FIRST REPORT

of the

MICHIGAN STATE UNIVERSITY VIETNAM TEAM
IN PUBLIC ADMINISTRATION

To the Government of Vietnam and USOM

Submitted by

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This is the first report of the Michigan State University Vietnam Team in public administration to the Government of Vietnam and to the United States Operations Mission in Vietnam. The report covers the period of operations from May 20, 1955, the day the Chief Advisor arrived in Saigon to July 31, by which date 18 of the authorized 30 U. S. staff members had arrived. Hereafter, reports will be made semi-annually, but this report represents less than two and a half months of operation with a staff that was relatively small. A total of 22 1/6 man-months was put in during this period (see Appendix II).

Introduction

Michigan State University in general and the Governmental Research Bureau of MSU in particular have long had a special interest in Vietnam. Partly this interest stems from the close association of Ngo Dinh Diem with the Governmental Research Bureau—he served as consultant to the Bureau since 1953. Partly it stemmed from personal associations. And partly it stemmed from a realization that Vietnam was in the middle of a life and death struggle with the enemy of the free world, Communism.

In this context Dr. Wesley R. Fishel, Assistant Director of GRB, came to Vietnam in August 1954 as a consultant to President Diem and USOM. As a result of his efforts, a special four man FOA mission from MSU made a month trip to Vietnam in September and October of that year. The special mission was composed of Dr. Charles Killingsworth, Head, Department of Economics; Arthur Brandstatter, Head, Department of Police Administration; James Denison, Public Relations Advisor to President Hannah; and Dr. Edward W. Weidner, Head, Department of Political Science and Chief of the Special Mission. The efforts of this group resulted in a report in October 1954 recommending a combined technical assistance program in the areas of public administration, economics, public information, and police administration. This program was viewed as supplemental to already existing American assistance.

After full negotiations, contracts between MSU and the Government of Vietnam and MSU and the Foreign Operations Administration were signed in late April and early May 1955. They provided that MSU operate an extensive program of technical assistance, particularly in the areas of public administration and police administration, with some additional work in economics.

Approximately two weeks after the last signing of the contracts the first staff member, the Chief Advisor, arrived in Saigon. Since that time, MSU has proceeded to execute its responsibilities promptly and without delay. Within two and a half months, 18 staff members arrived in Saigon, a remarkable recruiting record that is all the more remarkable if the unsettled conditions in Vietnam be kept in mind. MSU is proud to be administering the largest technical assistance contract of its kind ever given a University and the quality of personnel has been kept high despite the urgent necessity to get staff members to Saigon.

High quality persons are normally hard to attract because they already have permanent well-paying jobs. This situation has led to the only major roadblock to executing our contract: the severe restrictions placed on salaries of our proposed personnel by FOA Washington (now ICA/W). ICA/W, by its uncompromising attitude, has prevented badly needed and highly qualified personnel from arriving
in Saigon. It is estimated that 28 of the 30 persons allowed under the contract would have arrived in Saigon by the end of August with ICA/W cooperation. Instead, 19 of 30 will have arrived. Under such circumstances it is difficult, if not impossible, to carry out immediate impact programs such as our police and field administration projects.

Our relations with the Government of Vietnam and with USOM and other American groups in Saigon have been most happy ones. Both Vietnamese and American agencies have helped us in countless ways. In getting our projects started President Diem, Director Thong, and Minister Tinh have been especially helpful. These and other Government officials have shown energy, initiative, and imagination in carrying out their responsibilities under the contract. They have been anxious to receive suggestions from our team at all times and have more often than not been well ahead of us in seeing areas for needed change and taking appropriate action. Undoubtedly middle and lower-level management represents a much greater problem for the Government than does top management.

The many contacts we have had with USOM have been fruitful. On a few occasions differences of opinion have naturally existed, but no serious problems seem on the horizon at this writing. The Director of USOM and a number of his division chiefs have taken great pains to make our entry into the bureaucratic life of Saigon a pleasant and productive one. For our part, we view our operations as supplemental to those of the official American community and not conflicting, competing, or especially independent therefrom. This policy has helped allay fears and create an atmosphere in which mutual trust and cooperation can exist. The greatest "problem" in our relations with USOM has resulted from something no one could help—the USOM director's necessary absence from Saigon for half the first two and a half months of our operation due to official business in Washington, D. C. and unfortunate sickness. The inevitable net result was delay in certain decisions which created certain frustration in trying to get our program underway. Such frustrations are a part of bureaucratic life, and MSU will continue to work with USOM in trying to minimize them and their effects.

Other parts of this report indicate in detail the methods we have followed in working with the Vietnam Government and with USOM and other American agencies. In general, we have tried to consult extensively with all persons interested in each of the activities in which we are engaged. Only after general agreement has been reached have we proceeded. From our standpoint, this process of involvement has been one of the most successful and rewarding aspects of our approach to our task. We plan to continue with it in every way possible.

In addition to the assistance of the Government of Vietnam and USOM and other American agencies, the MSU team in Saigon has been most fortunate in having outstanding support from the Coordinator's Office in East Lansing. Dr. Charles Killingsworth and Arthur Brandstatter and their aides have done an excellent job in recruiting personnel and assisting our group. Unfortunately, their task has been much more burdensome than expected and has required more personnel time and expenditure than planned.

The pros and cons of having a separate contractor administer an extremely large technical assistance program such as ours will long be debated. However, it should be pointed out that as far as our activities are concerned, the very least that can be said is that the Government of Vietnam and USOM have availed themselves of an important additional resource of high quality personnel for
work in Saigon. MSU has sent or is going to send no less than 11 or 12 of its employees to Saigon. At present 4 of the 16 staff members of the Department of Political Science are in Saigon including the Department Head and Acting Department Head. In addition there are or will be in Saigon 3 other employees from this Department, 2 Economics Department professors, 1 Psychology Department professor, and 1 librarian. One professor from police administration will arrive in the Fall.

The priorities in our undertaking are first, the police project and second, the field administration project. The immediate impact aspect of these projects gives them their priority. However, other programs are proceeding according to as fast a schedule as possible, and the commitments MSU undertook through its contracts are all being met within the framework of local conditions.
Police Project

The report of the special four man FOA mission from Michigan State University of 16 October 1954 listed priorities in police administration as follows:

a. Organization and unification of police forces.

b. Absence of training facilities and improvement of training programs.

c. Establishment of a modern police communication system.

d. Introduction of present day methods of traffic enforcement and engineering.

e. Establishment of modern laboratory facilities.

In general these priorities have proved to be the exact priorities fixed by our police team since its first three members arrived on May 27, 1955. The only two changes made in this set of priorities were:

a. The need for solving the problem of security clearance of police personnel has been considered the first essential in our police project; and,

b. A somewhat lesser priority has been given to traffic enforcement and engineering than was envisaged in the October report.

The contract between MSU and the Government of Vietnam provides for police administration and training in the following words of Annex I, paragraph 11:

"The University shall assist the Government in developing sound organization and methods in the police services and in improving the training and equipment of the police. The University's staff in Vietnam shall render advice on police work to the branches of the police designated by the Government. The University shall offer courses of training in police organization and methods, and shall assist the Government in the creation and operation of a training center or school for this purpose, according to work plans prepared in advance by the University for approval by the Government."

Out of the total personnel of 30 authorized by the contract, it is planned to have a total of 8 police specialists and two public administration specialists devote full time to the police project. The first three police specialists, Howard Hoyt, Richard Rogers, and George Boudrias, arrived on May 27, 1955, less than a month after FOA/W signed the contract. Recruiting for the balance of the police team personnel has been considerably slowed down by the policy of ICA concerning salary review. Despite this major log jam MSU has been able to increase the police team to a total of five including, Gilbert Shelby, on July 30 and Corey Dymond on August 6. As this report is written three other police specialists are in training in East Lansing and it is hoped that within two months the entire force of police specialists and two public administration specialists will be in Saigon. Therefore, as a consequence of this report being made on operations at the end of July it is a report of activities of three men working from May 27, to August 1st.
The first task that the initial police group attacked upon arriving in Saigon was that of reorganization and unification of police forces, the number one priority according to the October report. This task was also considered to be of a high priority nature by Mr. Bui Van Tinh, the Minister of Interior and the Minister in charge of all police forces. It was likewise the number one priority item in view of the United States Ambassador. The latter had appointed a committee to deal with this subject sometime before our arrival, and the work of this committee was turned over to us in May to help us in our work.

The method of procedure was to hold many interviews (well over 100) with the Minister of Interior and his three principle police supervisors, General Le, Head of the Sureté, General Trach, Head of the Guard Civil and Mr. Tu, Head of the Saigon-Cholon Prefectoral Police. Many other police officials in the three organizations were interviewed as well and gradually a body of data were compiled on the organization, responsibilities, and functioning of the civil police services.

On July 3 the three man police team made its first basic report which was subsequently enlarged and revised twice, in final form on August 6. The basic recommendations concerning organization and unification of police forces involved the following:

1. That a general coordinator of police services be appointed by the Minister of Interior.

2. That a director of municipal police services, a director of security police and a director of provincial police, together with a director of overall administrative services (such as personnel, budget, and training) be appointed and responsible to the general coordinator.

3. That all police services other than those provided in the three organizations be eliminated or transferred to these three organizations or the military.

On receiving the police committee's recommendations on July 3 the Minister of Interior, Tinh, indicated his warm acceptance of the reorganization proposal and subsequently he has acted to implement most of the major recommendations: (a) General Le has been appointed coordinator of all police activities; he is responsible directly to the Minister of Interior and will serve as the counterpart to Howard Hoyt, Deputy Advisor for the police project; (b) a Director of the Police Academy has likewise been appointed as a beginning toward a division of administrative services; and, (c) the heads of the three police services retain their position and now report to the Minister of Interior's coordinator on all police activities.

