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**AN EVALUATION OF THE PARTICIPANT PROGRAM IN TAIWAN**

**1951—1957**

**Secretariat  
Joint Technical Assistance Committee**

**Mutual Security Mission to China  
Council for United States Aid  
Joint Commission on Rural Reconstruction**

603254

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## SUMMARY

The principal purpose of this evaluation is to determine to what extent participants from Taiwan have utilized their training since their return. To achieve this purpose an investigation based on questions in four general areas was conducted. These areas include: Personal Background, Employment History, Training Abroad, and Use and Dissemination of Training.

Eight hundred and three participants received training and returned to Taiwan prior to March 30, 1957. The number of returned participants selected for this evaluation total 787. Seven hundred and fifteen of these were interviewed personally. Of this number, 548 received training in the United States, 157 in third countries and ten in both the U. S. and third countries. The total number of sponsors (participants' supervisors) interviewed was 615. Thirty high-level Chinese government and private "leaders" also received observational-type training programs in the United States and third countries. In addition, as much information, opinions and suggestions as possible were obtained from each Mission technical division about its respective returnees.

An agreement was negotiated by the Council for United States Aid (CUSA) and the Mutual Security Mission to China (MSM/C) with the National Taiwan University to furnish a Coordinator and ten professors to serve as interviewers for the evaluation. Local tabulators compiled the raw data obtained by this team, and all information was subsequently refined, evaluated and subjected to suitable narrative treatment by the Training Division of MSM/C.

Despite a general wage freeze prevailing in Taiwan, over one-third of the participants returned to Free China have received increases in salary, a significant indication of the great value placed by sponsors on benefits of the JTAC training program.

This evaluation also indicates that the interest and

assistance of Mission technical advisors is vital to insure that proper use and dissemination of returned participants' training is made (e.g., to promote so-called "first country training" for others in Taiwan). Conversely, the lack of such interest as uncovered by this evaluation on the part of many American technicians has apparently dampened the enthusiasm of many returnees to put their new knowledge to work.

Principal complaints of returned participants indicate a desire for longer programs abroad, as well as a weakness in current orientation procedures (especially on the part of "third country" training Missions).

The most encouraging conclusions from this evaluation include the ability demonstrated by most participants to "adapt not adopt" by selling their supervisors on the practical value of their new knowledge and techniques; the efforts by most returnees to "keep up" with latest developments through membership in professional societies, subscriptions to journals, organizing seminars, promoting a local returnees' association, etc.; and the generally favorable impact made upon participants by the American way of life.

Orientation procedures, both pre-departure and arrival in third countries, need strengthening. Greater cooperation with USIS and foreign embassies will help in Taipei, but closer attention to personal briefing and explanations in third country training Missions will correct the most serious deficiencies uncovered.

Greater personal contact and interest on the part of American technicians concerned with the participant program is necessary. All offices concerned should cooperate in insuring a direct connection between all participant projects and the current ICA-CUSA-JCRR assistance program, both to accomplish goals and to promote first country training for others in Taiwan.

Information uncovered by this evaluation indicating areas of improper or deficient selection and use of participants by sponsors will be kept in JTAC's files and used as a criterion for future participant selection and programming.

**Programs for training leaders from Taiwan, while desirable in a limited number of cases, should be curtailed in the future. They should be supported only in those rare instances where it is indicated clearly that the mutual interests of the Chinese and American Governments will be advanced, probably through the programming of small impact-type leader teams.**

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Introduction

### **The Joint Technical Assistance Committee**

The program in Taiwan for training personnel in technical fields is administered by the Joint Technical Assistance Committee. This committee consists of the Mutual Security Mission to China, the Council for United States Aid (of the Chinese Government) and the Joint Commission on Rural Reconstruction. On a working level, the Training Division (O/T) of the Mission serves as the Secretariat of the Joint Technical Assistance Committee. Training offered to participants from Free China is generally of a practical, advanced technical nature. It may include university studies and/or observation and work experience. However, the program is not designed to enable individuals to obtain academic degrees. It is conducted for the purpose of training qualified personnel to fill positions considered essential to the economic and technological development of Free China.

The participant program began with a small-scale Mission-CUSA-JCRR scholarship group of 40 students in 1950, shortly after the central government of the Republic of China was moved to Taiwan. At first, the joint scholarship board encouraged young graduate students to study in America and return to Taiwan with their Masters' degrees. As the Mutual Security Program in China evolved so did the need of Free China for competently trained technicians in many practical fields. The ICA-sponsored academic and leader programs diminished, to be partially absorbed by USIS, UNESCO and private foundation grants. Practical "in service" and university work predominated. Henceforth, participants had to be experienced technicians, nominated for training from recognized government and private agencies which were cooperating in Mission-JCRR development projects.

JTAC, which grew out of the U. S. Technical Assistance Committee in 1957, probably will be in operation as long as the Mutual Security Program is in Free China and support operations are needed. However, to serve its purpose JTAC readily adapts itself to changing conditions in Taiwan. As progress is made need for more U. S. trained technicians slowly should decrease. The supply of qualified participant candidates also should diminish\*. Indications are that in many fields the best available candidates have been selected and trained. Accordingly, in the future there will be fewer highly qualified candidates from whom to select.

Adapting to these new conditions, JTAC foresees the following new lines of development in the participant program: Fewer and better qualified participants to the U. S.; a moderate increase in Taiwan's use of "third country" (e.g., Japan, the Philippines) training; a cutback in participants in the fields of agriculture, health and public administration, and a modest increase in such fields as atomic energy, industry, labor and education; greater emphasis on development of first-country training facilities to channel the skills and experience of returned participants, to be combined with or complement a build-up of indigenous facilities suitable for training third-country participants in Taiwan.

#### **Purpose of the Evaluation**

The purpose of this evaluation is to determine to what extent the participants who have received training in the United States and third countries under the sponsorship of the Chinese and the United States Governments are or are not utilizing their training.

The evaluation has been developed for the purpose of presenting a simplified procedure that can be followed by others in preparing similar evaluation studies.

To achieve the purpose of this evaluation, an attempt has been made to answer the following questions:

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\* Especially those with English fluency, and necessary health qualifications.

1. What are the significant personal facts concerning participants who have been selected for training? (*Personal Background*)

2. What has been the employment record of the participants prior to their receiving training? (*Employment History*)

3. What have been the participants' significant experiences during their training programs abroad? (*Training Abroad*)

4. What have been the participants' experiences since returning to Taiwan? (*Use and Dissemination of Training*)

Many factors give evidence of the need for an evaluation of this type:

1. Factual information is needed by CUSA, MSM/C and JCRR as a basis for improving the participant program and, specifically, for consideration of the amounts and kinds of participants to be included in subsequent operational programs.

2. Since the participant program is such an important segment of the total Technical Assistance Program, a study of the extent of utilization of returned participants' training is justified as a check on the effectiveness of a significant portion of the entire assistance program.

3. To evaluate the administrative efficiency of the JTAC program there exists a real need for an examination of the "end results" of participant training; i.e., the use and dissemination of new knowledge and skills acquired abroad.

4. There is a need to provide information to the two governments supporting the program as to whether their money is well spent and that the best possible contribution to the technical and economic development of Free China is thereby being made.

In short, such an evaluation is long overdue. While its results will not provide a panacea for every problem and question in the field of participant training, there is reason to believe that a firmer basis for informed judgment on the progress,

direction and validity of the JTAC program may result. Moreover, a more intelligent selection of the best training techniques—including the related processes of programming, selection, orientation, training, follow-up and evaluation—should assist substantially the participants' sponsors; technicians and training division personnel in streamlining and improving the entire field of operations.

#### **Extent of the Evaluation**

From fiscal year 1951 through 1957, 1201\* participants from Taiwan have been sponsored by the ICA-MSM/China-CUSA and JCRR for technical training programs in third countries and/or the United States.\*\* Of the 1201 participants selected and programmed, 803 received training and returned to Taiwan prior to March 30, 1957, the termination date for this evaluation. Since interviews of returned participants were conducted from July 15, 1957 to October 15, 1957, it was assumed that those participants, who had returned subsequent to March 30, 1957, had resumed their employment too recently for their training to be accurately evaluated. Therefore, 803 returnees were considered for the purpose of this evaluation.

Table A shows that of the 803 participants selected and programmed for training, five are deceased, five are under detention and five participants have been programmed and sent for training twice. The five participants who were selected and programmed for retraining were all justified on the basis of need in order to best implement the objectives of the technical assistance program. The number of returned participants remaining was 788. Seven hundred and fifteen were actually interviewed. Seventy three remain to be interviewed and will not be reported in this evaluation.

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\* As of June 30, 1957.

\*\* The extent of this evaluation, does not include the "grantees" sent abroad under the auspices of the USIS-IES program, nor the fellows or other trainees sponsored by the UN, Asia Foundation and other organizations. However, a committee exists for the coordination of all similar programs in Taiwan.

Of 73 returned participants remaining to be interviewed, 2. were abroad, four were on the high seas, three were in the Army and four are "leaders"\* who did not respond to the letter of interview. The remaining 35 returned participants were not interviewed because of difficulty in making contact with them at the time of conducting field interviews.

Of the 715 returned participants interviewed, 548 received training in the U. S., 157 received training in third countries and ten received training in both the U. S. and third countries.

The total number of supervisors interviewed was 615.

TABLE A

Status and Number of Participants Selected for Training, Remaining to be Interviewed and Actually Interviewed for this Evaluation

Fiscal Years 1951-1957\*\*

<b>Number of Participants Selected for Training</b>	<b>903</b>
Deceased	5
Under Detention	5
Retrained	5
	15
<b>Number of Participants Selected for Interview</b>	<b>788</b>
<b>Number of Participants Remaining to be Interviewed</b>	
Abroad	27
At sea	4
Leaders	4
In the Army	3
Others	35
<b>Total:</b>	<b>73</b>
<b>Number of Participants Actually Interviewed</b>	
Received training in the U. S.	548
Received training in third countries	157
Received training in both U. S. and third countries	10
<b>Total:</b>	<b>715***</b>

\* See Page 47.

\*\* As of March 30, 1957.

\*\*\* Subsequent tables are generally based on 715 participants.

Thirty-five Chinese technicians were sent to the U.S. for technical training in fiscal year 1951, the first year of the program. This number dropped to nine in fiscal year 1952 due to the reduction in project funds for participant training purposes. In fiscal year 1953, the total number of Type "A" (U. S. trained) participants rose to its subsequent annual level of about 150 and "AX" (third-country trained) participants reached 54, slightly above the subsequent 40-50 annual average. (See Table B)

The smaller numbers of participants shown for fiscal years 1956 and 1957 are due to the fact that interviews for this evaluation study were conducted only for those participants who had returned to Taiwan prior to March 30, 1957. Only a few 1956 and 1957 participants who were scheduled to receive training abroad had returned to Taiwan by that time.

Table B  
Distribution by Fiscal Year of 715 Returned Participants Selected  
for Training in the U. S. and Third Countries (FY 1951-1957)\*

	U. S. (A)		Third Country (AX)		Combined U. S. & Third Country		Total	
1951	35	6.4%	0	0 %	0	0 %	35	4.9%
1952	9	1.6	0	0	0	0	9	1.3
1953	147	26.8	0	0	0	0	147	20.6
1954	156	28.5	54	34.4	1	10.0	211	29.5
1955	167	30.5	41	26.1	7	70.0	215	30.0
1956*	34	6.2	46	29.3	2	20.0	82	11.5
1957*	0	0	16	10.2	0	0	16	2.2
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

### Methods Used

1. File cards were prepared containing background information on all returned participants trained in the U. S. or third

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As of March 30, 1957. Actually 188 and 170 A plus 39 and 79 AX participants were programmed for fiscal years 1956 and 1957 respectively. The total number of participants trained and programmed from fiscal year 1951 through fiscal year 1957 is 1201, as of June 30, 1957.

countries from fiscal years 1951—1957. A sample file card appears as Appendix F.

