agr. Farm Management, Cornell University
Stopper, William W. October 11, 1954 October 1, 1956	Poultry Specialist	SUNY, Agricultural and Technical Institute at Alfred
Thompson, Charles A. June 14, 1955 October 18, 1958	Agricultural Exten- sion Specialist	Rutgers University
Wallace, J.H. June 18, 1955 August 18, 1955	Plant Virologist (2 mos.)	University of California Agricultural Engineering Experiment Station
Watts, Nellie S. May 24, 1955 October 12, 1958	Home Economics Demonstration Specialist	Ohio State University

ISRAEL PROJECT PERSONNEL (Cont'd)

<u>Name and Beginning and Ending Date</u>	<u>Position on Team</u>	<u>Origin</u>
Weaver, William J. December 1, 1954 December 1, 1956 December 7, 1957 June 26, 1959	Agricultural Education Specialist	New York State Department of Education
Weiss (Deutch), Barbara V. October 16, 1956 May 16, 1958	Secretary to the Project Chief	
Wiley, Marshall W. September 15, 1954 October 30, 1957	Assistant to the Project Chief	International Public Opinion Research SUNY Intern 1950-51
Wilkinson, Robert E. June 28, 1955	Plant Pathologist (Citrus) (18 mos.)	SUNY, NYS College of Agriculture at Cornell

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORK
ISRAEL PROJECT

MEMORANDUM

April 28, 1961

TO : UNITED STATES OPERATIONS MISSION TO ISRAEL
Mr. H. Chalfant Mr. J. DeWilde
Mr. G. Peterson Mr. P. Bergfield

FROM : W.R. Kunsela, Chief, SUNY/Israel Project

SUBJECT: The Future Growth and Development of the National and
University Institute of Agriculture.

Attached you will find in rough outline a proposal summarizing the scope and character of the capital construction needs of NUIA. I am submitting this proposal in keeping with the agreement reached at the last of several general and executive staff meetings of USOM dealing with the growth and development of the National and University Institute of Agriculture. If implemented this construction program should provide the physical resources needed to develop an efficient and effective land grant college at Rehovot.

I am submitting this proposal to the executive staff of USOM with the hope that the Mission will:

1. Study the proposal from the standpoint of its need.
2. Endorse the proposal in principle if in agreement with the recommendation.
3. Call an executive staff meeting to work out a plan of attack and assign responsibilities.
4. Explore the availability of U.S. owned or controlled funds accruing annually which are made available for GOI development purposes.
5. Encourage the introduction of the proposal into the 1962-63 development program of the Government of Israel.
6. Initiate an immediate request through the Joint Fund for monies needed in Stage I.
7. Obtain a memorandum of understanding between GOI and USOM which would insure systematic implementation of the proposal.

Justification for the Proposal

In considering why USOM should encourage the Government of Israel to include the physical growth of NUIA in its development program, a systematic review of the situation is in order.

1. The concept of creating and developing an institution of higher education in the image of a land grant college in Israel is a product of USOM/SUNY effort.
2. In all probability the most significant and enduring contribution ICA, USOM and SUNY can make in Israel is to ensure the establishment of an efficient and effective land grant college. An institution which can carry on and strengthen the level of technical assistance provided by imported specialists. Although the land grant college (NUIA) is now a reality, it is, in many respects still a dream. One of the most important missing components of this complex is the College of Home Economics.

Due primarily to a lack of physical plant, NUIA is also without an extension staff to disseminate its research and teaching. It should be noted that Israel does have a young and dynamic extension program in agriculture and home economics administered by the Ministry of Agriculture. The integration of the extension program with the NUIA operation can take place only after physical facilities can be found on campus.

Of equal importance in the future development of NUIA is the consolidation of its program. Currently, all of the freshmen students are required to obtain the first year of studies at Hebrew University in Jerusalem. This arrangement is for many reasons, unsatisfactory to the students, faculty and administration of both Hebrew University and NUIA. The lack of a basic science building to house the first year program and a dormitory facility is the primary deterrent to consolidation.

In the opinion of the SUNY staff concerned with future development of NUIA the most important objective yet to be achieved, lies in the area of curriculum. For NUIA to begin making its maximum contribution to the State of Israel it must broaden its objectives and redesign its educational offerings. The college must not only continue its outstanding effort to produce scientists and academicians but also add "bread and butter" instruction intended to prepare administrators, supervisors, counselors, teachers and extension workers for agricultural industry, business, government and education. This change in emphasis will obviously require additional personnel and physical resources.

From this critical analysis it can be seen that the USOM/SUNY dream on one hand has made great progress and on the other, it falls short

of being an effective and efficient institution. With aggressive leadership, sound guidance, relatively modest resources and a cooperative approach this objective can be achieved in a relatively short period of time. It would be foolhardy to assume that all of the obstacles would be overcome simply through the implementation of the proposed capital construction program. The other problems, although numerous, can be overcome by hard work and intelligent planning.