The next step in reorganization is to make sure that complete reorganization is carried out in the entire police service. This requires considerable delegation of authority and realignment of activities within the three police services and the development of considerable activities in the area of administrative services. The five men on our police team at present are actively assisting the Government in this direction but a major road block has become apparent which has caused our police team to divert and slow down its activities temporarily. This road block is the lack of security clearance of police officials and
and employees. Since it is impossible to determine which police officials and employees can be trusted and since the existing security system is extremely ineffective, it has been necessary for us to lend the Government of Vietnam assistance in developing a security check system for its police officials and employees. Of course this same system will be extremely useful for all government employees, but our central interest is the police at this moment. Therefore, it is estimated that by the last week of August the new security system will be put in force and the first several hundred police officials will be going through the security check. As soon as this process is completed and it is determined which police officials can be given important responsibilities, the reorganization of the three police services will be greatly extended and speeded up and the training program for police officers inaugurated.

The broader questions raised by our report of the nature and extent of American aid relative to police equipment and the availability of sufficient American and third country personnel to train the provincial police had not been answered by August 1.

Two important training programs were inaugurated during the first 9 weeks. We sent a group of ten police officials to a special condensed four-week training course at the Philippine Constabulary School in Manila. Currently twenty more officers are taking a special six-weeks course there. We also have ten police employees taking an intensive 12-week course in English, which will make training much easier for us. Finally, during the latter half of July 15 to 20 police training films arrived in Saigon from East Lansing. It is hoped to put Vietnamese sound tracks on these films.
Field Administration Project

Since the first four staff members for the field administration project arrived only in the latter half of July, this is a report on less than ten days operation. The survey team from Michigan State University in October 1954 recommended a field administration project as one of the three top priority programs in public administration. The research phase of this immediate impact project was estimated to take about six months, with implementation to begin as soon as possible. In accord with the October report, Annex I, Paragraph 13 of the contract between Michigan State University and the Government of Vietnam provides that "a thorough survey of the regional and provincial administration and of their relations with the central government" shall be made and that "the University shall assist the Government in developing sound organization and method" in these areas.

Mr. Walter Mode has been designated deputy advisor for the field administration project and the President has appointed the Minister of Interior as the coordinator of the project for the Vietnamese Government.

Most of the first ten days were taken up with preliminary conferences and an occasional field trip. Twenty-one conferences were held, especially with representatives of USOM, TRIM, USIS, Embassy, and Vietnamese officials in agriculture, refugees, and information.

By the beginning of August, certain plans were beginning to take shape. The field administration program was being viewed as involving two kinds of relationships: (a) Ministry of Interior-Region-Province-District-Canton-Village relationships and (b) relationships between the hierarchy of units and the central office and field staffs of other ministries and commissariats. These latter relationships require applied research and in-service training in most Government agencies in regard to central-field relations.

As an experiment, central-field relations in the Commissariat of Refugees became the first area of applied work for the four man field administration team. Working cooperatively with USOM and Vietnam representatives, the team analyzed the central office of the agency, especially as it affected field relations. A preliminary report was made to the two groups on August 6 recommending numerous changes including a central field office and service. The proposals are being considered by the Commissioner. The next step will be to make a study of the agency's operations in the field.

A work plan for the field administration project will be presented to USOM and the Government about August 25.
Presidency Project

The special four man FOA mission from Michigan State University in October 1954 reported that one way in which a contribution to the stability of the government could be made would be through the strengthening of the office of the President in all its aspects. As a consequence the contract between Michigan State University and the Government of Vietnam provides in Annex 1, paragraph 1: "the University shall assist the Government in developing sound organization and methods in the Presidency of the Government with a view to improving the planning, advisory, administrative, intelligence, public relations, and policy formulating services." Also included in this project were improvements in security practices, communications, record administration, and office equipment.

Because it was generally thought desirable to develop other projects first, the Presidency project did not get underway to any appreciable extent during the first two and a half months of operation under the contract. On the other hand plans were completed to make a very quick beginning on this project on August 1st. Dr. Edward W. Weidner, Chief Advisor, will be project director and Dr. John Dorsey will be assigned to the project two-thirds time. He will be working particularly with Messrs. Cung, Lien, and Them of the Presidency.

On August 1st the first phase of the Presidency project was begun which will include a systematic survey of every official in the presidency to determine the resources of the Presidency and the responsibilities delegated to it. A detailed work plan for the Presidency project is to be submitted to the Government of Vietnam and USOM on August 19, 1955. The principal stages of the project will include:

a. survey and research;

b. analysis and recommendations;

c. conferences with the President and/or his representatives;

d. assistance with implementation of recommendations as accepted by the Government; and

e. in-service training as needed for the improved functioning of the Presidency.
Degree Program

In the report of the special four-man FOA mission from Michigan State University in October 1954, it was recommended "that two kinds of training for public service be developed by the Institute, namely academic and in-service, but for the time being high priority should be put on immediate in-service training." Consistent with this recommendation, the Michigan State University team in Vietnam has been emphasizing immediate impact programs and in-service training work. However, the recommendations in the October report which called for a part-time regular degree program in the evening and a regular degree program for full-time students have not been ignored and great progress has been made during the first two and a half months. First of all, a new president: arrêté has been issued establishing the Vietnamese National Institute of Administration with a director and assistant director and a council of administration as the main governing board which in turn reports to the President directly. Many conferences were held with the Vietnamese concerning the new arrêté for the Institute both in May and again in July and many suggestions that were made by the Michigan State University team were accepted. These suggestions went in the direction of permitting as high a delegation of authority to the director and assistant director as possible, the defining of the nature of the three-year training program and the establishment of an administrative organization which can be suitably expanded as the Institute takes on in-service training and research activities.

During the two and a half month period a director of the Institute was appointed, Mr. Vu Quoc Thong, who is also the Minister of Social Action and the Minister of Health. The assistant director of the Institute, Mr. Nghiem Dang, and three professors in addition to Mr. Dang have been appointed. The latter four formerly served with the School of Public Administration in Dalat which was transferred to Saigon effective July 1st with the formal opening of classes on August 16. Mr. Dang will be the counterpart of Dr. Guy Fox, deputy advisor for the degree program.

According to the contract between Michigan State University and the Government of Vietnam, Annex 1, paragraph 6, Michigan State University shall "assist in the preparation and offering of suitable courses of study, training and practice related to a degree or certificate program in public administration including suitable courses in public administration, political science, police administration, public relations, economics, finance, accounting, statistics, secretarial skills and courses in other social sciences." In accordance with this contract provision a six man committee consisting of three Vietnamese and three Michigan State University staff members was appointed to work out preliminary details of the three-year teaching program and Michigan State University participation in teaching the full-time students. Several courses will be offered by Michigan State University staff during the semester beginning August 1955 and ending in January 1956. They will be principles of public administration (Dr. Fox), comparative administration (Dr. Dorsey), and an economics course (Dr. Hunter). Beginning in February, 1956 Michigan State University staff will offer five courses during the day to full-time degree students including introduction to public administration, elements of political science, problems of organization and methods, personnel administration, economics materials (emphasis on economic development and national revenue problems). The semester beginning in August 1956 calls for the following course to be given by Michigan State University team members: cases in public
administration, comparative government, organization and functioning of banking, problems of the public debt, management of private enterprise. These courses will be entirely new to the Institute and will, on the suggestion of Mr. Nghien Dang, the assistant director of the Institute, emphasize the human relations approach in public administration.

The Michigan State University team also looks forward to a series of special conferences, formal and informal, with the Vietnamese professors looking toward a discussion of the content of all courses offered at the Institute and it is hoped that many additional changes will be made in the offerings of the Institute in February 1956 and from time to time thereafter. Perhaps the greatest change will come in the content of the courses taught within the present titles of courses.

In accordance with Annex 1, paragraph 8 of the contract between Michigan State University and the Government of Vietnam the Michigan State University team has begun discussing with the Vietnamese professors certain aspects of methods of teaching and the development of plans, materials, aids and devices for the improvement of the quality of instruction. Audio visual material is being shipped from the United States to Saigon and should arrive in September. It is hoped that both through the use of students and the research of professors that materials for instruction in public administration by the case method can be developed, using the Government of Vietnam as the laboratory.

The question of expanding the number of full time day students at the Institute has not been discussed in detail as of the date of this report primarily because it is a matter for action to be effective in February and it involves questions relative to the national budget and the number of available qualified candidates. The new arrêté specifically provides for non-scholarship students and it is planned to begin admitting such students in February. Much of the increase in the student body, if it is to take place, probably must come from non-scholarship students. In this connection it is well to keep in mind that the October 1954 report called for between 200 and 400 students graduating per year.

The October 1954 report also called for a part time regular degree program either at night or perhaps during siesta time in the afternoon. Discussions have proceeded in detail concerning the part time regular degree program at night and agreement in principle has been achieved. Inquiry is being made by Mr. Dang to see if job advancement recognition can be given those who participate in such a part time regular degree program. Parallel to this inquiry is a second on the matter of both Americans and Vietnamese who might be available to teach night school. While it is impossible to begin the night school program in August it is hoped that by October or November a substantial start can be made.

Two special problems are the providing of teachers of English for the regular full time students of the Institute by the Michigan State University team and the acquisition of interpreters for American Professors who can interpret from English to Vietnamese. It is not considered that French is a suitable language for Institute instruction. Arrangements are being made
for some local American personnel to handle the English language instruction so that inroads need not be made in our personnel quota of thirty for this purpose. Similarly local Vietnamese personnel are being found by the Michigan State University team to serve as interpreters in the classroom.

