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**ASSOCIATION LIAISON OFFICE
FOR UNIVERSITY COOPERATION IN DEVELOPMENT**

BRIEF QUARTERLY REPORT

**October 1, 1993 - December 31, 1993
For Cooperative Agreement No. PCE-5055-A-00-2012-00**

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I. Background

The U.S. Agency for International Development (USAID) entered into a Cooperative Agreement, in April 1992, with the American Council on Education (ACE), as the lead institution together with the American Association of State Colleges and Universities (AASCU), the American Association of Community Colleges (AACC), the Association of American Universities (AAU), the National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land Grant Colleges (NASULGC). These Associations represent virtually all segments of American higher education. The Association Liaison Office for University Cooperation in Development (ALO) was established by the six Associations' respective presidents, who also comprise its Policy Board.

The purpose of the Cooperative Agreement is to support operations of the Associations as they engage the U.S. higher education community in helping shape a collaborative program of U.S. development support to institutions of higher education in developing countries, providing technical advice to USAID on its development priorities, and increasing attention to international and global development issues on U.S. campuses. The Cooperative Agreement, signed April 16, 1992, names five areas of pursuit:

1. Sustaining and enhancing progress in institutions of higher education in developing countries, especially as regards their role in economic and social development within their own nations;
2. Enhancing development research, education, and assistance capacity in U.S. higher education in ways which will also advance the international dimensions of universities and colleges;
3. Increasing and sharing expert talent of value to both USAID and higher education;
4. Accessing university resources and experience more effectively; and
5. Designing and evaluating development programs affecting universities, with USAID and the Agency's University Center.

On August 31, 1993, USAID executed Modification No. 02 to the Agreement, which calls for the Association Liaison Office, on behalf of the named higher education associations, in cooperation with the Agency for International Development, to undertake three programs of work in support of the subject Cooperative Agreement through September 30, 1995:

- . to achieve a more effective partnership with higher education in areas of development priority and mutual interest;
- . to plan a pilot development action network; and
- . to implement the first phase of the pilot network.

II. Performance during September 1 - December 31, 1993

A. Toward a more effective partnership between USAID and the higher education community, the Association Liaison Office (i) provided technical opinion on the Agency's strategic priorities as they relate to higher education, and (ii) worked with the Associations to broaden the engagement of their member institutions in international development.

1. Providing technical comment to USAID, ALO director Joan Claffey continued to meet frequently with USAID staff on strategies for building a stronger partnership with higher education. The following events also occurred.

- a. Dr. Claffey participated in an invitational meeting, October 13, with USAID Administrator J. Brian Atwood, senior USAID staff, and heads of private voluntary organizations to discuss the draft USAID Strategy Papers. Following the meeting, she solicited comments on the papers from among the higher education community, and prepared a written summary of their observations and suggestions for the Mr. Atwood and his staff, and met at the request of Agency staff to discuss points in the Strategy.
- b. The ALO provided staff support for a meeting on October 28 of USAID Administrator Atwood and a delegation of higher education leaders. The purpose of the meeting was to affirm the desire of higher education and USAID to collaborate on aspects of the U.S. foreign assistance program, and to explore ways in which USAID and the higher education community can work better together to achieve foreign assistance goals, by creating broader partnerships, setting up more cooperative programs, and improving communications. (Attached as Annex A is the list of participants, the agenda for the meeting, and selected comments from the meeting.)
- c. The ALO worked with the communications officers of the Associations to enable them to include material about Mr. Atwood's meeting with higher education leaders in their respective newsletters to their members.

- d. Dr. Claffey participated in USAID's annual meeting of institutional partners in the University Development Linkages Project, November 16-19, 1993.
- e. Participated in meeting of ACE and NASULGC CEOs with Deputy Administrator Carol Lancaster, December 17, 1993, on African higher education.

2. To broaden the involvement of higher education institutions in development, the Liaison Office has worked with the Associations to increase the attention to international development issues on U.S. campuses. Outreach activities included the following:

- a. Dr. Claffey addressed AACC's National Leadership Academy, November 1, on opportunities for involving community colleges in efforts with developing countries. She participated in USAID's annual recognition of HBCUs.
- b. Participation on task force to plan an ACE Public Policy Conference on International Dimensions for Higher Education.
- c. Participation in annual meeting of the Council for International Educational Exchange, November 3-4.
- d. Participation in the NASULGC Annual Meeting, November 10-13, and report on status of USAID/higher education cooperation to the Commission on International Affairs.
- e. The Office met on behalf of the associations and USAID with a variety of individuals concerning higher education and development, including higher education delegations from Mongolia and Kazakhstan.

B. To plan a pilot development action network, the ALO engaged in the following:

- 1. Dr. Claffey participated in three University Center meetings on network demand, purpose, and structure.
- 2. Developed, in collaboration with USAID Agreement officer Gary Bittner, R&D/University Center, operational scenarios for an initial pilot network to strengthen the ability of higher education to contribute to the solution of national development needs; identified key features of the network; outlined a three-part implementation strategy, and considerations for the selection of developing country and U.S. participants. (Summary points for discussion attached as Appendix B.)