3. Hebrew University, in view of its sevenfold expansion in the past decade and existing financial commitments, reports that it is unable to undertake further expansion at Rehovot at this time.
4. The Government of Israel has not included the support of higher education in its development program in spite of the obvious and urgent need to expand its resources.
5. Many of the programs started by USOM and SUNY technicians will not be continued unless NUIA is permitted to broaden its purposes and supplement its educational opportunities. For example, university studies in support of the present staff of USOM/SUNY technicians cannot be found. To insure that past and present technical assistance programs are sustained, it is urgent that NUIA be further developed and strengthened.
6. Based on numerous meetings and conferences dealing with the proposal it appears as if strong support can be depended on from the following Israeli organizations and agencies:
 - a) College of Agriculture - Administration, Faculty and Board of Trustees.
 - b) Administration of Hebrew University.
 - c) Federation of Womens Clubs individually and collectively.
 - d) Kibbutzim and Moshavim leaders.
 - e) Department of Agricultural Education - Ministry of Education.
 - f) Extension Authority - Ministry of Agriculture.
 - g) Technical Assistance Department - Prime Minister's Office.
7. It is the desire and intent of State University of New York to establish a continuing institution-to-institution relationship with NUIA on or before the termination of the formal ICA USOM, SUNY contract in Israel.
8. The "rounding out" of NUIA might serve as a significant and appropriate terminal activity for USOM. The development of an institution, which, if properly designed, staffed and housed can carry on and improve upon the technical programs formerly supported by USOM would seem like a most worthwhile endeavor.

Conclusion

The SUNY staff pledges all of its creative and productive capacities, in support of this proposal. I sincerely hope it will receive serious consideration and enthusiastic approval.

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORK
ISRAEL PROJECT

A PROPOSAL FOR THE CREATION OF A SCHOOL OF HOME ECONOMICS
AT THE UNIVERSITY LEVEL

During the recent months the SUNY staff has been vigorously exploring the desirability and possibility of establishing a school of home economics at the university level within the NUIA complex. Informal meetings have been held with officials of NUIA, Hebrew University, Ministry of Agriculture, Ministry of Education, and virtually all of the Women's Organizations. Based on these meetings, first hand experience with training schools for home economics teachers and home demonstration agents and observations of the critical need for creating equality of educational opportunities for Israeli women, it is recommended that the Board of Trustees of NUIA initiate action to accomplish this objective.

This recommendation is based on the following assumption:

1. That Israeli women are entitled to equality of educational opportunity at the university level.
2. That a school of home economics at the university is needed to develop competent leaders, teachers, administrators, supervisors and counsellors in such fields as: nutrition, institution and management, child development and family relations, fashion and textile, housing and design.
3. That no such opportunity exists.
4. That Hebrew University through NUIA is competent and willing to administer such an educational program.
5. That the Faculty of Agriculture is desirous of sponsoring the new school.
6. That the women of Israel want a school of home economics and would be willing to promote its establishment.
7. That the Board of Trustees want the farm families of Israel to look to NUIA not only for agricultural know-how but also for guidance in improving home and family life.
8. That space, physical plant, capital and staff support, can be found.

If these assumptions are sound and if this recommendation is endorsed by the Board of Trustees in principle then it is suggested that the Trustees authorize the administrative staff of NUJA to carry out the following activities:

1. Explore the feasibility and desirability of establishing by the fall of 1962, a school of home economics at Rehovot with:
 - a) Administration of Hebrew University.
 - b) Ministry of Agriculture.
 - c) Ministry of Education.
 - d) Ministry of Finance.
 - e) Womens Organizations.
 - f) Faculty of Agriculture.
 - g) Faculty Senate.
 - h) Farm Organizations.
2. Develop an operating budget for one, two, five and ten years.
3. Develop a long range capital construction program.
4. Explore facilities which might be used to house the program initially.
5. Develop a curriculum for the new school.
6. Develop a plan for recruiting and training staff.
7. Develop a catalog and promotional literature.
8. Develop a public relations program to create a favorable climate for recruitment of students and fund raising.
9. Begin canvassing for potential administrative staff.
10. Obtain financial commitments for operating and capital expenditure.
11. Solicit the assistance of all the Womens Organizations in promoting the establishment of the new school of home economics.

PROPOSED CAPITAL CONSTRUCTION PROGRAM
FOR NATIONAL AND UNIVERSITY INSTITUTE
OF AGRICULTURE

STAGE I (7/61 - 3/62)

<u>Project</u>	<u>Estimated Cost</u>	<u>Start</u>	<u>Completion</u>
Rehabilitate temporary facility for School of Home Economics	100,000	7/61	3/62
Planning Stage II	153,000	7/61	3/62
	<u>IL.253,000</u>		

STAGE II (4/62 - 9/63)

School of Home Economics	1,000,000	4/62	9/63
Basic Science Building	1,000,000	4/62	9/63
Dormitory 100 beds (F)	275,000	4/62	9/63
Dormitory 100 beds (M)	275,000	4/62	9/63
Planning Stage III	93,000	4/62	3/63
	<u>IL.2,643,000</u>		