The Michigan State University personnel assigned to the three year certificate program are Dr. Guy H. Fox, Associate Professor of Political Science, Deputy Advisor for the Degree Program, full time, Dr. John Dorsey, Assistant Professor of Political Science, one-third time and Dr. John Hunter, Associate Professor of Economics, two-thirds time. It is expected that others will contribute to this program occasionally including especially Dr. Richard Lindholm, Professor of Economics, and/or Mr. Cole, Instructor of Economics, but also perhaps including Dr. Ralph Smuckler, Assistant Professor of Political Science, Dr. Frederic Wickert, Associate Professor of Psychology, and Dr. Edward W. Weidner, Professor and Head, Department of Political Science. However, the men in the latter group have not been formally assigned a teaching program on a long term basis.

The Michigan State University team has recommended more effective supervision of field training by the Institute but since there will be no field training during 1955 this is a long range proposal. Similarly the Michigan State University team has begun discussion of the role of military training and physical exercise in the school's curriculum. At present eight hours per week of military training is required of all students.

An Institute building at 4 rue Colombert has been purchased and completely remodeled with suitable offices on the first and second floors and four large classrooms on the third floor. A library building attached thereto has also been remodeled and plans for library shelving, which will be installed this fall, have been made. Considerable initiative was shown by the Vietnamese in getting the Institute building remodeled and they should be congratulated upon the quick and efficient manner in which they carried this task out. The main problem concerning the physical plant is the one of dependencies to be found on the property and the many families living in close proximity to the library and classroom area. The situation has been discussed with the Vietnamese concerned but no alternative housing solution for these non-professional employees and their families has been found as of the date of this report.

On the professional side one of the great difficulties confronting the Institute this fall will be the changing from a strict lecture system to a system where outside reading and study will be expected before students come to class. Such a pattern of teaching, including the entire lecture-discussion system is entirely new to the Vietnamese and will be somewhat slow to develop as a result.

The work plan for the degree or certificate program will be presented to USOM and the Government of Vietnam during the week of August 22.
Research

The October 1954 report of the special Michigan State University team specifically called for a program of research at the National Institute of Administration. However, it also pointed out "the immediate emphasis . . . will be on implementing proposals for action and not on making surveys. Usually no survey will be made unless there is general agreement that the recommendations flowing from the survey are really to be implemented as soon as the survey is completed." The report also called for research training for the Vietnamese but indicated that general research and publication functions as distinct from applied research functions would have a somewhat lower priority.

The contract between Michigan State University and the Government of Vietnam in Annex 1, paragraph 10 provides that "the University shall assist the Government in establishing a comprehensive research and reference program in the problems of government in Vietnam, and in developing a reference library."

Mr. Doan Thêm, who serves as a leading research member of the President's staff, has been named chief of the Division of Research and Documentation in the Institute. He will serve as counterpart to the Research coordinator of the team. As the research work of the Institute and the Presidency develops, contributions to immediate impact programs can be expected. In the meantime Michigan State University research personnel in Vietnam are spending virtually full time in connection with the police project and the field administration project and much less time on the presidency project and the degree or certificate program. It is hoped to develop research ability throughout the Government of Vietnam during the course of the Michigan State University contract, but to begin with total research personnel time is being spent on immediate impact programs for the Government.

Dr. Ralph Smuckler has been appointed research coordinator, and it is part of his responsibility that high standards of research prevail throughout the police, field, presidency and finance projects. Dr. Smuckler will work with the counterpart at the Institute in developing research facilities there. It is hoped that within the Government some agency of the Presidency can be made the principal research arm of the Government and can establish close working relations with the research group in the Institute. The appointment of Mr. Thêm is encouraging in this respect.

Important progress has been made toward the establishment of a research library. Several dozen books have already arrived in Saigon as a result of book ordering efforts of Michigan State University through East Lansing. About 325 titles in public administration, economics and police administration are on the urgent list of books which have now started to arrive and are being sent by air. About 1,000 additional titles have already been ordered to be shipped surface and many of these have begun to arrive in East Lansing.

A public administration librarian has been recruited and the present ETA is September 23. The open shelf system is going to be used which in itself is a very important change of practice. The library building has been designated and renovated, the book shelf and work space plans have been completed, and as this report is being written bids for shelving and other library
equipment are being taken in Manila with the hope that they can be sent to Sai­
gon in early Fall. It is planned to make the library a central library on
governmental problems for Vietnam and this can only be achieved if consid­
erable training in library management is undertaken by the Michigan State Univer­
sity librarian in accordance with Annex 1, paragraph 5.

A detailed work plan in the research area will be prepared during August
for submission to USOM and the Vietnamese government.
In-Service Training

In its report in October 1954 the four man POA mission from Michigan State University recommended that "for the time being high priority should be put on immediate in-service training." In this connection it was recommended that in-service training courses that could be given during working hours or at night should be developed. These courses might be intensive one week courses or might be much less intensive ten week affairs, for example, where officials attend classes an hour or so a day. In addition it was felt that special conferences, conventions and meetings should be developed. They might be especially effective at the higher administrative levels and might be one to three day affairs or be confined to a part of the day or evening or take place periodically over a period of time.

The contract between Michigan State University and the Government of Vietnam provides in Annex 1, paragraph 7, "... the University staff in Vietnam shall assist in providing in-service training as required" in a large variety of subject areas. In addition, in Annex 1, paragraph 9, the University is given responsibility to assist the Government in organizing and conducting frequent conferences and round tables for Government officials and employees, and by Annex 1, paragraph 14, the University is to provide assistance in the development of professional associations and technical publications.

Tremendous emphasis is being placed on in-service training in the Michigan State University team's efforts. There will shortly be a director of in-service training in the National Institute of Administration's staff and he will be a counterpart of Dr. Frederic R. Wickert, in-service training coordinator for the Michigan State University team. It is hoped that the Institute can be the focal point for conferences and conventions of public officials, serve as the rallying point in the development of a professional association in public administration, and help develop in-service training in provincial administration since provincial administration is an emphasis also in the degree or certificate program. Another possibility is that the members of the advisory council of the Institute, who represent each of the various Ministries, will develop into liaison people who will identify in-service training needs within their organizations and actively support the in-service training program there. However, detailed plans concerning the Institute's program in in-service training cannot be developed until the director of in-service training is appointed.

Immediate activities of the Michigan State University team in regard to in-service training apply principally to the police and field administration projects and secondly to the Presidency and finance projects. These activities are reported upon separately herein. What is being developed is a coordinated applied research and in-service training program in these areas with the objective of maximizing the immediate impact. Exploratory research and in-service training efforts have been made relative to the Ministry of Finance, the Ministry of Foreign Affairs, the Commissariat of Refugees, the Presidency, and the Ministry of Interior. Of these, all except the Ministry of Foreign Affairs will be emphasized in the four special programs in police, field administration, finance and the Presidency. After the field administration program develops, a broad program of applied research and in-service training will likewise be extended to several other Ministries.
A number of field trips, part of the purpose of which was to identify in-service training needs and possibilities, have been made by Michigan State University staff to Huế, Dalat, Long Xuyên and Châu Đốc provinces, Tuy Hòa, My Tho province and the general area surrounding Saigon. These trips are in addition to the hundreds of interviews held with public officials in Saigon. In all instances the Michigan State University team has had excellent cooperation from the Ministries concerned and also from USOM, USIS, Embassy and MAAG personnel. The attempt is to present a single system of American advice to the Vietnamese rather than a conflicting and overlapping system.

Discussions with Mr. Le Van An have been undertaken concerning the possibility of developing a Vietnamese section of the International Institute of Administrative Sciences. Mr. An, in addition to two other Vietnamese officials, attended the National Institute of Administrative Sciences conference in Europe in July.

In the long run there is the problem of developing the in-service training program of the National Institute of Administration, the in-service training program of the Fonction Publique and an in-service training program in one or more Ministries directly. In this connection the Michigan State University team has cooperated with the Vietnamese in establishing a separate police academy under the coordinator of police activities who in turn is responsible to the Minister of Interior.

In cooperation with the Director of the Institute a certificate has been developed and printed to be awarded to each individual on completion of an in-service training program course. These certificates will be officially registered with the Minister, and it is thought that they will carry considerable prestige value.

A work plan for the in-service training program is to be presented to USOM and the Government of Vietnam in August.
Participant Program

Two aspects of the participant program were emphasized by the report of the special FOA mission from Michigan State University in October 1954. They were: First, that there should be a general development of Vietnamese Professors for the National Institute of Administration both as to numbers and as to experiences. This could be accomplished in part by sending a number of them to Michigan State University for a years' training. Secondly, that a number of Vietnamese public officials should be sent to the United States for a period of six months or more to improve the general level of administration.

Accordingly the contract between Michigan State University and the Government of Vietnam provides in Annex 1, paragraph 4 that in consultation with the Government, the University shall select officials of the Government for training and observation in the United States or other countries. Such training shall be for a maximum of 12 months and up to 30 man years of training can be provided.

The main part of the participant program will involve having approximately ten to fifteen students at Michigan State University during the duration of the contract as soon as this program can be implemented. Some will be sent for periods of six months, others up to a year. Approximately equal numbers will be sent in police administration, public administration and economics but the exact distribution will depend upon government selection of candidates.

The Government has promised to nominate 15 people on or about August 16 and it is hoped that these individuals can get to East Lansing as soon as possible thereafter. Consultations with the President and with Mr. Cung, Secretary-General of the Presidency were held concerning the selection process and the type of nominees most desirable. Many applicants for the participant program have been interviewed—about 40 in all. Many conferences with individual Ministers have also taken place regarding the program.

In East Lansing it is planned to offer those selected regular and special courses and special seminar attention. Almost all of them will engage in special field work in the Michigan area and possibly certain other areas of the United States. The group will include future staff for the Institute as well as government officials in various Ministries.

A second aspect of the participant program is commented upon separately in the police project report. This involves third country training, up to now in the Philippines in connection with the Philippine Constabulary School. It is hoped that this type of training can continue for some time into the future.