III. Issues

During this quarterly reporting period, USAID's University Center directed the ALO to delay its implementation plans for the pilot network, pending the conduct and findings of a "needs assessment" of USAID mission demand by an indefinite quantity contractor (IQC). We expect that progress on the planning and implementation of the pilot network will continue in earnest in the next quarter, pending USAID's identification of countries eligible for participation.

Background: The assessment was conceived by USAID as one of three components of a Higher Education and Development Planning Project, approved by USAID in February 1993, following its decision not to fund an earlier approved Higher Education and Development Project. The purpose of the newer project is "to plan a project to assist developing country institutions of higher education to increase their role and contributions to development." The purpose of the assessment, as originally stated, is "to examine the constraints that reduce the ability of selected developing country higher education and research institutions to contribute to development and to assess the potential role of U.S. universities and colleges to assist these indigenous higher education institutions." Although USAID invited "Expressions of Interest" to conduct the assessment from IQCs in June 1993, and the performance period was slated for 9/1/93-12/31/93, it did not have a contractor for this work until September 1993. Further delays ensued because of the revamping of USAID's strategic priorities for foreign assistance, the desire to have the assessment reflect these priorities, uncertainties about programmatic follow-up, and USAID's reorganization together with changes in leadership of the University Center (there were four different Directors or Acting Directors during 1993). USAID/W did not query the USAID missions about their interest in participating in the assessment until December 1993, indicating that assessment visits would be in January 1994.

APPENDIX A

ASSOCIATION LIAISON OFFICE FOR UNIVERSITY COOPERATION IN DEVELOPMENT

American Council
on Education
American Association
of Community Colleges
American Association
of State Colleges
and Universities
Association of American
Universities
National Association of
Independent Colleges
and Universities
National Association of
State Universities
and Land Grant
Colleges

INTERNATIONAL DEVELOPMENT COOPERATION AND HIGHER EDUCATION

**Conversation of American College and University and
Higher Education Association Presidents and
J. Brian Atwood, Administrator
U.S. Agency for International Development**

Thursday, October 28, 1993
The National Center for Higher Education
One Dupont Circle, N.W.
Washington, DC

NASULGC - Russell I. Thackrey Conference Room, Suite 710

10:30 a.m. - Coffee

11:00 a.m. - Briefing with Presidents and Association CEOs -
C. Peter Magrath

12:30 p.m. - Working lunch (buffet)

ACE - W.K. Kellogg Conference Room, Suite 800

1:30 p.m. - Meeting with Administrator J. Brian Atwood and
Senior Staff, U.S. Agency for International Development

- the Agency's new strategy
- intersection of development priorities and the work
and resources of colleges and universities
- the role of American higher education in helping
further the development agenda and in broadening
the constituency for development assistance
- mechanisms to leverage higher education resources
for development
- practical steps to strengthen our partnership

3:30 p.m. - Summary discussions and operational plans

ASSOCIATION LIAISON OFFICE FOR UNIVERSITY COOPERATION IN DEVELOPMENT

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American Association
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American Association
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and Universities
Association of American
Universities
National Association of
Independent Colleges
and Universities
National Association of
State Universities
and Land Grant
Colleges

MEETING WITH A.I.D. ADMINISTRATOR BRIAN ATWOOD
OCTOBER 28, 1993

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**Dr. Ann Van Dusen
Acting Assistant Administrator
Bureau for Global Programs, Field
Support and Research**

INTERNATIONAL DEVELOPMENT COOPERATION AND HIGHER EDUCATION

Conversation of American College and University and Higher Education Association Presidents and J. Brian Atwood, Administrator, U.S. Agency for International Development

October 28, 1993

Purpose and Selected Comments

Purpose of Meeting

(i) To affirm the mutual desires of higher education and USAID to collaborate to further the U.S. foreign assistance program, and (ii) to explore ways that USAID and the higher education community can work together to achieve foreign assistance goals through broader partnerships, cooperative programs, and improved communications.

Selected Comments of Participants

Magrath to Atwood: "We believe that American higher education in all its dimensions...has positive, constructive things to offer to the Agency which is making a fresh start under your leadership."

Atwood: "I really believe that AID has been, in spite of all its problems, the best development agency in the world in terms of delivering development. And it is because we have effectively tapped into the university community of this country. We have done more effective research. We have been able to undertake more effective programs than anyone else because we have this wealth of talent that is a part of the university community of our country. ...(W)e have to be all the more effective in tapping all of the resources available to us. That means a reinvigoration...with the BIFADEC board. It means a more creative relationship with all of the land grant colleges that have been associated with AID. It means trying to do more with HBCUs."

Atwood: (We have to) "explain to the American people that our foreign assistance programs contribute to our domestic agenda. ...one example on the environmental side: We're spending close to \$100 billion all told -- that's federal, state, and private industry, on environmental protection in this country. We spent, in fiscal 1993, \$614 million in international environmental objectives. ...(W)e are not protecting our domestic investment in environmental protection because we are ignoring the bigger problems that exist locally... We need desperately to be working on these problems. ...We need to find a way...to put out proposals that would ask you to use your creative judgment as to how best to achieve an objective."