STAGE III (4/63 - 9/64)

Admin. Extension Bldg.	1,000,000	4/63	4/64
Dormitory 100 beds (F)	275,000	4/63	9/64
Dormitory 100 beds (H)	275,000	4/63	3/64
Planning Stage IV	51,000		
	<u>IL.1,601,000</u>		

STAGE IV (4/64 - 9/65)

Dining Center	300,000	4/64	4/65
Dormitory 100 beds (F)	275,000	4/64	9/65
Dormitory 100 beds (N)	275,000	4/64	3/65
	<u>IL.850,000</u>		

SUMMARY: COST

STAGE I	-	253,000	7/61
STAGE II	-	2,643,000	4/62
STAGE III	-	1,601,000	4/63
STAGE IV	-	<u>850,000</u>	4/64

TOTAL: IL.5,347,000

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORK
ISRAEL PROJECT

ESTIMATED ENROLLMENT, FACULTY REQUIREMENT, AND COST
FOR COLLEGE OF HOME ECONOMICS

ESTIMATED ENROLLMENT

<u>Year</u>	<u>1962</u>	<u>1963</u>	<u>1965</u>	<u>1970</u>
1	75	75	100	175
2	50	60	80	140
3	-	50	70	120
M.S.	-	-	10	30
Ph.D.	-	-	-	10
Total	125	185	260	475
Rehovot	50	110	160	300

ESTIMATED FACULTY REQUIREMENT*

Fac:Std.Ratio	1:10	1:10	1:7.5	1:5
Faculty	5	11	21	60

ESTIMATED ANNUAL OPERATING COST

Cost/Student	IL. 2000	2500	3000	3500
Cost-Rehovot	100,000	275,000	480,000	1,050,000
Cost-Hebrew Uni.	150,000	187,500	300,000	612,500
Total Operating Cost	250,000	462,500	780,000	1,662,500

ESTIMATED CAPITAL CONSTRUCTION
COSTS 1961-1965

1961-62	Rehabilitation of Existing Building	100,000
	Planning New Building	75,000
1962-63	Construction of New Building	800,000
1963-64	Equipment of New Building	700,000
	Grounds Improvements and Service Connections	125,000
		<u>IL. 1,800,000</u>

* Includes Teaching, Research, and Extension Personnel

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORK

MEMORANDUM

November 21, 1961

TO : UNITED STATES OPERATIONS MISSION TO ISRAEL
Mr. H. Chalfant Mr. P. Bergfield
Dr. G.L. Peterson Mr. J. DeWilde

FROM : Dr. W.R. Kunsela, Chief, SUNY/Israel Project

SUBJECT: Proposed Capital Construction Program for the National
and University Institute of Agriculture.

In view of the pending budget hearings relating to the proposed capital construction program for the National and University Institute of Agriculture (NUIA) I have prepared the attached statement which you might find useful in negotiations with the agencies involved.

I am hopeful that our efforts will result in the rounding out of the program of educational services at NUIA envisaged by GOI, USOM and SUNY at the inception of the Technical Assistance Program. The development of an institution capable of serving the people of Israel in a manner similar to a Land Grant College will require first, a broadening of NUIA's objectives and secondly, fiscal support to implement those objectives. Although the Institute's needs are varied and many, the following aspects of its growth should be given priority and vigorous support.

1. The establishment of a School of Home Economics at Rehovot.
2. The transfer of the first-year of instruction in agriculture from Jerusalem to Rehovot.
3. The merger of the Extension Service into the NUIA complex.
4. The expansion of the undergraduate program in agriculture to meet the needs of farming and the agricultural industry for professional manpower.

The implementation of these recommendations will require appropriations for the construction of instructional facilities for home economics, a basic science building to accommodate the needs of freshman students now taught in Jerusalem, a multipurpose building to house administrative and extension personnel and finally dormitory and dining facilities in proportion to the increase in enrollment. A detailed description of the capital construction proposal is contained in the appendix.

I sincerely hope that a way may be found to apply U.S. owned or controlled local currencies to overcome these obvious and significant weaknesses in NUIA's program of educational services.

PROPOSALS FOR THE FURTHER DEVELOPMENT OF
THE NATIONAL AND UNIVERSITY INSTITUTE OF
AGRICULTURE

INTRODUCTION

During this phase out period of the Technical Assistance Program in Israel it seems appropriate to summarize what has been accomplished and to determine what needs can be met within the time and resources available. Since 1954 the U.S. Government has invested approximately 1.6 million and the Government of Israel, more than .2 million dollars in the State University of New York contract. SUNY's early efforts were devoted primarily to technical assistance. In recent years increasing attention has been given to the development of educational resources at the university level.

This change in emphasis is in response to the critical lack of professional personnel to serve the needs of an expanding agriculture. The educational attainment of the Sabra falls far short of the education level achieved by the veteran Israeli who migrated from Europe and America.