Dr. Dorsey is in charge of the participant program for MSU in Saigon, working under the supervision of Dr. Fox.
Public Finance Project

During the latter part of July and the first part of August some preliminary discussions were held with the Minister of Finance and the Director of USOM concerning a special project in the area of public finance. Such a project would involve:

a. an analysis of the tax system of Vietnam; and

b. an examination of tax administration, particularly in the field, and an in-service training program as appropriate to the situation.

It appears likely that this area will be developed. If so, Dr. Lindholm, MSU finance professor, will be in charge with one additional person recruited by ICA/W under his direction. A third person, from the MSU team, would contribute his services relative to the tax administration segment of the project.
Supply problems are always important to the morale and functioning of any group, but given the conditions in Saigon supply unavailability virtually defines the possible scope of an operation. There are supply difficulties of all kinds—housing, house furnishings and kitchenware, office equipment and supplies, local transportation, utilities, office space, trained local personnel, and many others. While the contract between MSU and the Government of Vietnam places certain responsibility on the Government to help meet our supply needs, at present the Government is in no position to render extensive assistance. Consequently, the MSU team, through its small two-man executive office headed by Homer Higbee has taken the initiative in solving supply problems. While it would have been desirable to have our two executive officers arrive in Saigon well ahead of other staff members and/or allocate more personnel to this activity, neither alternative has been followed because program activities have top priority. Postponing ETAs or draining off personnel to logistical activities are in part self-defeating in an immediate impact program.

Therefore, certain hardships have necessarily been accepted by our staff during the first two and a half months in order to make a fast start on programs. Such hardships have included inadequate housing, inadequate local transportation, inadequate office equipment and supplies, and regularly working heavy overtime hours in order to make up for almost no local personnel.

The following are the major logistical areas of concern to our operation, and the way in which problems in each area have been or are being met:

1. Housing. Except for some of the administrative details in purchasing a 9-apartment building, our executive office has completely handled our housing requirements since the arrival of our executive officer June 4. Nineteen staff members and their families are housed currently. At the time of the Majestic Hotel riot, July 20, MSU handled the relocation of its seven hotel-less families without outside help. Three staff members lost almost all their possessions, and two wives and their children were in the hotel during the riot. In conformity with USOM and MAAG practice, MSU provided transportation to Hongkong for those who lost all their possessions.

Currently our housing is as follows:

a. 7 of the 9 Duy Tan apartments have been vacated and our staff moved in.

b. 3 other apartments have been secured.

c. 7 two bedroom and 3 three or more bedroom houses have been obtained or await passing of the check.

The prices of these units is far more than justifiable except in terms of the local housing market. Americans cannot rent at reasonable prices and even the Government of Vietnam is faced with a housing crisis for its officials. While as independent contractors we are not bound by USOM housing limitations, it is estimated that the average rental cost of the housing for the MSU staff will fall within or very near the 22,000 piastres a month allowance per staff
member of USOM. This is a satisfying achievement given the housing crisis, but all the more so because, of necessity, MSU entered the housing market suddenly and long after other American agencies had had their pick.

2. House Furnishings. One of the very time-consuming activities of our executive office has been to find silverware, dishes, and kitchenware for all housing units since these commodities are not normally included in rental furnishings and the supply of them on the local market is extremely scarce or non-existent. Because of the supply situation, they have had to be purchased in small quantities here and there, rather than by a central large order by real competitive bids. However, USOM purchasing rules have been followed in these as in all other cases.

Furniture, refrigerators, and gas stoves had to be purchased for the Duy Tan apartments, and many electrical, painting, and plumbing repairs contracted for as well. The time consumed on these negotiations has been unwarrantedly high and has made the Duy Tan apartments a liability rather than an asset at this time.

No air-conditioning or screening has been installed in any of our housing at this writing, as is USOM practice, simply because of lack of time. It is hoped to have one air-conditioned room per housing unit before the most severe weather begins next February.

3. Office Equipment and Supplies. Office equipment and supplies for a projected staff of 30 American and 75 local employees is a problem of the first magnitude. Because of the excessively high non-competitive prices (and also scarcity) of metal office furniture locally, competitive bids were taken in Hongkong through the cooperation of the American Legation officer there. This procedure saved a large amount of American aid dollars. However, it created a severe shortage of furniture for the first three months of operations, the time necessary for purchase and shipment. The shortage was only partly relieved by borrowing what small surplus the National Institute of Administration and USOM had.

Certain office machines were shipped from East Lansing after purchase there. These included seven typewriters, one of them electric (all with French accents but American keyboards), an electric mimeograph machine, electric calculator, an electric adding machine, comptometer, and audio-visual teaching equipment. Several French keyboard typewriters with Vietnamese accents are badly needed at present. Book shelves and other library equipment were found to be unavailable locally and too costly to ship from the United States. Consequently they are being purchased in Manila.

Office supplies have come from three sources: (1) East Lansing (letterheads and mimeograph supplies), (2) USOM (especially paper supplies and pencils, on a temporary, borrowed basis), and (3) petty cash local purchase. As this is written a request for bids on a large purchase of general office supplies has been prepared and local and third country markets will be explored in order to obtain the best price possible. This will eliminate any further necessity to depend on USOM.

4. Utilities. The many contacts and agreements required with utilities in Saigon to begin service or continue it and to assure proper billing have
been handled entirely by MSU for all residences. USOM has cooperated by permitting us to channel butagas purchases through their Executive Office.

5. Office Space. USOM and the Government of Vietnam have solved office space problems for us. Seven American professors are to have offices in the new and renovated Institute building, and the balance of our staff at 26 LaGrandiere, the former USOM offices. Arrangements have been made for MSU to take over the rent of the LaGrandiere space beginning January 1, 1956.

6. Local Transportation. The seven American cars that are to form the basis of the MSU car pool are expected to arrive in Saigon about September 25. In the meantime, there being 19 MSU staff members and much field work, two Ford Vedettes were purchased on the local market, drivers hired and trained, and car pool rules and procedures established. Some dependence on the USOM car pool will continue until September 25 of course. Also, the USOM truck has been used frequently for hauling needs.

7. Local Personnel. In addition to drivers and a car dispatcher, three local typists, a messenger, two interpreter-translators, and two instructors of languages were hired during the first two and a half months. Training of these employees was begun. The crucial shortage of trained personnel in all fields, but especially executive office help, sub-professional employees, and interpreter-translators in the Vietnamese language have slowed operations considerably. Salary and security practices of the American Embassy are being followed in regard to all local personnel.

8. Comptroller Functions. MSU has not engaged in disbursing, accounting, or auditing activities in regard to local dollar equivalent purchases, but has relied instead on the services of the USOM Comptroller. At the beginning of August, discussions were begun to determine whether at least disbursing functions could be transferred to MSU directly. MSU is reluctant to do so because of the shortage of personnel, because of legal liability of the MSU Comptroller in East Lansing for a disbursing operation with which he is not familiar, and because of understandings with FOA/W at the time of contract signing. USOM would like to transfer disbursing activities to MSU in order that USOM would not have legal responsibility for MSU piastre disbursements. No solution was arrived at by August, but friendly discussions were continuing.

9. Other Logistical Activities. By terms of the MSU-Government of Vietnam contract, MSU is required to establish an inventory system of the furniture and equipment it purchases and instruct Government employees as to its operation. At the beginning of August, a formal inventory system was being established, and it is hoped to begin training of Vietnamese counterparts by November.

Appropriate security measures were taken by the executive officer and chief advisor relative to the personal safety of the staff and their families. USOM cooperated by issuing MSU staff and dependents official identification cards. Security of classified materials has been handled by deciding to let USOM have custody of all classified materials handled by MSU staff members.
Summary

In summary, morale and productivity of the MSU staff were high during the first two and a half months of operation. Many problems, both administrative and professional, were encountered but at the beginning of August none of the problems in the field (i.e. in Vietnam) were of such major proportions as to threaten or seriously curtail MSU performing its contract obligations according to schedule. The next six months appear to hold promise for substantial progress for Vietnam in the area of public administration.
**Appendix II**

**Arrival Dates of NSU Personnel**

<table>
<thead>
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<th>Name</th>
<th>Position</th>
<th>Arrival Date</th>
<th>Man Months by July 31</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dr. Edward W. Weidner</td>
<td>Chief Advisor</td>
<td>May 20, 1955</td>
<td>2 1/3</td>
</tr>
<tr>
<td>2. Howard Hoyt</td>
<td>Deputy Advisor, Police</td>
<td>May 27, 1955</td>
<td>2 1/6</td>
</tr>
<tr>
<td>3. Richard Rogers</td>
<td>Police Specialist</td>
<td>May 27, 1955</td>
<td>2 1/6</td>
</tr>
<tr>
<td>4. George Boudrias</td>
<td>Police Specialist</td>
<td>May 27, 1955</td>
<td>2 1/6</td>
</tr>
<tr>
<td>5. Homer Higbee</td>
<td>Executive Officer</td>
<td>June 4, 1955</td>
<td>2</td>
</tr>
<tr>
<td>6. Joyce Bell</td>
<td>Secretary to Chief Advisor</td>
<td>June 11, 1955</td>
<td>1 2/3</td>
</tr>
<tr>
<td>7. Rosalie Casad</td>
<td>Secretary-Administrative Assistant</td>
<td>June 11, 1955</td>
<td>1 2/3</td>
</tr>
<tr>
<td>8. Dr. Richard Lindholm</td>
<td>Economics Professor and Finance Specialist</td>
<td>June 11, 1955</td>
<td>1 2/3</td>
</tr>
<tr>
<td>9. Marjorie Lindholm</td>
<td>Secretary-Training Specialist</td>
<td>June 11, 1955</td>
<td>1 2/3</td>
</tr>
<tr>
<td>10. Dr. John Hunter</td>
<td>Economics Associate Professor and Special Assistant, Chief Advisor</td>
<td>June 21, 1955</td>
<td>1 1/3</td>
</tr>
<tr>
<td>11. Dr. John Dorsey</td>
<td>Public Administration Assistant Professor</td>
<td>July 12, 1955</td>
<td>2/3</td>
</tr>
<tr>
<td>12. Melville Sanderson</td>
<td>Administrative Officer</td>
<td>July 12, 1955</td>
<td>2/3</td>
</tr>
<tr>
<td>13. Dr. Ralph Smuckler</td>
<td>Political Science Assistant Professor and Research Coordinator</td>
<td>July 16, 1955</td>
<td>1/2</td>
</tr>
<tr>
<td>14. Dr. Frederic Wickert</td>
<td>Psychology Associate Professor and In-Service Training Coordinator</td>
<td>July 16, 1955</td>
<td>1/2</td>
</tr>
<tr>
<td>15. Walter Moss</td>
<td>Deputy Advisor, Field Administration</td>
<td>July 18, 1955</td>
<td>1/3</td>
</tr>
<tr>
<td>16. Dr. Guy Fox</td>
<td>Public Administration Associate Professor and Deputy Advisor Degree Program</td>
<td>July 19, 1955</td>
<td>1/3</td>
</tr>
<tr>
<td>17. Wayne Snyder</td>
<td>Administration Specialist</td>
<td>July 20, 1955</td>
<td>1/3</td>
</tr>
<tr>
<td>18. Gilbert Shelby</td>
<td>Police Specialist</td>
<td>July 30, 1955</td>
<td>1/3</td>
</tr>
<tr>
<td>19. Corey Dymond</td>
<td>Police Specialist</td>
<td>August 6, 1955</td>
<td>1/3</td>
</tr>
</tbody>
</table>