2. Current addresses of returnees were compiled.

3. From CUSA funds adequate financial support was provided for the evaluation.

4. A letter of agreement was negotiated between CUSA-MSM and National Taiwan University which appears as Appendix C.

5. Professor H. S. Chuan of NTU was named as Evaluation Team Leader, and ten other professors from NTU were selected to conduct the interviews.

6. An open letter (Appendix D) to all returnees was published in the Newsletter of the Sino-American Technical Cooperation Association soliciting their cooperation in the forthcoming evaluation study.

7. A list of the participants who returned to Taiwan prior to March 30, 1957 was compiled. The names of the returned participants were assigned by a process of random sampling to the professors (item 5 above).

8. A list of the areas which appeared most important for investigation in terms of the JTAC participant program was prepared. Guides and check lists to be used in conducting interviews were developed. Briefing sessions were held for three days with the professors concerning the proper procedures for conducting interviews. To be sure questions were clearly understood by the respondents and in order to become more confident in developing techniques to assure that questions would be answered accurately, each professor conducted a number of "pilot" interviews. Subsequently, further briefing sessions were held with the professors to resolve problems and questions actually occurring in the conduct of interviews.

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\* SATCA is the independent association of returned JTAC participants.

9. Interview guides and check lists (Appendices G and H) were completed and last-minute instructions were given on proper interview procedures.

10. Interviews began on July 15, 1957 and were completed October 15, 1957. The returnee, his immediate supervisor, and the ICA consultant concerned with each returned participant were all interviewed.

11. Responses regarding utilization of training were tabulated and analyzed.

12. Results were submitted to careful analysis for use as a basis for both policy and operational recommendations regarding the participant training program in Taiwan.



Personal Background

## AGE OF PARTICIPANTS

About 46 percent of the returnees interviewed are in the 30-39 age group, 35.7 percent are in the 40-49 age group, and 11.6 percent are from 20 to 29 years of age. Thus approximately 58 percent of the returnees interviewed are under 40 years of age. This indicates that relatively young technicians have been selected for training under the program. (See Table 1)

About six percent of the returned participants are 50 years of age or older. This is largely due to having programmed "leaders" or "leadership teams" consisting of persons in more advanced age groups. Special approval was obtained for these cases, since JTAC policy regulations establish that participants ordinarily must be between 28 and 45 years of age.

TABLE 1

Distribution of 715 Returned Participants by Age at Time of Selection for Training

	U. S.		Third Country		Combined U.S. & Third Country		Total	
Under 20	0	0 %	1	0.6%	0	0 %	1	0.1%
20-29	64	11.7	19	12.1	0	0	83	11.6
30-39	255	46.5	72	45.9	4	40.0	331	46.3
40-49	204	37.2	45	28.7	6	60.0	255	35.7
50-59	23	4.2	16	10.2	0	0	39	5.5
Over 60	0	0	3	1.9	0	0	3	0.4
Not reported	2	0.4	1	0.6	0	0	3	0.4
<b>Total</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

Table 2 shows that nearly 60 percent of the returnees interviewed were born on the China Mainland, and approximately 40 percent were born in Taiwan.

## PLACE OF BIRTH

JTAC policy has consistently aimed at excluding area of origin as a criterion for participant selection. Because of their professional experience and educational\* background, however,

\* Especially the fact that most Taiwan-born participants speak fluent Japanese (for "AX" training) and relatively fewer have adequate English (for "A" training).

Chinese mainlanders have comprised about two-thirds of the American-trained participants, with this percentage reversed for Taiwan-born participants trained in third countries.

TABLE 2

Distribution of 715 Returned Participants by Place of Birth

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Mainland	354	64.6%	52	33.2%	10	100.0%	416	58.1%
Taiwan	187	34.1	104	66.2	0	0	291	40.7
Others	4	0.8	0	0	0	0	4	0.6
Not reported	3	0.5	1	0.6	0	0	4	0.6
<b>Total</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

**LEVEL OF EDUCATION**

About 60 percent of the participants held Bachelors' Degrees and about 12 percent had Graduate Degrees when they were selected for training.

According to Table 3, nearly three quarters of the returned participants had received academic degrees before they received training abroad. It is worth noting that participants comprising the remaining 27 percent, many of whom actually took substantial college work, were required to have had a minimum of four years related work experience in lieu of an academic degree.

TABLE 3

Distribution of 715 Returned Participants According to Academic Degree Held at Time of Selection for Training

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Bachelors' Degree	370	67.5%	57	36.3%	9	90.0%	436	61.0%
Graduate Degree (M.A., M.D., Ph.D., etc.)	74	13.5	11	7.0	0	0	85	11.9
No degree received	104	19.0	89	56.7	1	10.0	194	27.1
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

## FIELD OF SPECIALIZATION

Most returned participants received their training in the fields of Agriculture, Industry, Education and Health. Table 4 shows that Agriculture and Industry/Mining together account for about 45 percent of all participant training in the China Mission, with Education and Public Health adding up to another 28 percent. As explained elsewhere, it seems probable that new fields such as training in the peaceful use of atomic energy may gradually modify this emphasis.

TABLE 4

Distribution of Training According to Fields of Specialization

Cat. No.	Fields of Specialization	U. S.		Third Country		Combined U. S. & Third Country		Total	
00	Direct Forces Support	46	8.4%	0	0 %	0	0 %	46	6.4%
10	Agriculture	122	22.2	49	31.5	1	10.0	172	24.1
20	Industry & Mining	129	23.5	23	14.5	2	20.0	154	21.6
30	Transportation and Communication	40	7.3	6	3.8	0	0	46	6.4
40	Labor	1	0.2	0	0	0	0	1	0.1
50	Public Health	70	12.8	18	11.5	0	0	88	12.3
60	Education	69	12.6	41	26.1	2	20.0	112	15.7
70	Public Administration	56	10.2	17	10.8	5	50.0	78	10.9
80	Community Development, Social Welfare & Housing	2	0.4	1	0.6	0	0	3	0.4
90	General & Miscellaneous	13	2.4	2	1.3	0	0	15	2.1
Total:		548	100.0%	157	100.0%	10	100.0%	715	100.0%

About 51 percent (Table 5) of the returnees interviewed were employed in Taipei before their departure for training and 54.5 percent were employed in Taipei upon their return. Approximately 44 percent were selected from other areas of Taiwan and are still employed outside Taipei. Point of origin was not reported for about four percent. Apparently JTAC policy requiring participants to return to their sponsors upon completion of training enjoys at least a geographical success, with virtually all participants returning to their points of origin. Moreover, a balance has been maintained between participants

## LOCATION OF EMPLOYMENT

from Taipei and from the provinces. Less than one percent of Free China's returned participants are now unemployed.

**TABLE 5**  
**Distribution of Training According to Location of Employment**

Location	Before Departure		At Time of Interview	
	Count	Percentage	Count	Percentage
Taipei	366	51.9%	390	54.5%
Kaohsiung	61	8.4	55	7.7
Taichung	46	6.4	53	7.4
Tainan	42	5.9	47	6.6
Taipei County	22	3.1	31	4.3
Nantou	15	2.1	22	3.1
Keelung	23	3.2	18	2.5
Chiayi	22	3.1	18	2.5
Hsinchu	17	2.4	14	2.0
Ilan	18	2.5	14	2.0
Others	54	7.6	47	6.6
Not employed	1	0.1	3	0.4
Not reported	26	3.9	3	0.4
<b>Total:</b>	<b>715</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>



**PRE-DEPARTURE  
EMPLOYMENT**

Table 6 indicates that 52.2 percent of the returnees interviewed held the same or equivalent positions during the three-year period prior to their departure for training in U.S. or third-countries. Those who had increased job responsibilities made up 38 percent of the total number interviewed.

The generally static pre-departure employment history of participants is largely attributable to the substantial job and wage freeze maintained by Free China.

**TABLE 6**

**Degree of Job Responsibility of 715 Returned Participants for the Three-Year Period Prior to Their Departure for Training\***

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Increasing job responsibility	243	44.3%	26	16.6%	3	30.0%	272	38.0%
Same or equivalent jobs	269	49.1	101	64.2	3	30.0	373	52.2
Decreasing job responsibility	1	0.2	0	0	0	0	1	0.1
Field of specialization changed	16	2.9	15	9.6	2	20.0	33	4.6
Not reported	19	3.5	15	9.6	2	20.0	36	5.1
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

\* Compare with Table 18 (below) for job changes after training.



Training Abroad

**ORIENTATION**

As Table 7 shows, most participants received both pre-departure orientation in Taiwan and orientation in the U.S. or third countries upon their arrival.

Of the 715 returned participants interviewed, 60.5 percent declare that the Taipei orientation was very satisfactory; 10.5 percent declare that it was fairly satisfactory and under one percent consider that it was unsatisfactory. About one-quarter indicate they had not received local orientation. For the most part, this group is made up of participants departing prior to the establishment of the English Training and Orientation Center; of business and government "leaders"; and of participants going for training to Japan or the Philippines.

Opinions were expressed by 558 returnees about orientation in the U.S. About 60 percent were very satisfied; approximately 23 percent were fairly satisfied; and under four percent indicated dissatisfaction with the orientation process.

Of the opinions of the 167 returnees who reported on orientation in third countries, a significant, 68.8 percent indicates that they had had no orientation; 25 percent were generally satisfied; and under two percent reported "unsatisfactory"

TABLE 7

Opinions of 715 Returned Participants Regarding Orientation in Taipei, in Third Countries and in the U.S.

	Taipei		U. S.		Third Countries	
Very satisfactory	433	60.5%	325	58.2%	27	16.2%
Fairly satisfactory	75	10.5	128	22.9	15	9.0
Unsatisfactory	5	0.7	21	3.8	3	1.8
Did not receive orientation	192	26.9	79	14.2	115	68.8
Not reported	10	1.4	5	0.9	7	4.2
<b>Total:</b>	<b>715</b>	<b>100.0%</b>	<b>558</b>	<b>100.0%</b>	<b>167</b>	<b>100.0%</b>

About two percent of the returned participants indicate real dissatisfaction with Washington orientation. Half of this number states that the content and scope of the briefing was inadequate for conditions and situations they later had to meet. The remainder believes that the time (generally too short) and presentation (too fast, superficial or loosely organized) were equally inadequate.

The number of returnees who state that they had received no orientation in third countries is alarmingly large. Approximately 70 percent of all participants questioned state that they had received no orientation whatever in third countries. Apparently, since most of them speak the language, the great majority of these third country participants are briefly introduced to their indigenous project managers and are then "turned loose" in their country of training. In addition, an analysis of figures for Taipei indicates that orientation for third-country participants has also been weak.

It is believed that third countries are making an effort to improve their orientation programs. The lack of a concentrated effort in the past has probably been due to:

- (1) Training Offices in Missions being understaffed, and
- (2) Slow recognition of the importance of orientation in the third country training program.

## PROGRAM NEEDS

Table 8 shows that 72 percent of the returned participants interviewed state that their program needs had been met very well. Twenty percent indicate that their program needs had been met moderately well. Another 5.2 percent say that their needs were "poorly" met, and 2.5 percent make no comment.