Important and significant progress has been made in developing the National and University Institute of Agriculture. In spite of its remarkable growth NUIA still has several apparent weaknesses which require immediate attention if it is to realize its full potential. In an effort to remedy these deficiencies plans were developed by the NUIA Directorate and the SUNY advisor. These plans have been discussed, refined, and endorsed in principle by the Institutions and Ministries affected. The capital construction proposal being submitted for consideration is based on the following underlying educational and administrative philosophy:

1. An educational institution should attempt to relate its curricula to the significant needs of the people it intends to serve.

Since 1954 SUNY has urged the establishment of a School of Home Economics at the Institute of Agriculture. It is logical and natural that a College of Agriculture assume responsibility for raising the level of home and family life of rural people as well as improving production, marketing and efficiency standards of the agricultural industry. The establishment of a School of Home Economics within the NUIA complex will permit rural people to look to a single institution for leadership, research and educational services relating to home as well as the farm.

2. An educational institution should be large enough to make for the efficient utilization of its staff, physical plant and educational services.

The National and University Institute of Agriculture currently enrolls 250 undergraduate and graduate students on its Rehovot campus.

With its present human and physical resources it is difficult to see how an educational program of such limited scope can be administered at reasonable cost. Studies in educational administration reveal that the size of operation is directly related to cost of services to pupils. It is common knowledge that an educational unit should approach an enrollment of 1000 students before it can begin to operate at respectable levels of production and efficiency.

For these reasons, over the years, SUNY has recommended that: basic science facilities be provided at Rehovot so that the first year of the undergraduate program can be transferred from Jerusalem to Rehovot; the undergraduate program be expanded to serve 800 students by 1970; a School of Home Economics be established as soon as possible. The implementation of these ideas would result in more efficient utilization of the resources, lower costs per student, and a curriculum which better reflects the needs and wants of Israel.

3. An Educational Institution responsible for conducting research and offering instruction at the university level must include a program of extension services.

The Ministry of Agriculture administers an outstanding program of extension services. Unfortunately, however, the extension specialist works in virtual isolation from the research worker and therefore is unable to disseminate new findings on an organized systematic basis. Of equal importance is the fact that both the research scientist and the university professor have little contact with the farmer and the industry whose needs and interests are presumably being served. To overcome this serious obstacle SUNY has proposed that the Extension Authority be merged with and be housed at the National and University Institute of Agriculture. Providing appropriate housing for extension personnel at Rehovot will make the essential teamwork possible.

4. An Educational Institution designed to serve an entire State or Nation should provide housing, dining, recreational and social facilities for its students.

The demand for university education in agriculture and home economics will not, in all probability, justify the establishment of more than one institution to serve Israel. Regardless of where the institution is located it must therefore be a resident center. To accommodate a thousand or more students will require the construction of housing and dining facilities as the need arises. Since quality and quantity of available housing Rehovot is limited it is recommended that two, 100 bed dormitories be provided initially. As the rate of expansion decreases dormitories may be constructed in 100 bed units.

Considerable progress has been made in developing a climate favorable to the proposed capital construction proposal. The following outline describes the significant achievement relative to each important phase of the proposal.

Establishment of the School of Home Economics.

1. The Board of Trustees of NUIA favored the idea in principle and authorized the Administration to further explore the feasibility of implementing the plans.
2. The Ministry of Agriculture favors the proposal and has indicated a willingness to request capital construction funds in its development budget for 1962-63.
3. The Ministry of Agriculture has also indicated a willingness to share in the cost of operation.
4. The Ministry of Education favors the idea in principle and has indicated a willingness to incorporate the present non-degree College of Nutrition in Jerusalem with the proposed School of Home Economics at the university level. The Ministry also indicated a willingness to provide operating support at the level it is now financing the College of Nutrition.
5. The faculty and administration of the College of Nutrition support the establishment of a School of Home Economics at the university level.
6. Three committees at Hebrew University have studied the proposal and support the idea in principle. The Administration of Hebrew University is ready to recommend the establishment of the School to the Faculty Senate when capital and operating funds can be found.
7. The Prime Minister's Office favors the proposal and has appointed an implementation committee.
8. The Federation of Womens Clubs individually and collectively favor the proposal. Several of the Clubs have adopted resolutions urging the immediate establishment of the new school.
9. The State University of New York favors the proposal and has indicated a willingness to continue advisory support for this project even after its contract terminates on June 30, 1962.

Construction of Basic Science Facilities at Rehovot.

This proposal was initiated and approved by the Directorate of NUIA. The following reasons are offered in support of this request:

1. The first year of the Bachelor of Science program in agriculture is taught at Hebrew University in Jerusalem.
2. Hebrew University does not feel that it has the staff, instructional space, and housing in Jerusalem to permit more rapid expansion of the Institute of Agriculture.

