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- : CREATION OF A UNIVERSITY RESEARCH AND TRAINING CENTER.

A. OBJECTIVE:

Objective of this Center will be to find a solution to the present impasse in higher education. The procedure to achieve this objective would be to offer adequate resources and all necessary conditions to a group of specialists in Latin American university activities, chosen to dedicate themselves exclusively to the pursuit of the following goals:

1. The extensive formulation of a new set of educational values and a new institutional approach to university management and production, already outlined in publications to-date but still in need of ample and explicit elaboration;
2. The preparation of a complete set of documents relating to every single aspect of the new university structure desired, based on the new philosophy and organically coherent and consistent among themselves;
3. The orientation of short-term contracted technicians, selected to devise new approaches in every field of university teaching, research and administration, so they can apply their specialized knowledge in a coordinated manner to the new structure, thereby contributing to its formulation;
4. The development, at a later date, of research into affiliated fields and the application of the available material to other geographical areas;
5. The training of about a hundred to a hundred and fifty Latin American university authorities in eleven-month courses, to turn them into full-time specialists on every aspect of the new university order, both in their own respective countries and on the Continent at large;
6. The supervision and editing of all translations into English, Spanish and Portuguese of every document

- 2 -

produced by the Center, relating to every facet of university life within the new order;

7. The distribution of available material in three languages to all universities and isolated schools of higher learning in the Americas, North, Center and South.
8. The creation of a Service Center to the institutions of higher learning of the Continent desirous of availing themselves of specialists formed and prepared at this Research and Training Center. Such specialists would only be sent to the institution which actually wanted and requested them.
9. The availability of a place and specialists, capable to take on, as needed and requested, the formulation of reform programs on a continental, state or institutional level.

The general lack of such specialized services and technicians in the field of university reform not only on this continent but in the world at large, is all too apparent. Technical assistance offered in the past has been directed primarily toward the improvement of parts of the overall university or school structure, never taking into consideration the integral whole of the institution, in biological terms. This methodology instead of resolving some well defined problem in the institutional order, has tended to produce new tensions and imbalances to foment centrifugal forces rather than eliminate them. The need for centrally oriented reform technicians capable to produce integrated university development plans, has become more apparent as the need for their services increases. In other words, the demand exists while the supply does not. This is the reason why it would be recommendable to undertake, with all due urgency, the task of preparing the technicians needed to create a new profession: The profession of university planner and reformer.

B. HISTORY:

Modernizing the Latin American university systems is a task of the largest magnitude. By every test of quantity, quality, efficiency or relevance we confront serious problems, not least among which is the growing gap between the so-called developed societies and those in development. Technical assistance by and large has been attacking symptoms of shortages in class-rooms, teachers, money, books, equipment and laboratories rather than analyze the underlying reasons for these shortages and come up with sociologically valid solutions to the problem as a whole.

The situation is not unlike a state of war in which everyone is a loser, unless all get together to win it constructively, philosophically, institutionally. We need to design the machine tools that will give us the tools that will present us with the product desired. For that we must have a high-quality commitment on the part of high-quality technicians for long-term undiverted periods of time. It means high-cost personnel on long-term contract arrangements, with working conditions that may fall outside standard requirements. Therefore, it will also mean implementation mechanisms adapted to the objectives of the Center, not necessarily in consonance with any other bureaucratic procedures prevalent either in the host country or in the international bureaucracy of the Organization of American States.

C. LOCATION:

An isolated, neutral, sociologically stable and politically undisturbed, tax-free site must be chosen. Given the need for proximity to Central and South America any of the Windward or Bahama Islands would do.

Given the nature of this OAS project, it would be probably considered advisable to choose Barbados as the most appropriate site for the establishment of the Center. The island is a member of the Organization of American States and does fulfill the above description. It is out of the way, to insure good research and sound training, yet within easy reach of all the important educational centers of the Americas. High level negotiations with local authorities would insure tranquility and protection for the Center over a ten-year period. Even on the island, it would have to be isolated, to provide an adequately silent, monastic atmosphere for personal concentration. To guarantee productive individual contributions, each group member should have private office space, along with the use of centrally located facilities for meetings, planning, training, library and secretarial services.

If, for whatever policy reasons, this arrangement cannot be reached on Barbados, the only other feasible country would be Brazil because of its size and social unity as apposed to Hispanoamerica. Also, because of the recent training of a qualified group of auxiliaries who could assist in the implementation of details connected with the objectives of the Center.