Although the number is small, some of the most frequently mentioned reasons for dissatisfaction are:

Training was not in the field of participant's speciality

Shortage of "practical" work in training

Preferred less traveling

Time was too short

Program too rigid

Few chances to observe in different institutions or organizations

Lack of detailed program arrangements

Program was not scheduled in advance

Companies visited were not cooperative

TABLE 8

Opinions of Returned Participants Regarding Extent Program Needs Were Met

	U. S.		Third Countries		Total	
Very well	409	73.5%	113	67.6%	522	72.6%
Moderately well	108	19.3	37	22.2	145	20.0
Poorly	29	5.2	9	5.4	38	5.2
Not at all	2	0.4	0	0	2	0.3
Not reported	10	1.8	8	4.8	18	2.5
<b>Total:</b>	<b>558</b>	<b>100.0%</b>	<b>167</b>	<b>100.0%</b>	<b>725<sup>**</sup></b>	<b>100.0%</b>

\* Ten participants were sent to both the U. S. and third countries. They therefore each had two opinions—one for the U. S. and the other for the third country.

**PERSONAL  
NEEDS**

When the returned participants were asked how their personal needs were met by the project managers, 79.4 percent of them answered "Very Well", 15.5 percent answered "Moderately Well", 1.5 percent replied "Poorly", and 3.6 percent made no comment. (Table 9)

Most frequently mentioned reasons for dissatisfaction were:

- Lack of time to meet people
- Expensive hotels and housing accommodations
- Too much traveling
- Personal needs not fully considered
- Delay in receiving per diem
- Expenses too high
- Project manager in ICA/W was "too busy"

TABLE 9

Opinions of Returned Participants Regarding Extent Personal Needs Were Met

	U. S.		Third Countries		Total	
Very well	451	80.8%	125	74.9%	576	79.4%
Moderately well	79	14.2	33	19.7	112	15.5
Poorly	10	1.8	1	0.6	11	1.5
Not at all	0	0	0	0	0	0
Not reported	18	3.2	8	4.8	26	3.6
Total:	558	100.0%	167	100.0%	725*	100.0%

**SOCIAL  
RELATIONSHIPS**

Approximately 85 percent (Table 10) of the returned participants interviewed definitely were satisfied with their social relationships during their training. About 11 percent were fairly satisfied, 2.2 percent were not satisfied, and 2.3 percent made no comment.

\* Ten participants received training in both the U. S. and third countries. They therefore each had two opinions—one for the U. S. and the other for the third country.

**TABLE 10**

**Opinions of Returned Participants Regarding Degree of Satisfaction with Social Relationships During Training**

	U. S.		Third Countries		Total	
Satisfied	479	85.8%	134	80.2%	613	84.6%
Fairly satisfied	56	10.0	23	13.8	79	10.9
Not satisfied	14	2.5	2	1.2	16	2.2
Not reported	9	1.7	8	4.8	17	2.3
<b>Total*:</b>	<b>558</b>	<b>100.0%</b>	<b>167</b>	<b>100.0%</b>	<b>725</b>	<b>100.0%</b>

About 77 percent of the returned participants interviewed believe that they have learned many specific techniques through their training (Table 11). Approximately 39 percent learned some new techniques, and only four participants said that they had not acquired any new "methods." Three percent gave no answer.

**NEW  
TECHNIQUES  
LEARNED**

The following are among the new techniques most frequently mentioned by returned participants:

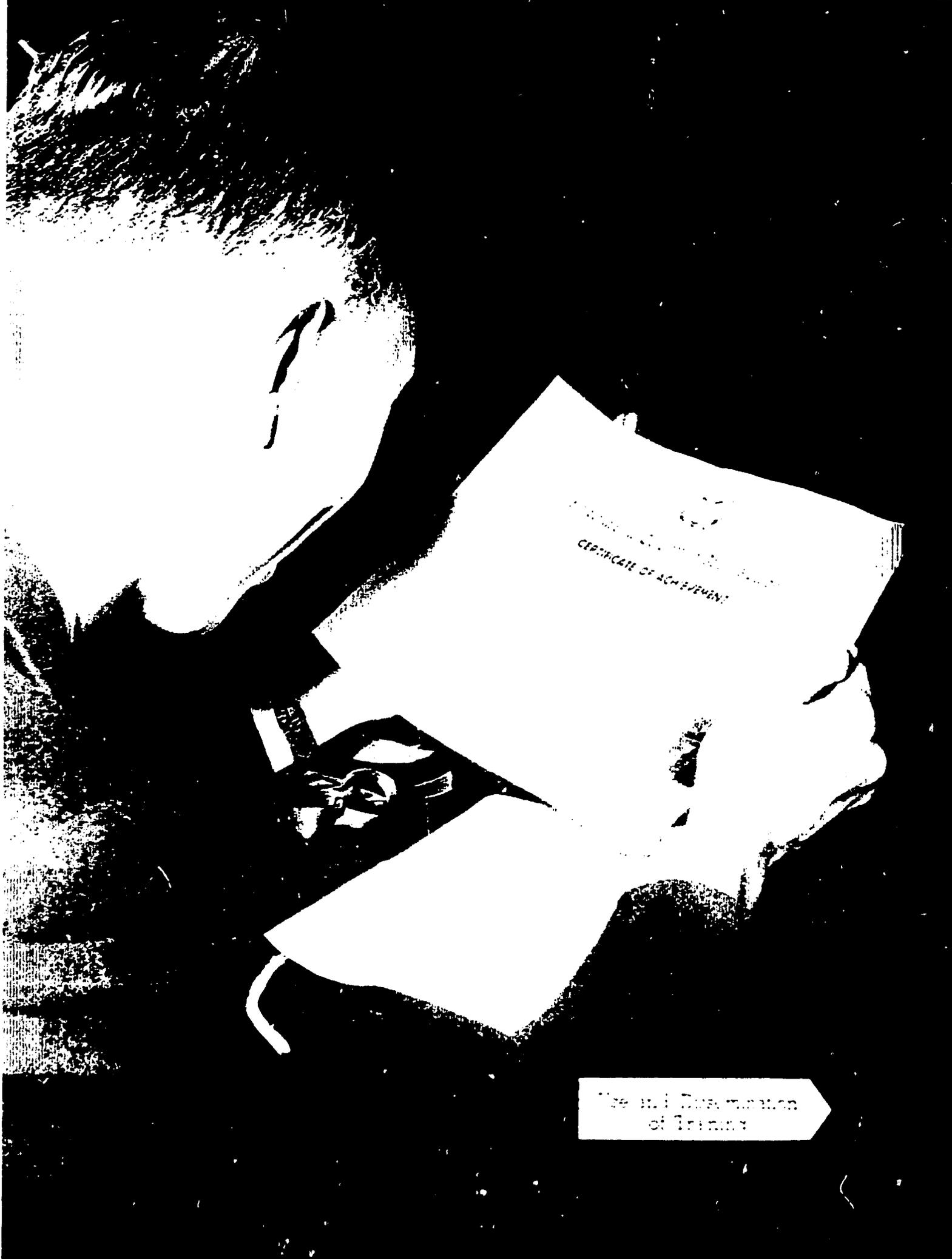
- Teaching and training others
- Experimenting and research
- Promoting, organizing and managing
- Developing new activities

**TABLE 11**

**Opinions of Returned Participants Regarding Extent to Which New Techniques Were Acquired Through Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Many	332	60.6%	69	45.9%	7	70.0%	408	57.1%
Some	200	36.5	79	50.3	2	20.0	281	39.3
None	1	0.2	2	1.3	1	10.0	4	0.6
Not reported	15	2.7	7	4.5	0	0	22	3.0
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

\* Ten participants received training in both the U. S. and third countries. They therefore each had two opinions—one for the U. S. and the other for the third country.



Use as a Determination  
of Training

**JOB RELATED  
TRAINING**

Most participants state that they returned to work which was directly connected with the project objectives of their training program. When the returned participants were asked how their work experience since return was related to the objectives of their training\* about 56 percent of them answered "Completely", 38.5 percent answered "Partly". Under one percent replied "Not at All" and 4.5 percent failed to answer. (Table 12)

**TABLE 12**

**Opinions of 715 Returned Participants Regarding Extent to Which Training Received is Used in Connection with the Specific Project for Which Training was Received**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Completely	319	58.2%	79	50.3%	4	40.0%	402	56.2%
Partly	202	36.9	67	42.7	6	60.0	275	38.5
Not at all	5	0.9	1	0.6	0	0	6	0.8
Not reported	22	4.0	10	6.4	0	0	32	4.5
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

Approximately 65 percent of the supervisors interviewed state that the returnees' present positions were completely related to the specific projects for which they received training; about 28 percent say "partly"; and one percent believes that there was no relationship. Another five percent plus did not report their opinions. (See Table 12a)

**TABLE 12a**

**Opinions of 615 Supervisors Regarding Extent to Which Training Received by Returned Participants is Used in Connection With the Specific Project for Which Training was Received**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Completely	317	68.0%	80	57.6%	4	40.0%	401	65.2%
Partly	128	27.5	45	32.4	2	20.0	175	28.4
Not at all	5	1.1	1	0.7	0	0	6	1.0
Not reported	16	3.4	13	9.3	4	40.0	33	5.4
<b>Total:</b>	<b>466</b>	<b>100.0%</b>	<b>139</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>615**</b>	<b>100.0%</b>

\* As specified in their PIO/P's (Project Implementation Order/Participants) and other documents.

\*\* Only 615 supervisors were available for this study.

Although there is a ten percent difference in their opinions, an independently-conducted survey of supervisors' and returnees' opinions on the utilization of acquired knowledge and techniques indicates that about 90 percent of both groups feel that returnees' training is definitely being used.

**USE OF TRAINING**

About 46 percent of the returned participants interviewed believe that they could utilize all the training they have received; about one-half of the participants indicate that they could utilize a part of their training; and under four percent say that they could use it very little or not at all. (See Table 13)

**TABLE 13**  
Opinions of 715 Returned Participants Regarding the Degree of Utilization of Training

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Fully	255	46.5%	66	42.0%	5	50.0%	326	45.6%
Partly	270	49.3	80	51.0	5	50.0	355	49.7
Very little	17	3.1	6	3.8	0	0	23	3.2
Not at all	2	0.4	3	1.9	0	0	5	0.7
Not reported	4	0.7	2	1.3	0	0	6	0.8
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

According to the opinions of their supervisors, the percentage of those who could fully utilize their training is 55.8 (a 10.2 percent increase compared with the opinion of returned participants). The percentage utilizing their training only partly is 40.1 (a 9.6 percent decrease compared with the opinion of returned participants). The supervisors also believe that 2.4 percent of those returned were utilizing their training very little, and a smaller percentage states that their returnees could not utilize their training at all. (Table 13a)

**TABLE 13a****Opinions of 615 Immediate Supervisors Regarding the Degree of Utilization of Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Fully	274	58.8%	65	46.8%	4	40.0%	343	55.8%
Partly	175	37.5	67	48.2	5	50.0	247	40.1
Very little	11	2.4	4	2.9	0	0	15	2.4
Not at all	2	0.4	2	1.4	0	0	4	0.7
Not reported	4	0.9	1	0.7	1	10.0	6	1.0
<b>Total:</b>	<b>466</b>	<b>100.0%</b>	<b>139</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>615</b>	<b>100.0%</b>

Despite the slight difference in figures, the overwhelming majority of both returned participants and supervisors apparently believes that the benefits of participant training are felt in the returnees' jobs.

It is interesting to note that although a slightly larger percentage of those reporting contact with their returned participants indicated full utilization of training, over two-thirds of the technicians interviewed reported no knowledge of the activities of returnees in their fields.