3. The need for expansion in other fields of university education reduces the opportunity for growth and development in Agriculture.
4. The transfer of freshman agricultural students to Rehovot would make it possible for other fields of specialization to expand in Jerusalem.
5. The transfer would permit the introduction of courses in agriculture in the freshman year and spread out the basic science courses throughout the entire curriculum.
6. The transfer would permit more efficient utilization of the administrative and teaching staff and physical plant.
7. The transfer would encourage greater use of outstanding teaching resources available at the Experiment Station and the Weizmann Institute.
8. A larger enrollment would justify the development of important student services which are not currently available i.e., health, social, recreational, placement, guidance, and cultural services.
9. Collegiate institutions generally endeavor to develop a sense of school spirit and loyalty in its student body. This is difficult when the student takes work on two campuses.

Construction of an Administration and Extension Building

This proposal was initiated and approved by the Directorate of NUIA. When the Institute was created both the Ministry of Agriculture and Hebrew University agreed that the Extension Authority should be brought into the merger at the earliest appropriate time. The following rationale is offered in support of this request.

1. Merging the Extension Service with the research and teaching arms of NUIA is an essential part of the master plan.
2. Physical separation of the extension staff from the research and teaching staff reduces the effectiveness of each group of professional workers.
3. The availability of adequate space would accelerate the merger now being deferred.
4. The space currently used to house administrative and extension personnel is temporary and inadequate.
5. The temporary space now used by administrative and extension personnel could be used more appropriately for other purposes.
6. New departments needed to round out the educational program have no office or instructional space available.

Construction of Dormitory and Dining Facilities.

This proposal was initiated and approved by the Directorate of NUIA. These facilities obviously will not be needed unless NUIA is permitted to broaden its educational objectives and expand its program of services. The need for additional dormitory facilities is dependent on whether or not the following changes take place:

1. The creation of a school of home economics. This will add 250 students by 1965 and possibly 500 students by 1970.
2. The transfer of the first year students in agriculture from Jerusalem to Rehovot. This change would increase the enrollment by 100 students in 1962.
3. The expansion of the current undergraduate program in agriculture from 250 students to 400 in 1965 and 800 in 1970 will place the largest demands on residential and dining space.
4. The creation of a center to serve students from underdeveloped countries will require the expansion of dormitory and dining facilities.

APPENDIX

1. Proposed Capital Construction Program for the National and University Institute of Agriculture.
2. Estimated Enrollment, Faculty Requirement and Cost for The School of Home Economics.

Translated from the HebrewUSAID
February, 1962Jerusalem
February 14, 1962

To:

The Minister of Finance
Mr. Levi Eshkol
The Treasury

Dear Sir:

On January 1, 1962, you appointed a committee for examining a proposal, submitted by Dr. W.R. Kunsela, Director of SUNY in Israel, for the expansion of NUIA. The committee was composed as follows:

Dr. Raanan Weitz - Chairman, NUIA (Chairman of the Committee)
 Mr. A. Amiad - Director General, Ministry of Agriculture.
 Mr. H. Rinott - Director General, Ministry of Education and Culture.
 Mr. Y. Aran - Administrator, The Hebrew University.
 Mr. D. Golan - Deputy Controller of Foreign Currency, The Treasury.

Below is the committee's report:

FINDINGS

1. Extension of Agricultural Faculty's Framework and Transfer of First Year of Agricultural Studies from Jerusalem to Rehovot.

After studying the subcommittee's conclusions, the committee concurs in the assumption that a gradual increase in the number of faculty students up to 150 may fill the economy's needs for agronomists (the present figure of students beginning their studies is 100). Based on this assumption the number of beginning students will gradually grow at the rate of ten additional students a year, so that the number of graduates will rise to 510 within five years. This increase together with the addition of immigrant agronomists should meet the demand during the said period.

5-6

The transfer of the first year of study from Jerusalem to Rehovot will make possible the addition of 50 students of agriculture and will vacate in Jerusalem space for 100 additional students of other natural sciences. Such a transfer will also facilitate the holding of high agricultural courses for teachers, instructors, farm managers, etc.

The expenses involved in the transfer and expansion are as follows:

- (a) Investments - estimated at IL.1,189,000.
- (b) Running expenses for the first year - estimated at IL.350,000 a year. The expansion of the faculty's absorption capacity up to 150 students during the second and third years will involve additional running expenses in the amount of IL.142,000.

In view of the fact that the committee regards as realistic the forecast of 150 new students at the end of the five year period, it did not consider the alternative solution calling for the transfer of the first year to Rehovot for a total of 100 students.

2. Establishment of High School for Home Economics.

(a) Needs of the economy:

It may be conservatively estimated that up to 170 additional University graduates - i.e., 35 graduates a year over a five year period - would be required until 1970. In addition, a slow increase may also be expected in demand in the field of institutional management.

(b) Location of the School:

There are three alternative solutions as follows:

- (1) First year in Jerusalem and second and third years in Rehovot - this only in the event of the first year of agricultural study remaining in Jerusalem.
- (2) Location of the School with all the stages of study in Rehovot - with close connection with agriculture and natural sciences.
- (3) Location of the School with all the stages of study in Jerusalem - with closer connection with the supplementary nutrition and social sciences studied at the University.