**July 31, Total Man-Months**

22 1/6
WORK PLAN

DEGREE OR CERTIFICATE PROGRAM

MICHIGAN STATE UNIVERSITY GROUP

Guy H. Fox
John M. Hunter
John T. Dorsey

August 25, 1955
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INTRODUCTION

REPORT OF THE SPECIAL FOA MISSION FROM MICHIGAN STATE UNIVERSITY (October 16, 1954)

On October 16, 1954, a special mission from Michigan State University recommended in part that an "Institute" be established in Saigon with "complete training facilities, complete consultative services which it can extend to the government, and a reasonably complete set of research services in the government area. . . ."

The mission further recommended that a "regular degree program for full-time students should be established as an integral part of the Institute. . . and that "the present degree program at Dalat be subsumed in this larger program. Students would be both pre and post entry, and the number of students should be sharply increased over the number now currently at Dalat."

Another proposal of the Mission was that a "part-time regular degree program could be established in Saigon for Government officials. This would necessitate offering regular university level courses in the evening. . . or afternoon. . . . Officials who kept on in this program over a period of years could be granted a regular degree from the Institute. . . ."

In order to supplement the degree and in-service programs in producing more competent civil servants, the mission suggested that the Vietnamese should "send appropriate undergraduates and graduate students to obtain degrees at Michigan State University and possibly other American and non-American Universities."

PERTINENT CONTRACTUAL PROVISIONS IN AGREEMENT BETWEEN GOVERNMENT OF VIETNAM AND MICHIGAN STATE UNIVERSITY

According to the contract, signed on April 15, 1955, between the Government of Vietnam and Michigan State University, the University agreed to "send a staff of professional, technical and administrative personnel to Vietnam to assist the Government in establishing and operating a National Institute of Administration for purposes of improving the training and competence of government officials and employees, offering instruction at the university level related to a degree or certificate program in public administration. . . ."

The contract further states: "The University's staff in Vietnam shall assist in the preparation and offering of suitable courses of study, training, and practice related to a degree or certificate program in public administration including suitable courses in public administration, political science, police administration, public relations, economics, finance and accounting, statistics, secretarial skills and courses in other social sciences in the National Institute of Administration, as may be consistent with the fields of specialists of the members of the University's staff in Vietnam."

. . . In connection with its teaching duties and activities in Vietnam, the University shall assist in the development of plans, materials, aids, and devices for the constant improvement of the quality of instruction, including
at least the following:

Audio-Visual aids in instruction
Exhibits and demonstrations
Materials for instruction in public administration
by case method
Long-range plans for the development of university
level instruction in political science and public
administration
Assessment of educational needs in fields covered by
this contract."

"The Government shall provide, or continue to provide, an adequate
staff for the National Institute of Administration including the degree or
certificate program. . . ."

OBJECTIVES

The objectives of the degree or certificate program are: To set up,
with technical assistance by MSU personnel, in adequate quarters and with
adequate staff and equipment, an efficiently organized and effectively
conducted training program leading to a diploma for higher cadres of civil
servants; to offer courses leading to a diploma or certificate during the
day and at night, the latter to many part-time students; to train persons
not seeking a diploma or certificate for government service; to increase
present enrollment substantially; to cooperate with in-service training and
research activities and other related programs; to insure that the Vietnamese
members of the Institute are prepared to carry on newly introduced aspects
of the training program upon the expiration of the contract with MSU.

PRIORITIES

First Steps:

First steps toward the accomplishment of objectives have now been taken.
These have consisted principally of measures taken by Vietnamese and American
members of the National Institute of Administration to get the school started
and have included:

1. Acquiring adequate buildings and equipment in Saigon.
2. Moving the school from Dalat to Saigon
3. Planning for maximum utilization of buildings and equipment.
4. Setting up a currently effective organization for the Institute
   into which the degree program has been merged.
5. Establishing a curriculum which will better meet student needs.
6. Procuring administrative, maintenance, and teaching personnel.
Second Steps:

After consultation with MSU, the Vietnamese members of the Institute decided on the program as follows:

1. Establishment of night classes (By February, 1956, at latest and if possible, much sooner).
2. Expansion of course offerings (Expansion contemplated during first semester in February, 1956; and another expansion during the second semester in August, 1956; see Appendix, page 2)
3. Expansion of teaching staff (to handle new course offerings)
4. Increase in number of students in the degree program (Substantial increase in regular day program planned for February, 1956; enrollment will also be greatly increased by night classes).
5. Working out relationships with in-service training and research activities. (Planning on these matters has already begun and will be continuous)
6. Holding of seminars in which Vietnamese and American staff members can exchange ideas. (To begin about September 1, 1955)
7. Procurement of additional equipment, especially training aids (Students desks to be ordered before end of August, 1955; motion picture machine and slide projector, now on order, should arrive during September, 1955; other equipment to be obtained as needed.)

Continuous Activities:

1. Improvement of teaching standards and teaching methods and devices.
2. Improvement of course content and course offerings.
3. Adjustments in organization to meet new conditions, especially those caused by increased enrollment and development of other phases (especially in-service training and research) of the Institute's work.
4. Improvement in appearance of campus and buildings.
5. Better use of buildings and equipment.
6. Regularized, systematized conferences between Vietnamese and American staff members of the Institute.
7. Encouragement of informal contacts and friendships between Vietnamese and American staff members.
8. Procurement and demonstration of teaching aids.
9. Making the school self-sufficient and American technical assistance unnecessary.

It should be added that relations between Vietnamese and MSU members of the Institute have been invariably cordial and cooperative. MSU has been especially impressed by the progressive attitude, flexibility of mind, and mental acuteness of Mr. Vu Quoc Thong, Director of the Institute (and also Minister of Health and Social Welfare) Mr. Nghiem Dang, Assistant Director, and members of their staff.
PERSONNEL OF THE
DEGREE PROGRAM

MICHIGAN STATE UNIVERSITY PERSONNEL

1. MSU STAFF MEMBERS
   A. Supervision of the program
   a. From 20 May until 13 July, 1955, Dr. Edward W. Weidner, as Chief Advisor, personally undertook all advisory activities relating to the degree program.
   b. Responsibility for the degree program was delegated to Dr. John T. Dorsey during the period from 13 July to 21 July.
   c. From 20 July to the present Dr. Guy H. Fox, deputy advisor, has had responsibility for the degree program, though Dr. Dorsey has continued to perform valuable duties.
   B. Michigan State University Staff Assigned to the Program:
   a. Dr. John T. Dorsey, one-third time.
   b. Dr. John M. Hunter, two-thirds time.
   c. Dr. Guy H. Fox, full-time.
   d. A full-time librarian, Mrs. Henrietta Alubowicz, will be assigned upon her arrival.
   e. It is hoped other MSU professors can offer courses in the future.

2. NON-AMERICAN PERSONNEL OF MSU
   A. At present no non-American personnel are being used by MSU exclusively on the degree program though clerk-typists, messenger drivers, and others work from time to time on this phase of MSU activities.
   B. Proposed Non-American Personnel:
      2 typists
      1 messenger
      3 interpreters
      1 translator

VIETNAMESE MEMBERS OF THE INSTITUTE:
Director (1)
Asst. Director (1)
Professors, full time (5)
Lecturers, part-time (600 hours per school year)
Administrative and Maintenance Personal (26)
Special Non-Personnel Budgetary Needs

Buildings and Equipment, 1955 464,000 (Piastres)

Equipment for Institute
  For Students (1956) 6,000
  For Staff (1956) 6,000

  For Students (1957) 1,000
  For Staff (1957) 1,000

Repairs of Institute (1956) 46,000
  " " (1957) 10,000

Total for 1956 58,000 (Piastres)
Total for 1957 12,000 "

Budget of the National Institute of Administration

1955

Personnel 2,586,000
Students (scholarships) 7,882,000
Material 760,000

Total 11,228,000 (Piastres)

1956

Personnel 3,929,700
Students 9,415,700
Material 606,600

13,952,000 (Piastres)

Implementation of Goals

Physical Plant and Equipment

1. Move from Dalat to Saigon
   A. As a result of cooperation between MSU and the Vietnamese Government, the National School of Public Administration, which heretofore offered a degree program, has been moved from Dalat to Saigon and merged into a National Institute of Administration.
B. Advantages of Move from Dalat:
   a. Setting up of Institute in Saigon will make it possible to coordinate related activities such as research, documentation, in-service training, and pre-service training. (Examples: Research personnel will prepare training manuals and teaching material both for in-service and pre-service training; night classes at the Institute will accommodate public employees as well as those not now working for the government; the school's staff and facilities will be used in in-service training work; etc.)
   b. Greater economies of staff, space, and materials are achieved by having related programs in one center.
   c. The School has been able better to draw on the talent of high civil servants in the Saigon area for part-time teachers.
   d. At Saigon, the Institute is in an advantageous position to render consultative duties to government officials; the move has made it possible for faculty members to teach and still perform consultative duties.