**TABLE 13b****Opinions of 17 Consultants Regarding the Degree of Utilization of Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Fully	121	22.0%	38	24.2%	1	10.0%	160	22.4%
Partly	44	8.2	13	8.3	0	0	57	8.0
Very little	7	1.2	0	0	0	0	7	0.1
Not reported	376	68.6	106	67.5	9	90.0	491	69.5
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

The 715 returned participants interviewed mention over 1,600 cases in which they have been able to put their training to good use.

Of the total number of opinions given by the returned participants, over one-third stated that they had utilized training received abroad by participating actively in technical improvements made by their sponsors. About 34 percent said they had trained others (on-the-job training); 15.6 percent by giving lectures, and 11.9 percent by publishing materials. Lesser numbers have been able to put training to good use by means of writing books and articles; supervising a staff to carry out training programs; translating; performing experiments; giving advice and consultation; participating in administration and management; attending conferences and discussions; establishing cooperation with other organizations; designing scientific methods, etc. Under two percent of the returnees failed to respond or responded negatively. (See Table 14)

About 1300 responses from 615 supervisors also describe methods through which the new skills and knowledge acquired by their returned participant-employees have been put to use. Responses are nearly identical with those of the returned participants.

**TABLE 14**

**Opinions of 715 Returned Participants Regarding Ways  
They Have Been Able to Use Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Actively participated in technical im- provements	426	34.0%	121	35.2%	9	19.2%	556	34.4%
Organized training programs and/or trained others	410	32.9	130	37.8	5	21.7	545	33.7
Gave lectures	205	16.4	41	11.9	4	17.4	250	15.6
Published materials	146	11.7	41	11.9	5	21.7	192	11.9
Wrote books & articles	10	0.8	0	0	0	0	10	0.6
Performed experiments	6	0.5	2	0.6	0	0	8	0.5
Attended conferences & discussions	4	0.3	2	0.6	0	0	6	0.4
Made translations	5	0.4	0	0	0	0	5	0.3
Participated in administration & management	5	0.4	0	0	0	0	5	0.3
Gave advice & consultation	4	0.3	0	0	0	0	4	0.2
Designed scientific methods	3	0.2	0	0	0	0	3	0.2
Established cooperation with other organiza- tions	2	0.2	0	0	0	0	2	0.1
Unable to utilize training	2	0.2	0	0	0	0	2	0.1
Did nothing	5	0.4	0	0	0	0	5	0.3
Not reported	16	1.3	7	2.0	0	0	23	1.4
<b>Total:*</b>	<b>1249</b>	<b>100.0%</b>	<b>344</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>1616</b>	<b>100.0%</b>

\* Some returned participants reported more than one way.

**WHY TRAINING  
IS NOT USED**

In summarizing up the reasons why they are unable to utilize training or can utilize only a part of their training, returned participants list two chief obstacles: local resistance to change and the heavy financial expenses needed for modernization.

About one-half of the returned participants list reasons which have prevented them from utilizing their training fully. Responses in order of frequency are: "The present system resists change;" "Could not utilize training because of financial difficulties;" "We are lacking equipment and laboratories that are necessary for utilizing training;" "Lack of cooperation of superiors;" "Local conditions are different from those of the U.S.;" "Our organization is lacking competent personnel." Other less frequently mentioned causes which prevented them from utilizing training included: "Returnee's job or duty changed;" "Had no chance or power to utilize training;" "Training itself not adequate;" "Internal politics;" "Lack of research materials and books for reference;" "Need cooperation from management;" "Agencies not well organized;" "Limited by government regulations;" "Lack of experience;" etc. (Table 14a)

**TABLE 14a**

**Opinions of 715 Returned Participants Regarding Reasons They Have Been Unable to Use Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
<b>Social conditions:</b>								
a) Social system resists change	83	22.4%	52	48.1%	1	33.3%	136	28.1%
b) Conditions differ from the U. S.	32	8.2	2	1.9		0	34	7.0
c) Other people and organizations are not cooperative	6	1.6	0	0	0	0	6	1.2
d) Limited by government regulations	5	1.3	0	0	0	0	5	1.0
<b>Deficiencies on part of sponsor:</b>								
a) Financial difficulties	96	25.8	20	18.5	1	33.3	117	24.2
b) Lack of equipment or laboratory	50	13.5	10	9.2	0	0	60	12.4
c) Sponsor generally uncooperative	29	8.0	8	7.4	1	33.3	38	8.0
d) Lack of competent personnel	27	7.3	5	4.6	0	0	32	7.0
e) Lack of research materials or reference books	6	1.6	0	0	0	0	6	1.2
f) The agency is not well organized	3	0.8	2	1.9	0	0	5	1.0
<b>Deficiencies on part of returnees:</b>								
a) Job or duty changed	11	3.1	2	1.9	0	0	13	2.7
b) No chance or authority to utilize training	7	1.9	2	1.9	0	0	9	1.8
Internal politics	9	2.4	2	1.9	0	0	11	2.2
Training itself not adequate	8	2.1	3	2.7	0	0	11	2.2
<b>Total*:</b>	<b>572</b>	<b>100.0%</b>	<b>108</b>	<b>100.0%</b>	<b>3</b>	<b>100.0%</b>	<b>483</b>	<b>100.0%</b>

Sponsors' replies were very similar to those of participants, and indicated even more clearly that "the system" is difficult to change, and that capital necessary to implement returnees' new ideas is scarce.

Many returned participants did not report any opinion.

**SELF-TRAINING**

When asked whether they have been able to keep up with the latest developments in their professional fields, over 90 percent of the returned participants indicate that they have actively maintained their contacts.

Subscribing to professional journals was held by 36.8 percent of the interviewed returnees to be the best method for keeping up with latest developments in their respective fields; 26.8 percent said that they had joined or contacted professional organizations; 25.3 percent said that correspondence of a professional nature has helped them to keep up with latest developments. The remaining 3.5 percent have been able to keep up with latest developments by means of attending conferences, writing articles and books, research, reading current literature, using new equipment, group study, etc. Only 5.6 percent made no effort to keep up with latest developments, or made no comment. (See Table 15)

Opinions of supervisors were very similar, with over 90 percent stating that their returned employees have been actively keeping up with latest developments in their professional fields.

**TABLE 15**

**Statements of 715 Returned Participants Regarding Ways They Have Kept Up With Latest Developments in Their Fields of Specialization**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Joined professional organizations	241	25.9%	71	30.8%	4	23.6%	316	26.8%
Subscribed to professional journals	374	49.1	73	31.7	9	52.9	456	38.8
Correspondence of professional nature	237	25.5	59	25.7	3	17.6	299	25.3
Others	35	3.7	5	2.2	1	5.9	41	3.5
Did little or nothing	18	1.9	5	2.2	0	0	23	1.9
No answer	27	2.9	17	7.4	0	0	44	3.7
<b>Total*:</b>	<b>932</b>	<b>100.0%</b>	<b>230</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>1,179</b>	<b>100.0%</b>

\* Some returned participants reported more than one opinion.

Most returned participants are members of the Sino-American Technical Cooperation Association. **SATCA**

SATCA is Free China's large non-profit organization of returned ICA participants. Since 1954, efforts have been made from many quarters to build and expand this valuable participant alumni association, which has served as a clearing house for latest developments in many professional and technical fields.

Perhaps the most important means of "keeping up after return" is active membership in the Sino-American Technical Cooperation Association. When returnees were asked whether they had joined SATCA or not, over 90 percent of them answered "Yes". (See Appendix I for history of SATCA)

Over one-third or about 36 percent of the returned participants interviewed state that there have been favorable changes in the attitudes of their supervisors. Such changes include increasing of responsibilities, taking advice more often, offering more on-the-job support and confidence, speeding-up promotions, etc. Fifty-four percent consider their supervisors' attitudes to be about the same. (See Table 16)

**IMPROVEMENT  
OF SUPERVISORS  
ATTITUDE**

TABLE 16

Opinions of 715 Returned Participants Regarding Changes in Attitudes of Supervisors Since Return

	U. S.		Third Country		Combined U. S. & Third Country		Total	
No change	303	55.3%	78	49.7%	5	50.0%	386	54.0%
Favorable changes	193	35.2	62	39.5	4	40.0	259	36.2
Unfavorable changes	5	0.9	1	0.6	0	0	6	0.8
Does not know, supervisor is new	23	4.2	2	1.3	0	0	25	3.5
Not reported	24	4.4	14	8.9	1	10.0	39	5.5
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

In considering ways in which their supervisors' attitudes have changed for the better, most returnees prefer to withhold comment. However, increased responsibility is the factor most frequently mentioned.

Table 16a

Favorable Changes Which Returnees Believe Have Occurred in Supervisors' Attitudes

	U. S.	Third Country	Combined U. S. & Third Country	Total
Yes, favorable changes noticed	193	62	4	259
Increasing responsibility	34	1	1	36
Promoting returnee	14	1	0	15
Taking his suggestions	17	3	0	20
Giving him more support and trust	25	2	0	25
No comment	111	55	3	169
Total <sup>a</sup> :	199	62	4	265

Table 17 shows that over 46 percent of the supervisors interviewed observe favorable changes in the attitudes of returned participants toward them after their return to Taiwan. About the same number of supervisors say that there had been little or no change in the attitudes of the returned participants. Changes reported include making more suggestions, showing greater ability, greater willingness to work, a more cooperative and enthusiastic attitude, etc.

Table 17

Opinions of 615 Supervisors Regarding Changes in Attitudes of Returned Participants Since Their Return

	U. S.		Third Country		Combined U. S. & Third Country		Total	
No changes	212	45.5%	65	45.8%	2	20.0%	279	45.4%
Favorable changes	210	45.1	66	47.5	8	80.0	284	46.2
Unfavorable changes	3	0.6	2	1.4	0	0	5	0.8
Change of supervisor	38	8.2	1	0.7	0	0	39	6.3
Not reported	3	0.6	5	3.6	0	0	8	1.3
Total:	466	100.0%	139	100.0%	10	100.0%	615	100.0%

\* Some returnees reported more than one opinion.

Slightly over 30 percent of the returnees interviewed have received promotions since their return, while 62.2 percent of them state that they held the same position with the same responsibility upon resuming their work in Taiwan.

## CHANGE IN POSITION

It should be noted that 30 percent is a relatively large amount, due to the fact that current Taiwan administrative regulations and the personnel "freeze" in Chinese Government employment tend to block promotion for all employees. Significantly, only 3.3 percent did not return to work with the original sponsor, while only 1.1 percent were demoted or unemployed. (See Table 18)

Sponsors' replies are virtually identical when asked for the same information about their returned employees.

TABLE 18

Opinions of 715 Returned Participants Regarding the Extent of Change in Their Position Status Since Return

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Promotion	185	33.8%	32	20.5%	2	20.0%	219	30.7%
No change	320	58.3	116	73.9	8	80.0	444	62.2
Not employed with the original sponsor	25	4.6	3	1.9	0	0	28	3.8
Demoted or unemployed	6	1.1	2	1.2	0	0	8	1.1
Not reported	12	2.2	4	2.5	0	0	16	2.2
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

**CAREER  
DEVELOPMENT**

Nearly three-quarters of the returnees interviewed state that their careers have possibly or definitely benefited since their training abroad. However, almost the entire remaining quarter of those interviewed refused comment or "did not know" if their careers had been advanced. (See Table 19)

**TABLE 19**  
**Opinions of 715 Returned Participants Regarding Their Career Development As a Result of Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Definitely benefited	314	57.3%	74	47.1%	3	30.0%	391	54.7%
Possibly benefited	107	19.5	23	14.7	2	20.0	132	18.5
Possibly suffered	2	0.4	1	0.6	0	0	3	0.4
Does not know	19	3.5	5	3.2	0	0	24	3.4
Not reported	106	19.3	54	34.4	5	50.0	165	23.0
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>157</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>	<b>715</b>	<b>100.0%</b>

When asked the same question, a slightly larger percentage of the participants' supervisors states that their employees' careers had definitely benefited from the training they received abroad.