Atwood: "...(W)e want to reinvigorate...the BIFADEC board. We want universities to have a central focus within the Global Bureau."

Rayburn (President, Lincoln University) to Atwood: "The university community has applauded your vision."

Byrne (President, Oregon State U.) to Atwood: "...(W)e see the mission, the vision, the goals that you have for AID. We also see the capabilities and the visions, and the agendas that we have as institutions of higher education. The place they overlap is the place where we see mutual excitement and mutual opportunity."

Kelly (President, Tulane U.): With limited human and financial resources for USAID, "the question is how to effect leverage on the system." One kind of leveraging is through the university system. Presidents are "a natural constituency to speak out...on our need to be involved in the developing world." "They can do it both in their own communities and on the Hill...We know our legislators almost as well as the people in Washington do." Another kind of leveraging is through use of the professional and technical assets of universities. "(T)here is a lot of leverage potential in the concept of partnership."

N. Sudarkasa (President, Lincoln U. [PA]) to Atwood: There is "a role for us as university presidents and other members of the academic community to have input that would go into the formulation of policy in a way that we have not in the past." "There must be many issues and many occasions when a conversation involving higher education and AID could help elucidate the policies that you are in a process of formulating. We have many tentacles out to the developing community that do not necessarily go through AID."

Robert Atwell (President, American Council on Education): "...(T)he development of universities in the developing world ought to occupy some priority within the four areas" of emphasis by USAID. "BIFADEC is an important means of communication between the higher education community and the agency," but there is much to be said for more informal mechanisms for dialogue and advice.

Bryne (Oregon State U.): "Universities have had close relationships with a number of agencies, which have been very effective...A common denominator for that is the ability to pull together ad hoc, review and advisory committees at every level within the agency. It would go a long way to supplementing what BIFADEC does."

Natalicio (U Texas, El Paso): Look into the diversity of institutions and what they have to offer. The development of higher education institutions in Northern Mexico is of direct importance to us, for example. We need to be able to match the stake that various institutions have in particular kinds of development in an international framework because that is where you are going to capture the greatest leverage.

APPENDIX B

10/8/93

Discussion Scenario for an Initial Pilot Network

- 1. Primary Focus: Sustainable economic development of developing countries**
- 2. Operational Objective: Strengthen ability of higher education to respond to national development needs -- increase relevancy (external efficiency) to development priorities**
- 3. Strategy: Leadership development of higher education institutional leaders**
- 4. ACE Fellows and Mentors Model: the internship experience, strategic planning and management. Proven successful but not previously used by USAID.**

Key Features

- **Can be implemented to emphasize USAID strategic priorities.**
- **Emphasis on mobilizing whole institutions through leaders.**
- **Heavy involvement of senior leadership of U.S. colleges and universities.**
- **Leverages public and private resources in effective ways.**
- **Model is effective in engaging U.S. institutions with less history of involvement in international activities. Model expands range of U.S. institutions participating in international activities.**
- **Provides mutual benefit to U.S. and collaborating institutions, as U.S. participants use the opportunity to internationalize their own institutions, and as collaborating institutions devise ways to apply their resources more directly to national development priorities.**
- **Extends from, without duplicating, successful UDLP model.**

Three Part Strategy

Part I: Senior Leadership Collaboration

- **4 weeks**
- **One-to-one pairing of U.S. and participating country higher education leaders**
- **Opportunity to work with operational aspects of institutional management, community service, and outreach to constituencies**

Part II: Institutional Team Seminar

- **1 week**
- **Participants (a) from same institutions and (b) from same regions work together to reflect on application of partnership experience to home institutions**
- **Create specific action plans for improving the external efficiency of their own institutions**

Part III: Continuing Institution Networking

- **Continued communication, exchanges, and consultancies between participating U.S. and cooperating country institutions**
- **Regional meetings that bring participants together with leaders of other colleges and universities in their region -- ripple effect**

Leadership Network

WHO

Senior Leaders of Higher Education Institutions

HOW MANY

In First Pilot:

- **20 senior institutional leaders**
- **2 leaders from each of 10 institutions**
- **Paired with 20 leaders of U.S. institutions**

Selection of Developing Country Participants

Considerations For Initial Pilot:

- **Focus on Africa; consideration of other regions**
- **Eliminate unstable countries (civil war, etc)**
- **Consider leaders of institutions involved in UDLP**
- **Give preference to institutions that have regional presence and/or visibility**
- **Play to Strength: Select the strongest institutions to participate in initial pilot**

Selection of U.S. Participants

For Initial Pilot:

- **Work through national higher education associations to disseminate information about opportunity and to select participating institutions**
- **Commitment of U.S. institutional leader to one month/year of mentorship experience**
- **Institutional commitment to introduce issues and operations of other types of U.S. higher education institutions. Example: Participant at a university could also spend time at a nearby community college, state college, or with staff of State Higher Education Coordinating Board.**
- **Institutional intention to continue institutional and network collaboration beyond term of pilot network**