2. Planning for Buildings and Equipment
   A. Suitable Buildings
      for the Institute were found at 4 Rue Colombert, Saigon.
   B. Maximum Utilization of Facilities:
      MSU staff has participated, and will continue to participate, in planning with Vietnamese members of the Institute on the kind and use of equipment, arrangement and general layout of the School, and optimum use of facilities.
   C. Equipment Already Procured
      a. Desks and Office Furniture for MSU Staff Members were placed in the Institute on August 23, 1955.
      b. Other Indispensable Equipment already purchased by MSU from dollar funds are:
         combination motion picture machine and slide projector; Mimeograph machine; calculating machine.
   D. School Equipment, Now Lacking in Whole or Part has been provided for in MSU budget; such equipment includes blackboards, students' desks, and training aids.

3. Improved Campus
   MSU plans to work in cooperation with Vietnamese members of Institute for a quieter and more esthetically attractive campus.

ORGANIZATION AND MANAGEMENT OF SCHOOL

1. Relief of President of Government from Purely Ministerial Functions concerning school has been concern of MSU; Vietnamese members of staff have accepted two recommendations for this purpose.

   Clarification of Basic Arrete
   As a result of a conference between MSU and Vietnamese members of the Institute the basic presidential order, which created the Institute and set out its functions, has been clarified in several respects so as to remove some ambiguities and to afford greater operating flexibility to the Institute.

   More Simple and Effective Organizational Structure for Institute is now under consideration. MSU has proposed a structure as outlined in Appendix, page one.
4. **Regularized, Systematized Conferences**

    have been established between Vietnamese and MSU staff members of the School.

5. **Informal Contacts**

    Expected to be even more important than informal conferences in enabling MSU to make an impact on the Institute's policies, organization, and procedures will be daily, informal contacts between Vietnamese and MSU staff members. High priority is given to a sincere effort to incur the good will and confidence of our Vietnamese counterparts. It is believed that changes resulting from MSU advice will be effective only if Vietnamese staff members are convinced of the merit of such changes.

**ENROLLMENT**

MSU has recommended, in view of the critical need for trained public officials, a substantial increase in the School's enrollment (as well as the establishment of night classes, which are discussed below under "curriculum"). MSU suggests that present enrollment of between 60 and 70 students be greatly increased, perhaps to 200 to 400 students by February 1956; and that this level of intake be continued for five years. Implementation of this recommendation will depend (1) on budgetary increases in the Vietnamese national budget; (2) on the number of available, qualified candidates; (3) a study as to what the effect on the total manpower picture in Vietnam would be if such a large number of the talented youth of the nation were removed from active service for a three-year period; and (4) capacity of the civil service to absorb large numbers of degree students.

**CURRICULUM**

1. **Significant Curriculum Changes**

    After conferences between Vietnamese and MSU Institute members, it was agreed that certain course changes should be made. Acceptance of these changes marks a step of departure from an essentially juridical approach toward an emphasis on the managerial aspects and actual dynamics of the administrative process. For list of new courses and the schedule for their introduction, see Appendix, page two.

2. **Future Courses**

    Insofar as staff limitations permit, MSU will endeavor to have introduced other courses which emphasize the actual administrative process and economic development. It is also planned to work constantly for improvement of course content.

3. **Factors Limiting Changes**

    In advising curriculum changes, MSU is guided and will continue to be guided, by several considerations or limiting factors: (1) students are already in progress at the school with a prescribed course of study; (2) the work of the school must meet current needs for specific types of public officials, such as economic and financial specialists; (3) there is a particular need for generalists at the provincial level; (4) there is need for taking traditions and
established ways into account; (5) the limited financial resources of the school must be kept in mind.

4. Reduction of Military Training and Physical Education

Upon recommendation of the Institute, the President of the Government has by special dispensation reduced the requirements for military training and physical education for students at the school. However, military and physical educational activities still consume a greater part of the students' time than is believed desirable and MSU will continue to advise further reduction of present requirements.

5. Night Classes

Agreement has been reached between MSU members and Vietnamese members of the Institute as to the desirability of inaugurating night classes to be conducted by the school. These night courses, as projected, would enable students to work toward a degree. The Institute is now seeking approval of the plan by the Council of Administration. Such approval is expected by September 10, 1955. Afterwards, approval is to be sought from civil service authorities of a plan to insure that completion of night courses by students will be favorably considered in the personnel record of public employees. Approval of civil service authorities is expected by September 23. Target date for beginning of night classes: no later than February, 1956, and much sooner if the Institute can find it feasible to start such classes in the middle of the regular school semester.

IMPROVEMENT OF TEACHING

1. Seminars and Discussions

Between MSU faculty and their Vietnamese counterparts have been planned. As already indicated, informal discussions held daily are expected to be especially fruitful in an exchange of ideas.

2. Teaching by MSU Staff

During the 2d semester beginning in August, 1955, three members of the MSU faculty will teach in the School; two in public administration and one in economics.

During the 1st semester beginning in February, 1956, possibly a fourth MSU staff member will be assigned teaching duties.

At least three members of MSU staff will participate in teaching night classes.

3. Teaching by Personnel from USAID, Embassy, USIS and other U. S. Agencies

For the 1st semester beginning in February, 1955, and for the 2d semester beginning in August, 1956, and for night classes, MSU will seek teaching assistance from qualified personnel in U. S. agencies. A list of qualified persons is now being prepared in the field of economics, public administration, personnel, comparative governments, statistics, public relations, and accounting.

4. Development of Teaching Aids and Improvement of Teaching Methods

It will be the policy of MSU to aid in the development of visual and other teaching aids and to explain methods of teaching which are new to Vietnam, such as the drama method, role-playing, discussion techniques, buzz sessions, and so forth. It is hoped that Vietnamese and American teachers will visit each other's classes.
5. **Sending Vietnamese Faculty Members to the United States**
   It is planned to send, one at a time, selected members of the Vietnamese staff to the U. S. to observe methods of training in public administration.

6. **Closer Supervision of Field Training**
   MSU will advise that the School exercise closer supervision over its field service students.

7. **Interpreters and Translators**
   Procurement of good interpreters and translators has been a serious and as yet unsolved problem. It is planned to train the interpreters so they can conduct classes themselves and become research scholars. This means that our interpreters must not only have an excellent command of written and spoken English but must have knowledge of economics and public administration. One interpreter meeting these qualifications has been employed, and two other prospects are under consideration.

**PREPARING THE SCHOOL FOR THE FUTURE**
(Means of developing self-sufficiency of the School have been mentioned incidentally under various headings, above. A summary follows:)

1. **Training of Counterparts**
   who will be able gradually to take over courses and other functions initially performed by MSU personnel.

2. **Seminars with Faculty.**

3. **Daily, Informal Contacts with Vietnamese Institute Members.**

4. **Conferences between Vietnamese members and MSU members of the Institute.**

5. **Sending of Faculty, Administration, and Students to the United States for observation and study.**

6. **Generally encouraging spirit of self-sufficiency**
   in contemplation of time that U. S. aid will cease.
PROPOSED ORGANIZATION OF NATIONAL INSTITUTE OF ADMINISTRATION

Director of Institute

Assistant Director of Institute

Executive Officer
(Secretariat)

Chief,
Degree Program (Teaching & Training)

Chief,
Research and Documentation

Chief,
In-Service Training
NEW COURSES TO BE OFFERED AT THE INSTITUTE

2d Semester, beginning August 16, 1955:

Introduction to Public Administration (hereafter to be given only in the 1st semester)
Comparative Administration

1st Semester, beginning February, 1956:

Introduction to Public Administration
Elements of Political Science
Problems of Organization and Methods
Personnel Administration
Economic Materials (emphasis on economic development and national revenue problems)
Statistics

2d Semester, beginning August, 1956:

Comparative Governments
Cases in Public Administration
Organization and Functioning of Banking
Problems of the Public Debt
Management of Private Enterprise
FIELD ADMINISTRATION WORK PROGRAM

MICHIGAN STATE UNIVERSITY TEAM

Walter W. Mode
Frederic R. Wickert
Ralph Smuckler

August 16, 1955
INTRODUCTION

One of the high priority problem areas identified in the original survey by the visiting team of four Michigan State University professors was field administration. The problems of central-field relations within the ministries, organization of provincial, district and other local government and relationships between the various levels were viewed as crucial. To quote from the original report, "A very high priority area is the development of a nationwide system of effective local government and the reorganization of central-local relations.... Consequently, it would seem this... would call for a fairly substantial consulting team which would make an intensive six months thorough study of central-local relations and local government. As soon as the study is completed, and perhaps before the final report is made, the consulting team would need to turn to implementation."

The contract which developed from the report also acknowledged the importance of this problem area by specifying that a "thorough survey of the regional and provincial administration and of their relations with the central government" be conducted by the University team.