**WAYS TO  
IMPROVE  
TRAINING**

Over two-thirds of the returnees questioned believe that the participant program could best be improved by lengthening the period of training and including more people. Objections to JTAC's one-year rule for maximum training duration, and the Mission program ceiling of about 250 participants annually, are the major causes of discontent with the present program. About one in seven returnees thinks more planning should have gone into their programs, while an equal number blames the sponsors' failure to make proper (or fuller) use of the returnees' skills as the main reason that the training program did not live up to their expectations. (See Table 20)

**TABLE 20**

**Opinions of 715 Returned Participants Regarding Steps the Chinese and American Governments Should Take to Improve Training**

	U. S.		Third Country		Combined U. S. & Third Country		Total	
Longer training	229	35.8%	79	37.2%	3	27.3%	311	36.0%
More trainees	212	33.1	65	30.7	5	45.4	282	32.7
Improve planning	102	15.9	27	12.7	1	5.1	130	15.0
Send fewer people	2	0.3	0	0	0	0	2	0.2
Have sponsor make better use of returnees	91	14.2	41	19.4	2	18.2	134	15.5
Nothing U. S. & Chinese Governments can do—training as worthwhile as possible	5	0.7	0	0	0	0	5	0.6
<b>Total*:</b>	<b>641</b>	<b>100.0%</b>	<b>212</b>	<b>100.0%</b>	<b>11</b>	<b>100.0%</b>	<b>864</b>	<b>100.0%</b>

Sponsors' reactions to this question were generally comparable to those of the participants, although ten percent more sponsors urged sending more participants abroad (41 percent), thus indicating a highly favorable attitude toward the program results.

\* Some returned participants reported more than one opinion.

## **REACTION TO AMERICA**

Of the 655 opinions given by returnees concerning America and Americans, 96 percent were favorable and four percent were unfavorable. Almost all returnees from the U.S. state that they understood the American way of life better after receiving training. They spoke highly of the virtues of Americans and expressed their deep admiration for the splendid progress and success which America has shown. On the other hand, a small number also pointed out certain defects in the American society which should be remedied.

Among the American qualities most widely admired by participants, the following (in order of importance) make up nearly 50 percent of the favorable replies: kindness, diligence, democracy and efficiency. Other favorable "qualities" include high living standard, independence, punctuality, scientific attitude, conscientiousness and many others. (See Table 21)

Racial prejudice and materialism, as might be expected, accounted for one-half of the participants' unfavorable responses, with a variety of others rounding out the picture. JTAC, it should be noted, has already made plans to strengthen pre-departure orientation in the important "vulnerable" areas uncovered by replies to this question.

As only a small percentage of the supervisors interviewed expressed any opinion about the impact of the American way of life on their participant employees, results are here omitted.

**TABLE 21**

**Opinions of 715 Returned Participants Regarding Their Understanding of the American Way of Life**

Number of returnees who gave opinions . . . . .	552	78.0%
Favorable opinions . . . . .	629	96.0
Unfavorable opinions . . . . .	26	4.0
Total:		655* 100.0%

**Predominantly Favorable Opinions  
(Based on 629 opinions)**

Kindness . . . . .	97	15.3%
Diligence . . . . .	89	14.1
Democracy . . . . .	69	11.0
Work efficiency . . . . .	38	6.0
Honesty . . . . .	27	4.3
High standard of living . . . . .	27	4.3
Conscientiousness . . . . .	21	3.3
Sense of independence . . . . .	20	3.2
Punctuality . . . . .	18	2.9
Scientific research & scientific management . . . . .	17	2.7
Law-abiding spirit . . . . .	15	2.4
Courtesy . . . . .	15	2.4
Alertness . . . . .	15	2.4
Peaceful & happy life . . . . .	15	2.4
Cooperativeness . . . . .	14	2.2
Favorable impression about family life . . . . .	14	2.2
Realism . . . . .	13	2.1
Impressed by religious life . . . . .	13	2.1
Good cultural & historical tradition . . . . .	13	2.1
Improved labor security . . . . .	12	1.9
Progressiveness . . . . .	11	1.7
Informality . . . . .	10	1.6
Sense of responsibility . . . . .	9	1.4
Good social life . . . . .	8	1.3
High average level of education . . . . .	7	1.1
Good rural conditions . . . . .	7	1.1
High degree of industrialization . . . . .	6	1.0
"Not like people in the movies" . . . . .	6	1.0
Free enterprise . . . . .	3	0.5
Total:		629 100.0%

\* Some returnees reported more than one opinion.

**Predominantly Unfavorable Opinions**  
(Based on 26 opinions)

Racial prejudice . . . . .	7	27.0%
Too much materialism . . . . .	6	23.1
Old people are rather lonely & unhappy . . . . .	4	15.5
Too much waste . . . . .	3	11.5
People lack understanding about other countries . . . . .	2	7.7
Too much strain in life . . . . .	1	3.8
Unwilling to study problems thoroughly . . . . .	1	3.8
Excessively high position of women . . . . .	1	3.8
Too anxious to convert people to Christianity . . . . .	1	3.8
<b>Total:</b>	<b>26</b>	<b>100.0%</b>

In summarizing their general impressions of the returned participants' attitudes, the interviewers conclude that over 90 percent of those who received training in the U.S. held either very favorable or generally favorable attitudes toward the U.S. (See Table 22)

**TABLE 22**  
**Interviewers' Opinions of 715 Returned Participants'**  
**Attitudes Toward the U.S.**

	U. S.		Combined U. S. & Third Country	
Very favorable	347	63.9%	10	100.0%
Generally favorable	154	28.1	0	0
Favorable in some ways, unfavorable in others	38	6.9	0	0
Generally unfavorable	1	0.2	0	0
No opinion	8	1.5	0	0
<b>Total:</b>	<b>548</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>

Sponsors' opinions and attitudes, as judged by the interviewers, also indicate that more than 85 percent believe that their returned employees' attitudes are definitely favorable toward the U. S.

## **LEADERSHIP PROGRAMS**

Programmed both individually and in groups, thirty high-level Chinese government and private leaders have been sent for observational and investigation trips abroad. Inasmuch as these leaders were all executive personnel, an evaluation of their experience from a "technical training" viewpoint would have been neither apt nor meaningful. For this reason, personal letters (See Appendix E) were sent under the signature of the Mission Training Officer to each of these men requesting a general evaluation of their trips abroad.

The 26 replies which were received generally indicate a high degree of satisfaction with the schedules of visits, conferences, seminars and meetings arranged for these leaders abroad.

Twenty-two of these programs were scheduled in the United States, and eight in third countries.

Suggestions received in connection with leadership programs abroad have stressed the wish for greater latitude in itineraries, longer schedules, and greater access to relevant research and "background" material.

JTAC believes that the primary purpose of these trips was generally accomplished: new contacts were made and in some cases old ones were renewed; the American way of life was actually shown to many who knew of it only by hearsay; and the prestige and position of many Chinese executives and officials was actually enhanced and their value to the Mutual Security Program may have been upgraded. Nevertheless, this was not true training, and if such programs have their necessary place in ICA operations they should be handled with extreme care and discretion, i.e. probably through impact teams of carefully selected key personnel. They should be kept to a minimum in relation to true participant training projects. The administration and programming of the latter are most satisfactory, and the results more tangible to the development of Free China.

## CONCLUSIONS

In order to fulfill the purposes of this evaluation, the following summary and conclusions are offered in answer to the questions listed below:

A. What are the personal facts concerning participants who have been selected for training? (*Personal Background*)

B. What has been the employment record of the participants prior to their receiving training? (*Employment History*)

C. What have been the participants' significant experiences during their training programs abroad? (*Training Abroad*)

D. What have been the participants' experiences since returning to Taiwan? (*Use and Dissemination of Training*)

### **Personal Background**

1. The participant program in Taiwan has trained mainly young technicians (from 28 to 45) who already held a B.A. Degree or better. Thus, training is basically for the young, up-and-coming technicians, and is offered principally for those who have already had basic academic and practical preparation offered locally.

2. Training has been offered to participants in many areas, and no field of activity has provided over 25 percent of the total number trained. A generally equable support program for Mission activities in all fields has thus resulted.

### **Employment History**

3. Virtually all participants have returned to their sponsoring agencies. Nearly one-half of the total number selected received their training in Agriculture and Industry/Mining. In spite of

the fact that only about 10 percent of Free China's population is concentrated in Taipei, over one-half of the participants were actually selected from and returned to Taipei upon completion of their training. In addition, about 60 percent of the participants were Chinese Mainlanders and about 40 percent were born in Taiwan. Although a balance both among technical fields and between mainland and Taiwan-born participants has served in the past, this evaluation indicates that relationship to on-going mission projects is a more important criterion.

4. On the basis of detailed information uncovered by interviews conducted for this evaluation, it was found that a few sponsors consistently disregarded JTAC training policy as to proper criteria of participant selection and utilization of participants' training upon their return. A separate report has been prepared which outlines a number of specific cases.

5. Although most participants had worked at the same level of responsibility and compensation for several years prior to training, over one-third acquired promotions and salary raises upon their return from abroad and the careers of an even greater number were "definitely advanced". This provided a solid demonstration of the value attached by supervisors to advanced professional training, a fact which is especially significant in the austerity economy of contemporary Taiwan where promotions and salary increases are ordinarily kept to a minimum.

### **Training Abroad**

6. Pre-departure participant orientation in Taipei has been generally satisfactory, and briefing and guidance has improved greatly since the establishment of the English Training and Orientation Center. Nevertheless, there is room for improvement. ICA Washington and the Washington International Center have done a commendable job on orientation for participants arriving in the U. S. Chinese participants arriving in third countries for training frequently received little or no orientation.

### **Use and Dissemination of Training**

7. Both Washington and third country training Missions have met program and personal requirements for participants in an outstanding manner.

8. Participants and sponsors overwhelmingly agreed that training paid real dividends, with over 90 percent of each group indicating full or partial utilization in the field for which training was received. However, social inertia ("resistance to change") and shortage of capital for development and modernization were the principal local factors preventing even greater enjoyment of the fruits of technical training.

9. Interviews were held with all available U. S. technicians, both Mission and Contract, who acted as participant selecting offices or who were responsible for participant activities in their divisions. On the basis of the limited number of responses obtained, it was believed that there exists a clearcut need for closer, more frequent contacts between American and Chinese technicians. In several cases the American technician had no record or interest whatever in the present activities of his (or his predecessor's) former participants; this was not, however, a pattern in all the technical divisions, although scant encouragement has been given to returnees to help organize training courses or classes in Taiwan.

10. ICA Washington's recent project to subsidize participant membership in top American professional societies is a step long overdue and one which will help the great majority of returnees who have tried to "keep up" in their fields since their return. Most returnees have already joined SATCA, the local association for returned participants.

11. Displaying very normal and predictable reactions, participants thought the JTAC program could best be improved by sending more participants abroad for longer periods of time. Interviewers concluded that this apparently indicates a definite feeling of project validity and personal satisfaction.

12. Due to the exclusive use of Chinese interviewers, oriental courtesy may have somewhat reduced the value of investigating the returnees' attitudes toward Americans and the American way of life. However, the fact that only three percent brought up traditional complaints of racial prejudice and materialism seems to provide an encouraging indication of the psychological impact resulting from the participant program.