(c) Investments and Expenses:

The total investment for study facilities in locating the School in Rehovot is estimated at IL.1,525,000, and annual running expenses for 125 co-eds are estimated at IL.562,000.

- (d) After examining the three alternative solutions above and bearing in mind the Agriculture Ministry's unequivocal announcement concerning the necessity of locating the School in Rehovot, the committee recommends that the School be located in Rehovot as per alternative (2) above.

3. Co-ordination and Location of Extension Administration Center within NUIA.

The committee has noted the Agriculture Ministry's announcement to the effect that conditions are not yet ripe for practically considering the above co-ordination and location. The committee is of the opinion that such a program may be realistic in a few years time.

4. Construction of Buildings and Facilities for Courses.

The committee has noted the Agriculture and Education Ministries' announcement concerning the need for holding high courses for young farmers from agricultural settlements. The financial investment involved in making the holding of such courses possible is estimated at IL.307,000.

5. Provision of Services for Students.

At the present time accommodation is available for 60 students out of 250. (In addition to regular students there are also at the Faculty 50 research students and students of external courses).

The committee is of the opinion that it is desirable to set up additional services gradually and commensurately with the actual increase in the number of students. According to the material furnished to the committee, additional accommodation for 300 students would cost IL.960,000.

The construction of a students restaurant would involve an investment estimated at IL.350,000.

CONCLUSIONS AND RECOMMENDATIONS

1. The committee feels that there is room for gradually increasing, up to 150 within the next five years, the number of students enrolling at the Faculty of Agriculture.
2. The committee is of the opinion that there is justification for transferring the first year of studies from Jerusalem to Rehovot, subject to a decision at the academic level.
3. The committee is of the opinion that there is a demand justifying the establishment of a High School for Home Economics at the Faculty in Rehovot, subject to the program of studies being determined at the academic level.
4. The committee is of the opinion that additional services should be set up gradually and commensurately with the increase in the number of students actually studying at the Faculty of Agriculture and School of Home Economics.

5. The committee is of the opinion that conditions are not ripe as yet for a decision to be taken relative to the co-ordination and location of the Extension and Administration Center within NUIA.
6. The Committee recommends that its recommendations be put into effect as per the Schedule of Implementation enclosed. All the figures in the Schedule below refer, of course, to the pre-devaluation period.

<u>Year</u>	<u>Investments</u>	<u>Running (or Current) Expenses</u>
		II
1962/63	1,217,000	50,000
63/64	1,540,000	170,000
64/65	932,000	767,000
65/66	240,000	996,000
66/67	270,000	1,073,000
67/68	-	1,079,000
<u>Total</u>	<u>4,199,000</u>	<u>4,137,000</u>

The details of the Schedule are enclosed herewith. The Conclusions were adopted unanimously.

(Sgd.) Raanan Weitz
Chairman of the Committee

cc: Messrs. Aran, Golan, Danieli, Amiad and Rinott.

SCHEDULE OF IMPLEMENTATION

Year	Subject	Operation	Investment	Running Expenses
1962/	Home Economics	Planning	67,500	
1963	Transfer of 1st year to Rehovot	"	50,000	
	Housing, Stage A, 150 beds	"	29,000	
	Restaurant	"	21,000	
	Home Economics	Start of constr.	250,000	
	Transfer of 1st year	" "	200,000	
	Housing, Stage A	" "	100,000	
	Restaurant	" "	100,000	
	Home Economics	Purchase of Equip.	200,000	
	Transfer of 1st year	" "	200,000	
	Training of H.E. Teachers			50,000
			<u>1,217,500</u>	<u>50,000</u>
1963/	Expanding Faculty's Absorp.Cap'y	Planning	14,000	
1964	Home Economics	Comple.Constr.	407,500	
	Transfer of 1st year	" "	285,250	
	Housing, Stage B	" "	251,000	
	Restaurant	" "	229,000	
	Home Economics	Purchase of Equip.	200,000	
	Transfer of 1st year	" "	150,000	
	Home Economics	Putting 1st year in operation		100,000
	Training of H.E. Teachers			70,000
			<u>1,540,750</u>	<u>170,000</u>
1964/	Home Economics	Completion of constr.	400,000	
1965	Transfer of 1st year	" "	300,000	
	Expanding Faculty's Absorp.Capac'y	" "	217,750	
	Housing, Stage B	Planning	14,000	
	Home Economics (1st & 2nd year)			405,000
	Transfer of 1st year			350,000
	Housing			12,500
			<u>931,750</u>	<u>767,500</u>
1965/	Housing, Stage C	Planning	14,000	
1966	Housing, Stage B	Completion of Const.	226,000	562,500
	Home Economics (3 years)			350,000
	First Year			71,000
	Second Year (150 students)			12,500
	Housing		<u>240,000</u>	<u>996,000</u>
1966/	Extension Admin.	Planning	44,000	
1967	Housing, Stage C	Completion of constr.	226,000	562,500
	Home Economics (3 years)			350,000
	First Year			142,000
	Second and Third Year			18,750
	Housing		<u>270,000</u>	<u>1,073,250</u>
1967/	Home Economics			562,500
1968	First Year			350,000
	Second and Third Year			142,000
	Housing			25,000
				<u>1,079,500</u>