Our observations have confirmed these previous estimates. Conversations with U.S.O.M., U.S.I.S., and American Embassy personnel and with leaders in the Vietnamese Government have made it clear that one of the immediate and most important general problems of the Government is to improve its administration in the field and the administrative relationships between various levels of government. While other important problems exist, it appears that this particular
problem is general and crucial enough to merit our concentrated attention.

Further, it might be said that the whole success of American aid in Viet Nam depends on this Field Administration Program. American aid in many cases is not effectively reaching the people. This Field Administration Program, by strengthening that part of the Government which is intended to reach the people, could have a powerful effect.

OBJECTIVES

The objectives of the Field Administration Program are:

1. To assist in bringing the activities of the government more effectively to all the people of Viet Nam.

2. To assist in improving the field service in the Ministries and Commissariats.

3. To study and plan for integrated and democratic local government.

4. To review and place in perspective the inter-relationships of the several levels of the Government.

WORK PROGRAM AND SCHEDULE

In order to understand this proposed work program the concept of the project is needed. The personnel engaged in the general Field Administration Program are to work by projects. A project is concerned with work within a specific Government agency or functional group of such agencies. Various projects will be carried on simultaneously but will usually be in different phases of development. The plan for the Field Administration Program anticipates bringing to completion a series of specific, immediate-impact projects, by
carrying each through a series of chronological phases. These projects are shown in Appendix A, "Work Schedule."

This program of work can be broken down into two areas: (a) the field operations of the various ministries, (b) local government and intergovernmental relations. In both areas there would be a phase of information gathering, of evaluation, of analysis and submission of recommendations, and of following through on the implementation of the proposals.

Both these areas are intimately related. The field operations of the ministries work through and coordinate with local governmental units. At the same time, the officials in the local governmental units look to the field operating staffs of the ministries for assistance and implementation in the spheres of activity peculiar to each of the ministries. Because, however, the nature of the research, evaluation, and implementation processes is somewhat different in each of these two broad areas, it has been convenient to analyze and present our work program and schedule in two sections corresponding to the two areas.

In outline form the specific work plan is as follows:

I. The Field Operations of the Various Ministries
   A. Research Phase.
      Data would be collected through systematic use of documents, interviews, and field observation on the operations, functions, procedures, organization and problems of both the Saigon and field offices of the ministry.
B. Analysis and Recommendations

After thorough study of the information collected, a report would be submitted containing major findings and suggestions for improving field administration in the respective ministry.

C. Implementation Phase

We would be ready to assist the Government in the adaptation of these suggestions through in-service training programs in the field service, by periodic re-examination and conferences, and by counseling with Governmental officials.

II. Local Government and Intergovernmental Relations

A. Research Phase

The regional delegues and a sample of province chiefs and officials in sub-units of government and administration would be systematically interviewed in all sections of the country. We would collect information on functions, organization, procedures and relationships of these local government officials.

B. Analysis and Recommendations

Our report would contain recommendations for the improvement of administration and government at these various levels. We would pay particular attention to possibilities of relating the services of local government more effectively to the people, eliminating duplication of services and jurisdictions, improving administrative procedures and communications between levels of government.
C. Implementation Phase.

Implementation takes place through action by the Vietnamese Government on the suggestions submitted in the survey report. However, we would be ready and expect to follow through on the proposals through in-service training, further contact and counseling with local officials, and further periodic examination and conferences.

GENERAL CONSIDERATIONS

Flexibility. While the work on local government and intergovernmental relations is a general project which will take considerable time and concerted planning and energy, the individual ministries will be treated in a series of more limited projects. The pattern of research and implementation must be kept flexible so that the individual problems and considerations of the various ministries can be accommodated. Furthermore, flexibility is needed in the local government portion of the work because of the differences in various sections of the country.

Coordination. Projects would be coordinated with the plans and work of the Vietnamese and American government agencies concerned. As far as possible, we will draw upon the advice and assistance of established U.S.O.M. Field Representatives as well as those of U.S.I.S. and other American agencies. The Minister of Interior has been designated by President Diem as the coordinator of the project on the Vietnamese side. We will attempt to have small, counterpart, liaison committees established within the ministries being studied so that communications would be adequate and the benefit from exchange of ideas maximized.
Within the work of the whole Michigan State University group, the Field Administration Program will collaborate with the Police Program in collecting field information of potential value to both programs. As soon as the In-Service Training unit of the National Institute of Administration is established, it is hoped it can make an important contribution to the Field Administration Program.

The Interviewing Technique. It is expected that interviews will not only yield information which will help project staff members make recommendations and decisions regarding the Field Administration Program, but will have a more immediate effect. That is, the interviewing situation should provide an opportunity for each interviewed official to think through the operations for which he is responsible and to develop new insights concerning them. This interviewing approach should also indirectly provide an opportunity for the interviewed officials to participate in the planning for the later phases of the Field Administration Program. It might be added that group interviewing (or field conferences) may prove as valuable or more valuable than individual interviews. The stimulation and cross fertilization that occurs merely through discussing administrative functions, goals, and problems with government officials should therefore serve as informal implementation at even the earliest phases of the proposed work. The self-examination and self-appraisal that occurs during a period of interviewing is sometimes more effective than anything else in providing improved administration.

Concurrent Development. By doing work in both the ministry area and the local government area of the program concurrently, various economies of time and energy can be realized. Information gathered in connection with one will
be useful in understanding the other. Furthermore, the field administration problems encountered in both should be quite similar and interrelated. The time of the interviewers and other researchers can be utilized to best advantage in the field when they are used interchangeably between two such closely related areas. Finally, a type of multiplier effect can be taken advantage of as the projects progress and the types of situations encountered fall into similar patterns. Those patterns will call for the same research techniques and the making of similar recommendations.
APPENDIX A

WORK SCHEDULE

A. With Ministries

<table>
<thead>
<tr>
<th>Ministry (Listed in order of priority)*</th>
<th>Project Begins</th>
<th>Research Phase Completed</th>
<th>Recommendations Submitted</th>
<th>Implementation Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Refugee Commission**</td>
<td>Sept. 1</td>
<td>Sept. 15</td>
<td>Sept. 20</td>
<td></td>
</tr>
<tr>
<td>2. Interior</td>
<td>Sept. 1</td>
<td>Dec. 1</td>
<td>Jan. 15</td>
<td></td>
</tr>
<tr>
<td>3. Social Action and Health</td>
<td>Oct. 1</td>
<td>Nov. 1</td>
<td>Nov. 15</td>
<td>Indefinite period</td>
</tr>
<tr>
<td>4. Civic Action Commission</td>
<td>Oct. 1</td>
<td>Nov. 1</td>
<td>Nov. 15</td>
<td>depending upon recom-</td>
</tr>
<tr>
<td>5. Land Registration and Agrarian Reform</td>
<td>Oct. 15</td>
<td>Dec. 1</td>
<td>Jan. 1</td>
<td>mendations</td>
</tr>
<tr>
<td>6. Agriculture</td>
<td>Nov. 1</td>
<td>Dec. 15</td>
<td>Jan. 15</td>
<td>and Government</td>
</tr>
<tr>
<td>7. Information</td>
<td>Nov. 1</td>
<td>Dec. 15</td>
<td>Jan. 15</td>
<td></td>
</tr>
<tr>
<td>10. Finance</td>
<td>Jan. 1</td>
<td>Feb. 15</td>
<td>Mar. 15</td>
<td></td>
</tr>
<tr>
<td>11. Labor</td>
<td>(To be scheduled if possible)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Justice</td>
<td>(To be scheduled if possible)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*These priorities will shift to meet changing conditions.

**The Refugee Commission is listed first because of its importance as an immediate problem and also because of the preliminary work we have already done with the Commission.

B. With Local Government

The work schedule calls for a preliminary report on the area of local government and intergovernmental relations by December 15, 1955, and a final report with recommendations by February 15, 1956. The formal implementation phase would begin as soon as the report and the suggestions contained in it had been acted upon by the Government.
# APPENDIX B

## PERSONNEL REQUIREMENTS

### U.S. Personnel

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Type of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Walter Mode</td>
<td>General Supervision (Interviewing, Analysis, Implementation)</td>
</tr>
<tr>
<td>2.</td>
<td>Ralph Smuckler</td>
<td>Supervision (Research, Analysis)</td>
</tr>
<tr>
<td>3.</td>
<td>Frederic Wickert</td>
<td>Supervision (Analysis, In-Service Training, Implementation)</td>
</tr>
<tr>
<td>4.</td>
<td>Wayne Snyder</td>
<td>Interviewing, Research, Implementation</td>
</tr>
<tr>
<td>5.</td>
<td>Roland Haney (after Sept. 30)</td>
<td>Research, Analysis, Implementation</td>
</tr>
<tr>
<td>6.</td>
<td>Alexandra Rolland</td>
<td>Research, Administration</td>
</tr>
<tr>
<td>7.</td>
<td>Secretary - Administrative</td>
<td>Secretarial</td>
</tr>
<tr>
<td>8.</td>
<td>To be recruited (Glasgow)</td>
<td>Implementation</td>
</tr>
<tr>
<td>9.</td>
<td>To be recruited</td>
<td>Analysis, Implementation</td>
</tr>
</tbody>
</table>

Total U.S. Personnel: 9

### Local Personnel

<table>
<thead>
<tr>
<th>No.</th>
<th>Type of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-11.</td>
<td>Research Assistants</td>
</tr>
<tr>
<td>12-13.</td>
<td>Research Analysts</td>
</tr>
<tr>
<td>14-16.</td>
<td>Interpreters</td>
</tr>
<tr>
<td>17-18.</td>
<td>Typists</td>
</tr>
<tr>
<td>19-23.</td>
<td>Field Assistants</td>
</tr>
<tr>
<td>24.</td>
<td>Translator</td>
</tr>
<tr>
<td>25-26.</td>
<td>Administrative Assistants</td>
</tr>
<tr>
<td>27-31.</td>
<td>In-Service Trainers</td>
</tr>
</tbody>
</table>