13. In conformity with a well-planned training program, "leaders" and high-level administrators have been sent abroad. Generally satisfactory results have accrued to date from the small leadership component of JTAC's participant program. However, the study indicates that although valuable in specific instances, replies from returned "leaders" show that their training was primarily for the benefit of the individual; that knowledge and techniques acquired abroad have not been very broadly disseminated; and suitable itineraries were frequently and, at times, impossible to arrange abroad.

## RECOMMENDATIONS

On the basis of conclusions drawn from this evaluation, it is recommended that:

1. continued emphasis be placed on training well-qualified young technicians who will return to Taiwan and actively share with others the fruits of their training abroad;

2. fields of training in which participants are sent abroad for training be determined on the basis of those areas of the overall assistance program which need emphasis in order best to meet the needs of the economic development of Taiwan;

3. the current process of selecting participants be re-examined; proper criteria of selection be implemented through the adoption of a selection panel composed of representatives of the technical divisions, CUSA and the Mission Training Division; place of birth (i.e., China Mainland or Taiwan) be discounted as a criterion for participant selection; the most qualified person in the approved technical field, working on a specific project selected in accordance with the criteria in item 2 above, be chosen to receive training; working within this framework, every effort be made to bring about a more equitable balance between participants selected from Taipei and those chosen from other regions of Free China, with more emphasis placed on selecting technicians residing outside Taipei;

4. name of all sponsors who have deliberately, flagrantly and consistently disregarded JTAC training policy be placed on a probationary list of agencies; these sponsors be informed that any future irregularity attributable either to their negligence or a deliberate violation of JTAC regulations would suspend their nomination privileges for future participant projects; copies of the list be kept confidential, up-to-date and available to all interested technical divisions for reference in their participant program planning;

5. insofar as the current economy of Taiwan permits, every effort be made to secure from sponsoring agencies certain assurances that new methods and techniques acquired will be utilized;

6. a review be made of the pre-departure orientation program; orientation method and content be strengthened before participants embark on their training in the U. S. or third countries, with greater emphasis to be devoted to the latter; substantially greater efforts be made by third country training Missions to up-grade their briefing and orientation;

7. during the annual participant programming process, officials concerned carefully weigh factors of sponsors' available investment capital to implement training by their participants, as well as the presence or lack of a progressive, adaptable attitude on the part of participants' sponsoring agencies, (only thus can a reasonable estimate be made of their probable degree of sympathetic consideration toward, and subsequent utilization of, new methods and techniques acquired by the returnees.)

8. after the Training Division has organized suitable follow-up programs, up-to-date information be provided on each returnee to all technical divisions; a demonstration of the interest and attention to the use and dissemination of returnees' new knowledge and skills be made a condition for consideration of requests for subsequent participant training in the various technical fields; first country training facilities in various fields of specialization be thoroughly developed before consideration is given to sending participants abroad;

9. the Sino-American Technical Cooperation Association and the ICA/W-sponsored American Professional Societies Project be encouraged to a greater degree; all "red-tape" which may prevent the full development of these important "follow-up" programs be eliminated;

10. greater effort be made in programming participants abroad, especially by careful handling of such sensitive problems as racial prejudice, American "materialism", etc., in order to

**help participants bridge the difficult gap of social and cultural differences they may encounter;**

**11. leader-type programs be kept to a minimum under JTAC sponsorship; they be supported only in those rare instances where it is clearly indicated that such projects are essential to the best interests of the Chinese and American Governments, and that they cannot otherwise be arranged; a limited number of small impact teams composed of prominent executives in business and government be considered in future program planning.**

## APPENDIX

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## NOMENCLATURE

1. **CUSA:** The Council for U.S. Aid is a Chinese government agency functioning as a liaison and coordination center for economic development programs in Taiwan supported by U.S. aid and by Chinese government funds.
2. **ICA:** The International Cooperation Administration sometimes is referred to as Point IV.
3. **JCRR:** The Joint Commission on Rural Reconstruction is a joint Chinese-American organization established to carry out a program of rural improvement in Free China.
4. **JTAC:** The Joint Technical Assistance Committee is a joint CUSA-MSM/C-JCRR Committee whose function is to establish policy and advise and assist the technicians in planning, developing, implementing and evaluating the technical assistance participant program.
5. **MSM/C:** The Mutual Security Mission to China was the name adopted and accepted by the Chinese government at the time the U. S. Aid Program first started in China. This remains unchanged at the present time.
6. **Participant:** Designates a Chinese technician who receives training.
7. **Project-Centered Training:** All participant training bears a specific relationship to on-going CUSA-MSM/C-JCRR technical projects or to operational program objectives.
8. **Returned Participant or Returnee:** A participant who has received training and has returned to Taiwan.
9. **SATCA:** Sino-American Technical Cooperation Association (an association of returned participants).
10. **Sponsoring Agency:** Any organization, public or private, which has selected staff personnel to send for training to the U.S. or third countries under the ICA participant program.
11. **First Country Training:** Training in Taiwan.
12. **Second Country Training:** Training in the U.S.
13. **Third Country Training:** Training other than in Taiwan or the U.S.
14. **Type "A" Participants:** Chinese technicians who leave Taiwan for training in the U.S.
15. **Type "AX" Participants:** Chinese technicians who leave Taiwan for training in a country other than Taiwan or the U.S.

## RELATED STUDIES

1. **Advisory Committee for the Near East and South Asia, "The Exchange of Scholars of the Near East and South Asia; Problems Arising from Cross-Cultural Differences in the Fulbright Programs with India and Iraq", USIS/India and Iraq, 1953.**

The authors conducted a study in India and Iraq, stressing "the responsibilities which the two nations are placing upon their educational systems in carrying forward countrywide programs of economic development and social improvement". Against such backgrounds, the opportunities for promoting international understanding through educational exchange programs are considered.

2. **Bremseth, Cameron F., "Followup Evaluation of Iranian Participants Who Received Training in the United States Under ICA Sponsorship", USOM/Iran, 1956.**

Interviews with 286 participants were conducted. Interviews with Mission and Ministry Specialists were also conducted. Members of the faculty of the Institute for Administrative Affairs at the University of Tehran conducted the interviews. This study was closely coordinated with USIS.

3. **International Educational Exchange Service of the Department of State, "The Thai Student Exchange", International Research Associates, Inc., of New York, 1953.**

The main part of the study deals with Fulbright and Smith-Mundt recipients; less extensive interviews were held with others, about one-half of whom were FOA-sponsored.

4. **Langley, Grace; and Basu, Sita, "The Exchange of Persons; An Evaluation of the Experience and Training of Indian Grantees under Fulbright and TCM Programs", USIS and TCM/India, 1953.**

About 230 Fulbright and TCM Technical Cooperation Mission persons were interviewed in India and the U.S. and the results reported.

5. **Raper, Arthur F., "Evaluation of the TA Program in Taiwan", MSM/China, 1954.**

This evaluation study was based on firsthand participant training activities and included interviews with 172 representative participants who had returned to Taiwan prior to February, 1954; conferences with selected sponsors; and a number of interviews with representatives of the Sino-American agencies responsible for the development of training programs.

6. Spence, Ralph B., "Technical Training of Pakistanis in U.S.", USOM/Pakistan, 1955.

Dr. Spence was in Pakistan under a Fulbright Grant. The report covers 234 participants who had gone to the United States and had been back in Pakistan for at least three months. Primary reliance was placed on a questionnaire which was supplemented by interviews.

7. Stabier, John B. and Mogannam, E. Theodore, "Follow-up and Evaluation Study of Returned ICA Participants in Egypt", USOM/Egypt, 1956.

Data is included on returned participants who had received training in the United States under the USOM/Egypt training program. The 261 participants included comprise all participants who received training in the U. S. A. from the inception of the Egyptian program in 1951, and who had returned to Egypt by October, 1956. A total of 132 participants was interviewed, in many cases in cooperation with the USOM/Egypt Specialist in charge of the particular project under which the participant was sent. In addition, some 80 questionnaires were sent to participants and 47 were completed and returned to the Training Office.

8. Useem, John and Puth, "The Western Educated Man in India", Edward W. Hayden Foundation, New York, 1953.

This is a carefully worked-out study of what happens to a person educated in another country when he returns to his native land. The Useems conducted detailed planned interviews, with a selected sample of persons educated in the United States and in the United Kingdom.

July 6, 1957

CT-57-3524

Professor H. S. Chuan  
National Taiwan University  
Taipei

Dear Professor Chuan:

You have been referred to us by Dr. Shih-liang Chien, President, National Taiwan University, Taipei, Taiwan. Dr. Chien states that you are interested in serving as team leader in conducting certain follow-up and evaluation services in conjunction with the technical assistance participant program. This program is sponsored by the Council for United States Aid, the International Cooperation Administration and the Joint Commission on Rural Reconstruction. Approximately 1,000 Chinese technicians and participants have received specialized technical training in the U.S. under the joint sponsorship of the Chinese and U.S. governments. An additional 250 have received training in third countries. It is believed that there is need at this time for a complete evaluation study of all returned participants. The results of this evaluation study will provide a basis for consideration of participants to be included in subsequent CUSA-MSM/C-JCRR operational programs.

As team leader for this proposed study you will receive every assistance and cooperation from the Technical Division of CUSA and the Training Division of the Mutual Security Mission to China. In implementing this proposed study, the above-named offices will make available to you as the team leader: (1) a list of all returned participants and background information concerning each, (2) a list of all sponsors and technical advisors, (3) an interview guide, (4) summary forms, and (5) any additional materials considered necessary for the implementation of the study.

You will, as team leader, be authorized to retain as part of the consideration subsequently mentioned, a number of competent and reliable persons, not to exceed twelve, to serve as interviewers. These interviewers will be subject to CUSA-MSM/C approval, under your immediate supervision, and as such will: (1) contact and interview returnees, sponsors and advisors to arrange for interviews using interview guides to be furnished as previously indicated, (2) record interview results on summary forms, and (3) consult

**with you, members of the Technical Division of CUSA and the Training Division of MSM/C to the extent believed necessary to properly carry to completion the evaluation study.**

**As team leader you will meet in conference with members of the Technical Division of CUSA and the Training Division of MSM/C to plan the procedures for conducting the study, and later meet and confer with the interviewers to assist in properly orienting them in the procedures of conducting and evaluating the interviews. Preparation of the summary report will be a joint responsibility of you as team leader, the interviewers (insofar as necessary) and members of the Technical Division of CUSA and the Training Division of MSM/C.**

**Preliminary planning for the study should commence as soon as possible and interviews should commence no later than July 15, 1957. Interviews of the approximately 800 returnees are to be completed by September 1, 1957. Sponsors and advisors will be contacted separately and their interviews should be completed in approximately one additional week. The final written report should be completed within three weeks thereafter. Approximately ten interviewers will be required to interview approximately six returnees per day each for about five weeks. In addition, sponsors and technical advisors will be contacted and interviewed using a portion of the interview guide and summary form.**

**In order to fulfill the purposes of this study it will be necessary for all persons connected with it to hold information obtained in any way related to the study strictly confidential and not to disclose such information to anyone except to those specifically authorized to receive it by members of the Technical Division of CUSA and the Training Officer of MSM/C. If such information is, in the opinion of the Technical Division of CUSA and the Training Division of MSM/C, disclosed by you or the interviewers, including stipulations of a more general nature outlined in this letter, the above named representatives of CUSA and MSM/C shall be entitled to terminate services immediately without previous notice. Upon such termination the individual concerned shall be bound to return all the documents entrusted to him and shall be entitled to be reimbursed for the completed part of the work remaining at that time unpaid. Such completed work must be accepted and approved by the Technical Division of CUSA and the Training Division of MSM/C.**

**(Paragraph on financial arrangements deleted)**

**Necessary office space and supplies, as mutually agreed upon, will be made available.**

**All payments shall be supported by properly receipted invoices/bills submitted by you. A document furnished by the Technical Division of CUSA and the Training Division of MSM/C certifying to the amount of work performed and that the work performed was satisfactory, will be required.**

**Copies of all the documents, data and information involved in and resulting from the study shall remain the property of CUSA and the MSM/C, and will be expected to be returned to those organizations upon completion of the study.**

**It is hoped that you will find the conditions of this letter to your satisfaction. Your concurrence with the terms of this letter will be indicated by your signature below.**

**Sincerely yours,**

**s/C. C. Shao, for  
Martin Wong  
Secretary-General  
CUSA**

Appendix D

July 1, 1957

Dear SATCA Member:

The United States Technical Assistance Committee is planning to conduct an evaluation study of the technical assistance participant program. This evaluation study is being conducted in conjunction with the National Taiwan University and is being sponsored by the Council for United States Aid, the International Cooperation Administration, and the Joint Commission on Rural Reconstruction. Approximately 1,000 Chinese participants have received specialized technical training in the United States under the joint sponsorship of the Chinese and the United States Governments. In addition, 250 have received training in third countries.