STATE OF ISRAEL

Minister of Finance
Hakirya, Jerusalem

January 1, 1962

Dr. W.R. Kunsela
Chief, SUNY/Israel Project
U.S. Operations Mission
19 Rothschild Blvd.
Tel Aviv

Dear Dr. Kunsela,

I am writing to inform you that I have appointed a committee to study the recommendations made by the SUNY Mission to Israel for the expansion of the National and University Institute of Agriculture, and to advise me on their implementation.

The members of the committee are:

Dr. Raanan Weitz,	Chairman of the National and University Institute of Agriculture.
Mr. A. Amiad,	Director General of the Ministry of Agriculture.
Mr. H. Rinot,	Director General of the Ministry of Education and Culture.
Mr. Y. Aranne,	Hebrew University.
Mr. D. Golan,	Deputy Controller of Foreign Exchange, Ministry of Finance.
Mr. S. Daniel,	Deputy Director of the Budgets Dept., Ministry of Finance.

Dr. Weitz will act as Chairman of this committee.

The committee would appreciate the benefit of your advice on this matter and I should be grateful if you would assist them in their deliberations.

Sincerely yours,

(Sgd.) Levi Eshkol

STATE OF ISRAEL

Minister of Finance
Hakirya, Jerusalem

March 21, 1962

H.E. Walworth Barbour
Ambassador of the
United States of America
U.S. Embassy
71 Hayarkon Street
Tel Aviv

Dear Mr. Ambassador,

On my return from abroad, I was pleased to find that the Special Committee formed in January of this year to advise me on the recommendations made by the SUNY Mission in Israel for the expansion of the National and University Institute of Agriculture had completed its deliberations. I have read their report with interest and have noted with satisfaction that the Committee has favourably endorsed all the recommendations of the SUNY Mission, with the exception of the transfer of the Agriculture Extension Service from the Ministry of Agriculture to the National and University Institute of Agriculture.

In considering the provision of a financial framework for implementing these recommendations during our financial year 1962/63, we are however faced with a serious difficulty. The introduction of the new economic policy and the devaluation of the Israel Pound have necessitated a revamping of our entire Budget and the deletion of numerous projects to which we attach importance and high priority. The pressure under which we have found ourselves in these circumstances has led us to the decision that it would be inadvisable to commence the construction of any new public buildings during the forthcoming year, and I am personally exhorting the public authorities concerned to delete all such items from their 1962/63 Budgets. This decision naturally affects our thinking in connection with the implementation of the Special Committee's recommendations and I would therefore like to put forward for your consideration that the construction of the School for Home Economics be deferred until 1963/64. We would suggest that this year's implementation of the Committee's recommendations should be confined to planning of the School for Home Economics and the transfer of the First Year of the Agriculture Faculty to Rehovoth, for which we will allocate the sum of IL.117,500.- from the 1962/63 Budget.

Knowing of the personal interest you have shown in this project, I thought you would wish me to keep you advised of our thinking. I very much hope that you will concur in our present proposal, which is less than we would have wished to carry out in normal circumstances, but which we feel to be the maximum possible in the light of current budgetary exigencies. If, however, you feel very strongly that building operations should be commenced during 1962/63, we shall feel obliged to accede to your wishes and will act accordingly.

It is our intention in 1963/64 to go ahead with the construction of the School, a project to which the SUNY Mission has devoted very considerable effort and one which both our governments are interested in implementing.

Yours sincerely,
(Sgd.) Levi Eshkol

THE RESEARCH FOUNDATION OF
STATE UNIVERSITY OF NEW YORKMEMORANDUM

March 26, 1962

TO : The Honorable
Walworth Barbour, Ambassador,
U.S. Embassy, Israel.

FROM : W.R. Kunsela, Chief, State University of New York/Israel Project

SUBJECT: Minister Eshkol's letter dated March 21, 1962, relative to the development program for the National and University Institute of Agriculture.

For your information and guidance we would like to present the following comments and points of view regarding Mr. Eshkol's proposal for implementing the development program for NUIA.

1. Since 1954 it has been the objective of the State University of New York in Israel under USAID auspices to foster the growth and development of a university resource capable of serving farm families and the agricultural economy in an efficient and effective manner. Because of the great need in agriculture to increase rates of production, improve efficiency, upgrade marketing and distribution standards and in general raise the level of rural life, USOM and SUNY leaders over the years have felt that the development of a dynamic vigorous Institute of Agriculture should rank high in the development of Israel's resources. Because the GOI, USOM and SUNY objective has not been reached at the termination of the technical assistance program, we are extremely disappointed that a decision has been made to defer the rounding out of NUIA for another year.
2. It would be difficult if not impossible, however, to deny the logic and strength of rationale underlying Mr. Eshkol's decision to postpone the development program. We all agree with the necessity of supporting the new economic policy and the need for resisting wage and price increases.
3. The fact that we support the new economic policy and the decision to postpone the construction phase of the NUIA development program should not imply that we have abandoned our objectives or diluted our interest. The fact that construction cannot begin does not mean that other aspects of the plan must remain on dead center. We were pleased that Mr. Eshkol supported this point of view by indicating that planning monies for the School of Home Economics and the basic science building would be appropriated in the 1962/63 Budget.