Total Local Personnel: 32
### APPENDIX C

**PIASTRE BUDGET (IN DOLLARS)**

**FIELD ADMINISTRATION PROGRAM**

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Fy 1956</th>
<th>Fy 1957</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>32,700</td>
<td>48,000</td>
</tr>
<tr>
<td>Travel</td>
<td>28,700</td>
<td>16,900</td>
</tr>
<tr>
<td>Communications</td>
<td>1,273</td>
<td>1,273</td>
</tr>
<tr>
<td>Rents and Utilities</td>
<td>98,700</td>
<td>9,075</td>
</tr>
<tr>
<td>Printing and Reproduction</td>
<td>1,015</td>
<td>1,015</td>
</tr>
<tr>
<td>Other Contractual Services</td>
<td>18,000</td>
<td>9,000</td>
</tr>
<tr>
<td>Supplies and Material</td>
<td>2,667</td>
<td>2,667</td>
</tr>
<tr>
<td>Equipment</td>
<td>5,200</td>
<td>600</td>
</tr>
<tr>
<td>Land and Structure</td>
<td>188,255</td>
<td>88,530</td>
</tr>
</tbody>
</table>
### U. S. DOLLAR COSTS
(Computed as of 9/30 of the total dollar costs of the Michigan State University Project)

**FIELD ADMINISTRATION PROGRAM**

<table>
<thead>
<tr>
<th>Description</th>
<th>Fy 1956</th>
<th>Fy 1957</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. M. S. U. Overseas Staff</td>
<td>61,400</td>
<td>93,300</td>
</tr>
<tr>
<td>b. M. S. U.-U. S. Staff</td>
<td>11,100</td>
<td>11,100</td>
</tr>
<tr>
<td>c. Consultants</td>
<td>5,400</td>
<td>5,400</td>
</tr>
<tr>
<td>2. Annuity and Social Security</td>
<td>4,970</td>
<td>7,203</td>
</tr>
<tr>
<td>3. Overhead</td>
<td>17,122</td>
<td>21,907</td>
</tr>
<tr>
<td>4. Travel Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Overseas Staff Travel</td>
<td>39,864</td>
<td>31,418</td>
</tr>
<tr>
<td>b. Overseas Dependents Travel</td>
<td>60,323</td>
<td>44,237</td>
</tr>
<tr>
<td>c. Inspecting Officers Travel</td>
<td>2,095</td>
<td>2,095</td>
</tr>
<tr>
<td>d. U. S. Staff Travel</td>
<td>1,260</td>
<td>1,260</td>
</tr>
<tr>
<td>5. Special Equipment</td>
<td>22,785</td>
<td>3,000</td>
</tr>
<tr>
<td>6. Library Materials</td>
<td>10,500</td>
<td>3,000</td>
</tr>
<tr>
<td>7. Direct Costs</td>
<td>1,899</td>
<td>1,723</td>
</tr>
<tr>
<td>8. Special Insurance</td>
<td>2,880</td>
<td>2,880</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>241,598</td>
<td>228,523</td>
</tr>
</tbody>
</table>
WORK PLAN FOR
RESEARCH COORDINATOR

MICHIGAN STATE UNIVERSITY TEAM

Submitted by:
Ralph H. Smuckler,
Research Coordinator, MSU

Sept. 1955
6 pp.
There are several references to the research program of the MSU team in the Contract of April, 1955. For example, Annex I, paragraph 10 provides that, "The University shall assist the Government in establishing and operating a comprehensive research and reference program in the problems of government in Vietnam, and in developing a reference library." In paragraph 13, dealing with field administration, reference is made to the need for a survey of regional and provincial administration and their relations with the central government.

These clauses of the contract are a reflection of two research needs: 1) for developing a stronger research arm in the Government and 2) for applying research so as to provide a firm foundation for the MSU programs, as in field administration. The work plan which follows has as its objective the fulfillment of these two needs.

A STRONGER GOVERNMENTAL RESEARCH SERVICE

If a governmental agency is to operate smoothly it must be in possession of the basic information and data necessary to its program development. Not only is such information important for day to day operations but it is absolutely essential to the planning of agency activities over a short or long period. Preliminary conversations with American personnel and Government officials indicate the need for the establishment of research operations to meet these basic information and data needs in the Vietnamese Government. It will be the function of the research coordinator to assist in strengthening these governmental research operations. This will be done in several specific ways through activities in the National Institute of Administration.
1. Development of Research Resources in the Institute. The faculty of
the National Institute of Public Administration provides a ready source of
professional talent which can be drawn upon by the government for specific
research activity. This activity should assist in providing reference-type
information or in supplying expert opinion when needed by officials. It should
also assist in more general, long-range research projects desired by the govern­
ment.

By helping to fill these research needs the faculty of the Institute will
be contributing to the development of sound government administration and
policies. Several steps have already been taken in this direction including
conversations with Mr. Dang, Assistant Director of the Institute and with Mr.
Them, a member of the research office of the Presidency who has been appointed
by the Director as head of the Division of Documentation and Research in the
Institute. In Mr. Them's proposals for research he has included plans for
creating in the Institute the type of research service which will help meet
these needs of the government. It will be the task of the Research Coordinator
to assist in the establishment of these services.

2. Other Research Activities in the Institute. Several other research
possibilities should be encouraged within the Institute. It will be the work
of the Research Coordinator to encourage and assist whenever possible in the
maximum development of these resources. Most of these center around the stu­
dent body itself and include the following: 1) The stimulation of interest
in research. If the students develop an adequate understanding of systematic
research needs and practices during their training in the Institute, they will
carry this into their professional administrative careers. In this way research
practices throughout the Government will be improved. The Institute can provide the necessary stimulation by encouraging the use of research papers in courses, research projects and reports during the periods away from the classroom in governmental agencies, and by orienting the presentation of material in the classroom toward an emphasis on current research in specific fields of study. 2) The Training of Research Assistants. The research program envisaged for the Institute will require the use of mature research assistants who can be drawn from the student body. The research training and experience gained by students in this way will be invaluable. 3) A Course in Research Techniques. The Institute should add a new course in research techniques which would familiarize all students with the methods of data collection and presentation available to them as potential governmental researchers. This course should be given during the first part of the students second year in the Institute so that his work during the third year could reflect this training in research. The possibility of adding such a course has already been discussed by the Research Coordinator with the Assistant Director of the Institute and the Chief of the Division of Documentation and Research.

3. The Establishment of an Institute Library. The work of the Research Coordinator includes the establishment of a library at the Institute which will be useful to the faculty and students in both their class work and their research activities. As it meets these research needs it will be a useful resource for Governmental agencies generally since the Institute research program will be closely related to the needs of the agencies.

To date, activities in connection with the library include 1) ordering books (about 1400 have been ordered and the first shipments are beginning to arrive), 2) redecorating the designated library building (this is now completed), and 3) ordering equipment (a floor plan has been prepared and orders
for shelving and other equipment have been placed).

It shall be the work of the Research Coordinator to supervise and assist in the work of the librarian, who will arrive on or about 23 September, in the establishment of a substantial library at the Institute. By November 1 all basic shelving and equipment should be installed and in use in the Institute library. By December 1 the classification system and indexing should be complete on all books received by that date. One of the tasks remaining will be the establishment of an efficient book ordering system which can be used to increase rapidly the library holdings. It is expected that by February the library will contain a large selection of books in Vietnamese, English, and French and will be very useful to the research activities of the Institute and Government.

4. In-Service Training in Research. In addition to increased emphasis on research in formal instruction at the Institute, much can be accomplished to strengthen the research activities of governmental agencies through in-service training in research. Several possibilities will be explored in this regard including the scheduling of inter-ministerial instructional conferences for research personnel in various governmental agencies to highlight research activities and findings, the establishment of short in-service classes within the individual ministries that evidence a need for such formal instruction, and the use of Institute facilities for night classes in research for selected governmental employees. It will be the responsibility of the Research Coordinator to work with the Coordinator for In-Service Training and officials of the Government in establishing this instruction.

RESEARCH AS A FOUNDATION FOR THE MSU PROGRAMS

As important as the strengthening of governmental research services may be
it is viewed as a somewhat long range activity and of definitely lower priority than the second proposed area of activity of the Research Coordinator. This area of primary importance, supplying the research needs of the immediate impact programs of the team, will occupy the vast majority of the time and energy of the Coordinator.

Several of the projects now being planned and executed by members of the team require a research phase at the very outset which is basic to the success or failure of the project. It shall be the task of the Coordinator to assure the adequacy of the research phase in each project. This will require close contact with each project as it develops, assistance in the planning and execution of research; and assistance in processing and interpreting information. The team projects with which the Research Coordinator will be in constant contact are primarily the Field Administration Project and the Police Project and to a much lesser extent the other projects.

The following research objectives will be pursued in connection with each project:

a) Collection of information will proceed in a systematic way, making use of regularized, formal interviews and a standard reporting system wherever possible.

b) Data and information needs of the various projects will be coordinated so as to maximize the sharing of information and the effectiveness of individual interviews and research personnel.

c) In the planning of each project, enough time must be allowed for collection of information to assure an adequate foundation for later recommendations and implementation.

The specific work schedule of the Research Coordinator consists of the combined schedules of the other projects. The research phase of each project
will be of major concern and time will be divided according to the priorities attached to the projects. In this regard it is well to note that the work plan of Field Administration provides for a specific research period while research plans for the Police Project are presently being developed.

The work of the research portion of the team is very different from the specific projects of each of the Deputy Advisors. It is, however, of crucial importance to all of them.

PERSONNEL AND BUDGET STATEMENT

American personnel consists of one person, Dr. Ralph Smuckler, Research Coordinator. Other American and local personnel engaged in research are assigned to specific projects and the budgets in each case reflect this allocation.