Through this study, we hope to give recognition to outstanding performances of the returned participants; to compile data useful to ICA Washington's future program planning; and to enable Mission and CUSA authorities to carefully analyse the effectiveness of the participant training projects.

In order to implement this study, Professor Han-sheng Chuan, of the Economics Department of the National Taiwan University has agreed to coordinate this study by using the services of approximately ten other professors from the National Taiwan University in conducting interviews. One of the professors will call on you within the next few weeks. Will you please cooperate with him in every way possible.

Sincerely yours,

D. S. Hung  
Acting Chairman  
JTAC

**Appendix E**

**August 16, 1957**

**Dear Mr. \_\_\_\_\_:**

**My attention has been called to the fact that in conformity with your position status you were nominated by the United States and Chinese governments to participate in a leader program in which you visited the United States.**

**As a result of this visit I am sure you have formed certain impressions concerning the extent to which you believe this experience has contributed to your present work with the Chinese Government. Consequently, I would be very pleased if you could prepare a short resume of your trip for our guidance along the following lines:**

- (1) In what way was the itinerary of your observation trip related to your present professional work?**
- (2) What contributions have you been able to make in your work that you would not have been able to make without such an experience?**
- (3) In what ways do you believe your professional status has changed as a result of having been nominated for a leader program?**
- (4) What do you believe the Chinese and American governments could have done to improve your visitation program?**

**Your kind cooperation in complying with this request will furnish us with valuable information and will greatly assist us in planning future programs in the United States.**

**Sincerely yours,**

**Cameron F. Bremseth  
Training Officer**



**MSM/CHINA  
TRAINING DIVISION  
INTERVIEW GUIDE**

**TO BE USED TO INTERVIEW RETURNED PARTICIPANTS**

**Background Information**

1. Check returnee's name against card \_\_\_\_\_  
(Returnee's name)
2. Would you tell me, please, your home address & telephone No.?
3. What is your office address and telephone No.?
4. How many years of education had you completed at the time you received your training nomination?
  - 4a. Where did you attend high school—that is, in what city and country?
  - 4b. What about your university training—where did you receive that?
  - 4c. And where did you do your graduate study?
  - 4d. What academic degree have you received? Any others?

**Employment Record**

5. Now I would appreciate it if you would tell me a few things about the position you now hold and those you have held in the past.
  - 5a. First of all, by what sponsor are you employed at the present time?
  - 5b. What is the position title of your supervisor?
  - 5c. In which city are you employed at the present time?
  - 5d. What is your exact job or position title?
  - 5e. What are your exact job duties?
  - 5f. What was the date on which you first entered this position?

6. How about the job you held just before the one you have described?
  - 6a. By what sponsor were you employed then?
  - 6b. What was the position title of your supervisor?
  - 6c. In which city were you employed?
  - 6d. What was your exact job or position title at that time?
  - 6e. What were your exact job duties at that time?
  - 6f. What were the dates on which you entered and on which you left that position?
- 7-8. Repeat questions 6 through 6f until you have reached the jobs the Returnee held 3 years prior to his nomination for training.

#### **Information About Returnee's Training**

9. Now I would like to talk with you about the training you received. You had two orientation programs, one in Taipei before departure and another one after arrival in the third country or in the U.S.
  - 9a. Do you believe the local orientation was satisfactory? If unsatisfactory, please give reason.
  - 9b. Do you believe the orientation in the third country or in the U.S. was satisfactory? If unsatisfactory, why do you believe so?
  - 9c. What subjects do you think should be given special attention that were not covered at the time you attended?
10. Were your program needs met by your project manager in the third country or the U.S.? If not, why?
11. Were your personal needs met by the project manager in the third country or the U.S.? If not, why?

12. Were you satisfied with your social relationships in third countries and the U. S.? If you were not satisfied, why?
13. To what extent did you learn specific techniques from your training in the third country or the U. S. which you have or subsequently plan to apply to your work?

**Information About Returnee's Experience Since Returning to Taiwan**

14. For the next few minutes I'd like to discuss your experience since your return to Taiwan. Now that you have returned to Taiwan, are you still working with the same sponsor and connected with the specific project under which you were sent for training?
  - 14a. To what extent do you believe you have been able to use the training you received?
    - Training from the U. S.?
    - Training from third country?
  - 14b. If the answer in 14a is "fully, partly, very little"—then ask, In what ways, specifically, have you been able to put your training to good use in connection with the project?
  - 14c. In what ways have you tried to utilize your training—but have been unable to do so?
  - 14d. What do you think accounts for the fact that you have not been able to use your training as you had hoped? (If Returnee thinks there have been ways he has not been able to use his training.)
  - 14e. In what ways have you kept up with the latest developments in your field of specialization?
  - 14f. Have you joined SATCA? If not, why not?
15. Since your return to Taiwan, have you noticed any changes in the attitude of your sponsor toward you in your present job?
  - 15a. What changes have you noticed (If "yes")?

16. Please determine with a check mark (x) which one of the following categories pertains to your present position and salary and allowance as compared with the ones you held prior to your departure to a third country or the U.S.

A. Position

1. ( ) Promotion: More, same or less responsibility
2. ( ) Same : Same responsibility
3. ( ) Demotion : Less responsibility
4. ( ) Inactive : Little or no responsibility
5. ( ) Not employed with the original sponsor
6. ( ) Unemployed
7. ( ) Others (specify) \_\_\_\_\_

B. Salary and allowance

1. ( ) More
2. ( ) Same
3. ( ) Less

17. If there has been a change in your position or salary and allowance, as indicated above, please explain the reasons.

18. And finally, thinking over your whole experience—from the time you first received your training until now—what do you feel the Chinese and American Governments should do to improve these programs?

19. Do you feel you better understand the American way of life as a result of your *training in the United States*. If so, in what ways?  
(Question not applicable to participants trained in third countries.)

20. Other comments, if any, which are not covered by the interview guide.



**7. JOB HELD IMMEDIATELY PRIOR TO ONE DESCRIBED IN 6.**

- 7a. Sponsor: \_\_\_\_\_ 7b. Supervisor's position title: \_\_\_\_\_  
7c. Location: \_\_\_\_\_ 7d. Job title: \_\_\_\_\_  
7e. Job duties: \_\_\_\_\_  
7f. Date of employment: From \_\_\_\_\_ to \_\_\_\_\_

**8. JOB HELD IMMEDIATELY PRIOR TO ONE DESCRIBED IN 7.**

- 8a. Sponsor: \_\_\_\_\_ 8b. Supervisor's position title: \_\_\_\_\_  
8c. Location: \_\_\_\_\_ 8d. Job title: \_\_\_\_\_  
8e. Job duties: \_\_\_\_\_  
8f. Date of employment: From \_\_\_\_\_ to \_\_\_\_\_

**PRIOR TO RECEIVING TRAINING, RETURNEE'S EMPLOYMENT RECORD SHOWED (Questions 6-8)**

- \_\_\_ Increasing job responsibility (at least one promotion)    \_\_\_ Stability (same or equivalent jobs)  
\_\_\_ Decreasing job responsibility (at least one demotion or dismissal)    \_\_\_ Changing fields (no clear-cut promotion or demotion)

**Returnee's Training**

**9. ORIENTATION**

9a. Local: \_\_\_ Very satisfactory; \_\_\_ Fairly satisfactory; \_\_\_ Unsatisfactory  
If satisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

If unsatisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

9b. Third Country: \_\_\_ Very satisfactory; \_\_\_ Fairly satisfactory; \_\_\_ Unsatisfactory

If satisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

If unsatisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

U.S.: \_\_\_ Very satisfactory; \_\_\_ Fairly satisfactory; \_\_\_ Unsatisfactory;

If satisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

If unsatisfactory, Reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presentation.

Others (specify) \_\_\_\_\_

9c. Orientation could be improved by (Reason):

Local:

Third Country:

U. S.:

10. PROGRAM NEEDS WERE MET

Third Country: \_\_\_ Very well; \_\_\_ Moderately well; \_\_\_ Poorly;  
\_\_\_ Not at all. If poorly, or not at all, reasons: \_\_\_ Content; \_\_\_ Time;  
\_\_\_ Presentation; Others (specify) \_\_\_\_\_

U. S.: \_\_\_ Very well; \_\_\_ Moderately well; \_\_\_ Poorly; \_\_\_ Not at all.  
If poorly, or not at all, reasons: \_\_\_ Content; \_\_\_ Time; \_\_\_ Presen-  
tation; Others (specify) \_\_\_\_\_

11. PERSONAL NEEDS WERE MET

Third Country: \_\_\_ Very well; \_\_\_ Moderately well; \_\_\_ Poorly;  
\_\_\_ Not at all. If poorly, or not at all, reasons:

U. S.: \_\_\_ Very well; \_\_\_ Moderately well; \_\_\_ Poorly  
If poorly, or not at all, reasons:

12. SOCIAL RELATIONSHIPS

Third Country: \_\_\_ Satisfied; \_\_\_ Fairly Satisfied; \_\_\_ Not Satisfied  
If not satisfied, reason: \_\_\_\_\_

U. S.: \_\_\_ Satisfied; \_\_\_ Fairly Satisfied; \_\_\_ Not Satisfied  
If not satisfied, reason: \_\_\_\_\_

13. SPECIFIC TECHNIQUES LEARNED

\_\_\_ Many; \_\_\_ Some; \_\_\_ None

One or more concrete examples of specific techniques learned:

**Returnee's Experience Since Return**

14. CONNECTED WITH SPECIFIC PROJECT FOR WHICH SENT FOR TRAINING

\_\_\_ Completely; \_\_\_ Partly; \_\_\_ Not at all

14a. TRAINING FROM THE U. S.: \_\_\_ Fully; \_\_\_ Partly; \_\_\_ Very Little;  
\_\_\_ Not at all

TRAINING FROM THIRD COUNTRY: \_\_\_ Fully; \_\_\_ Partly;  
\_\_\_ Very Little; \_\_\_ Not at all

**14b. WAYS ABLE TO PUT TRAINING TO USE IN CONNECTION WITH PROJECT**

- Actively participated in technical improvements
- Organized and established training programs
- Trained others (How Many?) \_\_\_\_\_
- Published material
- Demonstrations
- Lectured
- Others (specify) \_\_\_\_\_

**14c. ONE OR MORE CONCRETE EXAMPLES OF TRYING TO USE TRAINING ON JOB. BUT OF BEING PREVENTED FROM DOING SO**

**14d. RETURNEE FEELS HE HAS NOT BEEN ABLE TO UTILIZE TRAINING AS HOPED BECAUSE**

- The "system" isn't ready for change, resists change
- Sponsors or supervisors not willing to help returnees
- Absence left Returnee vulnerable to "internal politics"
- Training itself not adequate
- Others (specify)
- Trainee feels he is not in a position to enforce his ideas because

**14e. RETURNEE KEPT UP WITH LATEST DEVELOPMENTS**

- Joined professional organization
- Subscribed to professional journals
- Regular correspondence of professional nature
- Others (specify) \_\_\_\_\_

**14f. JOINED SATCA**

Yes  No

Not invited;  No professional advantage;  Others (specify) \_\_\_\_\_

**15. HAS RETURNEE NOTICED ANY CHANGES IN ATTITUDE OF SPONSOR TOWARD HIMSELF SINCE RETURN**

- Yes, favorable changes                      Favorable changes noticed:  
 No, no changes noticed  
 Yes, unfavorable changes                      Unfavorable changes noticed:

**16. THE RETURNEE HAS HAD**

**A. Position**

1. ( ) Promotion: More, same, less responsibility
2. ( ) Same : Same responsibility
3. ( ) Demotion : Less responsibility
4. ( ) Inactive : Little or no responsibility
5. ( ) Not employed with the original sponsor
6. ( ) Unemployed
7. ( ) Others (specify) \_\_\_\_\_

**B. Salary and allowance**

1. ( ) More
2. ( ) Same
3. ( ) Less

**17. RETURNEE FEELS THAT HE HAS BEEN DEMOTED OR PROMOTED BECAUSE**

RETURNEE FEELS THAT, AS A RESULT OF HIS TRAINING, HIS CAREER HAS

- Definitely benefited                       Possibly benefited  
 Possibly suffered                       Definitely suffered  
 Doesn't know, can't tell                       N. A.