4. From our point of view other aspects of the plan can be implemented immediately within the framework of the new economic policy and at relatively small cost. They are as follows:

- a) Establishing the School of Home Economics within the NUIA complex and initiating the educational program using existing facilities available in Jerusalem at Hebrew University and the School of Nutrition.
- b) Sending additional students to the States to prepare for faculty positions in the new School.
- c) Expanding the enrollment of first year students in agriculture by 10 percent.
- d) Planning not only the home economics and basic science building but also the dormitories and dining center.

5. Using the report of Mr. Eshkol's implementation committee as a basis for estimating the 1962/63 cost of getting other aspects of the plan started you will note that the costs are modest.

NON-CONSTRUCTION ITEMS OF NUIA DEVELOPMENT	ESTIMATED- COST 1962/63
*Planning Home Economics School	IL. 67,500
*Planning Basic Science Building	50,000
Planning Dormitories - 1st Stage	29,000
Planning Dining Center	21,000
Establishing and Operating School of Home Economics 1st year	100,000
Preparing Home Economics Faculty	50,000
Expanding First Year Agriculture Enrollment 10 percent	<u>30,000</u>
Total estimated cost	IL. 347,500

6. If Mr. Eshkol agrees to implement the non-construction aspects of the development program, NUIA could still make significant progress while it awaits capital construction. Agreement to this proposal would permit Hebrew University to establish the new school, select an administrative and academic staff, recruit students, initiate an instructional program, and begin the expansion of the student body in agriculture. To us these are important and essential intermediate objectives.

7. To achieve these objectives NUIA Administration, Hebrew University and the Ministry of Agriculture will need Mr. Eshkol's written authorization to get these activities outlined in section 4 of this report underway.

* Included in Mr. Eshkol's proposal

8. It should be noted that Mr. Eshkol's special committee did not reject the concept of transferring the Agricultural Extension Service from the Ministry of Agriculture to the National and University Institute of Agriculture as recommended by the SUNY Mission. It recommended that the transfer be deferred until conditions became more favorable to a merger.
9. We sincerely hope that you will see your way clear to presenting these comments and ideas to Mr. Eshkol for his consideration and appropriate action.

Approved:

H. Chalfant, Acting Director, USAID, Israel.

G.L. Peterson, Chief, Agriculture Division, USAID, Israel.

STATE OF ISRAEL

Minister of Finance
Hakiryia, Jerusalem

April 2, 1962

H.E. Walworth Barbour .
Ambassador of the
United States of America
U.S. Embassy
71 Hayarkon Street
Tel Aviv

Dear Mr. Ambassador,

Thank you very much for your letter of March 27, 1962, concerning the proposed development program for the National and University Institute of Agriculture.

I greatly appreciate your understanding of our difficulties in implementing the new economic policy and your willingness in these circumstances to concur with our view that building activities should be postponed until 1963/64. On the other hand, I am glad to inform you that we accept your suggestion that non-construction aspects of the program should be implemented forthwith and I have accordingly given instructions that the sum of IL.347,500 be included in the 1962/63 Budget to cover these costs. The staff of the treasury will therefore continue to work closely with the members of the SUNY and U.S. Aid Mission and with your staff on all matters pertaining to this program.

I would also like you to know that I have advised the President of the Hebrew University of our approval, in principle, of the Special Committee's recommendations.

Yours Sincerely,

(Sgd.) Levi Eshkol

Translated from the Hebrew

USAID/I
April 5, 1962

President
The Hebrew University
Jerusalem

April 3, 1962

My dear Mr. President:

I assume that the proposal for the establishment of a high school for home economics and the expansion of the Agricultural Faculty in Rehovot - as formulated by the special committee which I appointed; with Dr. Raanan Weitz as Chairman and Mr. Aran participating on behalf of the University - has been brought to your knowledge.

I wish to advise you that this proposal has now been approved by the Treasury also and will be implemented on the lines contained therein. The funds (required) for the investments and for putting the program in operation we shall place in the future at NUIA's disposal.

As to the start of the building work, owing to the heavy pressure on the volume of construction in connection with immigrants housing, it has been decided to postpone for the time being the start of construction of the school. At the same time, however, there is no reason why the proposal's approval by the competent University institutions should be delayed.

Yours etc.

Levi Eshkol
Minister of Finance

cc. Dr. Raanan Weitz
Director General, Ministry of Agriculture
Director General, Ministry of Education and Culture
Mr. Z. Dinstein, Ministry of Finance