**18. TO MAKE TRAINING MORE WORTHWHILE, CHINESE AND AMERICAN GOVERNMENTS SHOULD**

- Make longer                       Improve planning  
 Send more people                       Send fewer people  
 Force sponsors to make better use of returnees  
 Encourage sponsors to make better use of returnees  
 Nothing U. S. & Chinese Governments can do—training as worthwhile as possible  
 Nothing U. S. & Chinese Governments can do—training useless  
 Others (specify) \_\_\_\_\_

**19. OPINION REGARDING UNDERSTANDING OF AMERICAN WAY OF LIFE RESULTING FROM TRAINING**

One or more concrete examples of understanding:



**MSM/CHINA  
TRAINING DIVISION**

**INTERVIEW GUIDE**

**TO BE USED TO INTERVIEW SUPERVISORS AND CONSULTANTS**

Name of Sponsor \_\_\_\_\_ Address of Sponsor \_\_\_\_\_

Name of Immediate Supervisor/Consultants \_\_\_\_\_

Questions 1 - 13 not included in this interview guide.

**Information About Returnee's Experience Since Returning to Taiwan**

14. For the next few minutes I'd like to discuss your impressions of Mr. \_\_\_\_\_'s (returnee's) experiences in his technical field since his return from training. Since Mr. \_\_\_\_\_ returned to Taiwan, is he still working with the same sponsor and connected with the specific project for which he was sent for training?
- 14a. To what extent do you believe he has been able to use the training he received?  
Training from the U.S.?  
  
Training from third country?
- 14b. (If the answer in 14a is "fully, partly, or very little") then ask, In what ways, specifically, has he been able to put his training to good use?
- 14c. In what ways has he tried to utilize his training—but has been unable to do so?
- 14d. What do you think accounts for the fact that he has not been able to use his training as he had hoped? (If Returnee thinks there have been ways he has not been able to use his training.)
- 14e. In what ways has he kept up with the latest developments in his field of specialization?
- 14f. Has he joined SATCA? If not, why not?

15. Since his return to Taiwan, have you noticed any changes in his attitude toward you?
- 15a. What changes have you noticed (If "yes")?
16. Please determine with a check mark (x) which one of the following categories pertains to his present position and salary and allowance as compared with the ones he held prior to his departure to a third country or the U. S.
- A. Position
1. ( ) Promotion: More, same or less responsibility
  2. ( ) Same : Same responsibility
  3. ( ) Demotion : Less responsibility
  4. ( ) Inactive : Little or no responsibility
  5. ( ) Not employed with the original sponsor
  6. ( ) Unemployed
  7. ( ) Others (specify) \_\_\_\_\_
- B. Salary and allowance
1. ( ) More
  2. ( ) Same
  3. ( ) Less
17. If there has been a change in his position or salary and allowance, as indicated above, please explain the reasons.
18. And finally, thinking over his whole experience—from the time he first received his training until now—what do you feel the Chinese and American Governments should do to improve these programs?
19. Do you feel he better understands the American way of life as a result of his *training in the United States*. If so, in what ways. (Question not applicable to participants trained in third countries.)
20. Other comments, if any, which are not covered by the interview guide..

**MSM/CHINA  
TRAINING DIVISION**

Date \_\_\_\_\_

**CHECK LIST**

Interview Conducted  
in: \_\_\_\_\_  
(Language)

**TO BE USED AFTER COMPLETION OF INTERVIEWS WITH  
SUPERVISORS AND CONSULTANTS**

Name of sponsor \_\_\_\_\_ Address of sponsor \_\_\_\_\_

Name of Immediate Supervisor/Consultant \_\_\_\_\_

Questions 1-13 not included in this check list.

**Your Opinion of Returnee's Experience Since Return**

**14. CONNECTED WITH SPECIFIC PROJECT FOR WHICH SENT FOR  
TRAINING**

\_\_\_ Completely; \_\_\_ Partly; \_\_\_ Not at all

**14.a TRAINING FROM THE U.S.:** \_\_\_ Fully; \_\_\_ Partly; \_\_\_ Very little;  
\_\_\_ Not at all

**TRAINING FROM THIRD COUNTRY:** \_\_\_ Fully; \_\_\_ Partly; \_\_\_  
Very little; \_\_\_ Not at all

**14b. WAYS ABLE TO PUT TRAINING TO USE**

\_\_\_ Actively participated in technical improvements

\_\_\_ Organized and established training programs

\_\_\_ Trained others (How many?) \_\_\_\_\_

\_\_\_ Published material

\_\_\_ Demonstrations

\_\_\_ Lectured

\_\_\_ Others (specify) \_\_\_\_\_

**14c. ONE OR MORE CONCRETE EXAMPLES OF *TRYING* TO USE  
TRAINING ON JOB, BUT OF BEING PREVENTED FROM DOING  
SO**

**14d. RETURNEE FEELS HE HAS NOT BEEN ABLE TO UTILIZE TRAINING AS HOPED BECAUSE**

- The "system" isn't ready for change, resists change
- Absence left Returnee vulnerable to "internal politics"  Sponsors or supervisors not willing to help returnees
- Training itself not adequate
- Others (specify) \_\_\_\_\_  
Trainee feels he is not in a position to enforce his ideas because \_\_\_\_\_  
\_\_\_\_\_

**14e. RETURNEE KEPT UP WITH LATEST DEVELOPMENTS**

- Joined professional organization
- Subscribed to professional journals
- Regular correspondence of professional nature
- Others (specify) \_\_\_\_\_  
\_\_\_\_\_

**14f. JOINED SATCA**

- Yes     No
- Not invited;
- No professional advantage;
- Others (specify) \_\_\_\_\_  
\_\_\_\_\_

**15. HAS RETURNEE NOTICED ANY CHANGES IN ATTITUDE OF SPONSOR TOWARD HIMSELF SINCE RETURN**

- Yes, favorable changes Favorable changes noticed:
- No, no changes noticed
- Yes, unfavorable changes Unfavorable changes noticed:

**16. THE RETURNEE HAS HAD**

**A. Position**

1. ( ) Promotion: More, same, less responsibility
2. ( ) Same : Same responsibility
3. ( ) Demotion : Less responsibility
4. ( ) Inactive : Little or no responsibility
5. ( ) Not employed with the original sponsor
6. ( ) Unemployed
7. ( ) Others (specify) \_\_\_\_\_  
\_\_\_\_\_

**B. Salary and allowance**

1. ( ) More
2. ( ) Same
3. ( ) Less

**17. RETURNEE HAS BEEN DEMOTED OR PROMOTED BECAUSE:  
AS A RESULT OF HIS TRAINING, RETURNEE'S CAREER HAS**

- |   |  |
|---|--|
| <input type="checkbox"/> Definitely benefited   | <input type="checkbox"/> Possibly benefited  |
| <input type="checkbox"/> Possibly suffered      | <input type="checkbox"/> Definitely suffered |
| <input type="checkbox"/> Don't know, can't tell | <input type="checkbox"/> N.A.                |

**18. TO MAKE TRAINING MORE WORTHWHILE, CHINESE AND AMERICAN GOVERNMENTS SHOULD**

- |   |  |
|---|--|
| <input type="checkbox"/> Make longer  | <input type="checkbox"/> Improve planning  |
| <input type="checkbox"/> Send more people   | <input type="checkbox"/> Send fewer people |
| <input type="checkbox"/> Force sponsors to make better use of returnees                             |  |
| <input type="checkbox"/> Encourage sponsors to make better use of returnees                         |  |
| <input type="checkbox"/> Nothing US & Chinese Governments can do—training as worthwhile as possible |  |
| <input type="checkbox"/> Nothing US & Chinese Governments can do—training useless                   |  |
| <input type="checkbox"/> Others (specify) _____   |  |

**19. OPINION REGARDING UNDERSTANDING OF AMERICAN WAY OF LIFE RESULTING FROM TRAINING**

One or more concrete examples of understanding

**20. OTHER COMMENTS**

**RETURNEE'S OVERALL ATTITUDE TOWARD THE U. S. (Based on entire interview)**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Very favorable      | <input type="checkbox"/> Favorable in some ways, unfavorable in others | <input type="checkbox"/> Generally unfavorable |
| <input type="checkbox"/> Generally favorable | <input type="checkbox"/> Very unfavorable                              |  |

Date of Interview \_\_\_\_\_

Interviewer \_\_\_\_\_

## THE SINO-AMERICAN TECHNICAL COOPERATION ASSOCIATION

At the end of 1954, there were nearly 300 returned participants in Taiwan. One of them, Mr. Kao Yu-shu, was elected the Mayor of Taipei in the same year. Mayor Kao, President Liu Chen of Taiwan Normal University, Miss Grace T. K. Tao of MOEA, Secretary-General Shiue Jen-yang of the Provincial Assembly, and a few others felt the need of having an organization for all the returned participants where they could meet and exchange knowledge and impressions received during their training programs abroad. These dedicated people were the founders of the Sino-American Technical Cooperation Association.

The first SATCA meeting was held on November 14, 1954. Mayor Kao was elected President of the new organization, and all returned participants were considered eligible members of this association. Membership was voluntary rather than compulsory, and every member was asked to pay a membership fee of NT\$10 annually.

In 1954, the SATCA NEWS-LETTER was issued irregularly in mimeograph form. It became a monthly periodical beginning in 1955, and in 1956, SATCA began to publish a quarterly periodical, THE SATCA REVIEW, copies of which have been forwarded to ICA/W regularly. In order to help SATCA with this publication, JTAC made a contribution of NT\$24,680 in 1956. The REVIEW is made available to all members and affiliated agencies through free distribution.

SATCA holds two regular meetings each year, and officers are elected annually. Inspection tours and travel are arranged for members, and plans have been made to hold discussions, seminars and lectures, in addition to other activities.

The current membership of SATCA is about 800 (over 90 percent of returned participants), a figure which provides an encouraging indication of the interest of returned participants "in keeping up" with latest developments and activities in their professional fields.