D. DURATION

In its first phase, the duration of this project should be for five years. Two of these would be dedicated to the establishment of the Center, of the Group and the preparation of the documentation, with the second year seeing already some small-scale

- 4 -

training, primarily for the acquisition of personnel needed to start the formal training phase at the beginning of the third year. At the end of the third year, the Center should have actually produced its first class of full-fledged graduates.

Once established, functioning and productive, the Center would no doubt be capable of sustaining a large portion of its own expenses, through pure research and/or advisory activities throughout the Continent. Basic salaries, however, should continue to be provided by the Organization of American States for an additional five-year period. Actually there are no limits to the alternatives available, to put these men, jointly or separately, to good use.

E. COST

Total cost for the five-year period would be about four million dollars. Since this whole project is a new approach to research-plus-action, aimed at new concepts, mechanisms and operational goals, it obviously will also need new administrative and financial procedures for its implementation.

Once the categories have been established, along with procedures and budget controls, all disbursements would be authorized and signed by the Director, unless he decides - for routine payments - to delegate part of his authority to others. He would be responsible; with auditors in a position to detect with relative speed any irregularities, should they occur. Accountancy control would be a posteriori, within the confines of an approved budget but no a priori budget authorizations for each separate project item. A revolving fund of a hundred thousand dollars would be established, out of which current expenditures would be covered.

1. SALARIES

All salaries would be tax-free, payable in US dollars in four quarterly quotas, in advance. The Director's salary and contractual obligations would be determined by the OAS Control Committee, charged with the supervision of the project. Within the established limitations for each category, the Director shall then determine the salary and other contractual obligations for every group or staff member. Some of them shall be hired from the start on a long-term contractual arrangement because they would not be available under any other circumstances. Others would be contracted for one-year periods, renewable until it is shown that they are in fact useful to the Center.

a. Group Members:

Three maximum salary levels could be established, to permit the decision on the most appropriate annual

- 5 -

income of each candidate, in consonance with the level of his past experience and probable future contribution.

- (1) An up to \$35,000 dollar level for top-drawer men.
- (2) An up to \$25,000 dollar level for the majority of the staff members.
- (3) An up to \$15,000 dollar level for junior members and assistants.

Even if not immediately available, the Center would be authorized to acquire up to a dozen Group members and hold funds available to cover their full financial contractual arrangements. Annual average: \$350,000 dollars.

b. Staff Members:

Each staff member should be under individual contract conditions, subject to cancellation according to stipulations. Only the Comptroller could not be dismissed by the Director, unless the OAS Control Committee agrees to his replacement, given that he should be appointed by the Director at the indication of the Committee.

The need for one comptroller with two auxiliaries, one librarian with one auxiliary, seven bi-lingual stenosecretaries, six assistants and five-to-eight office auxiliaries-at-large, with the addition of one highly paid public relations manager after the first year, to deal with all problems relating to the press and image building, would bring the annual bill for staff members to approximately \$175,000 dollars.

2. INSTALLATIONS:

Office space and equipment for about 25 persons will be needed, apart from facilities for general use and the remaining staff members, auxiliaries, etc. Identical typewriters for each individual, desks, lamps, chairs, filing cabinets, bookstands, etc., as well as drawing boards, furniture for conference and training rooms, general office supplies, mimeograph machines, xerox, air-conditioning sets, inter-office communication and so forth, will also have to be provided for. First-year expenditures would be about \$50,000 dollars with subsequent years probably requiring an annual \$25,000 dollar item on the budget. Rent would be an incognitum at the beginning but should be estimated at no less than \$30,000 dollars per annum. May be there will be a need for more.

- 6 -

3. TRANSPORTATION:

For the Center's island transportation an original \$30,000 item should be reserved, for the acquisition and maintenance of cars. To cover ample international travel for all group and staff members, a sum not inferior to \$50,000 annually should be reserved.

4. CONTRACTUAL OBLIGATIONS:

Expert help will be needed on short-term assignments. On the average, each such assignment would cost \$5,000 dollars for three-to-eight week periods. Therefore, an additional \$70,000 should be made available annually for this purpose.

5. TRANSLATION & PUBLICATION:

For translation and publication purposes of every document in all three languages, with sufficient copies to cover continental needs, an estimated \$30,000 annually should be reserved.

6. SELECTION OF TRAINEES:

A mechanism will have to be established to select candidates for the training program, among professionals, ex-deans and ex-rectors of the entire Continent, North, Center and South. With one full-time Staff member dedicated to this objective, two auxiliaries and all travel expenses involved, an item of \$40,000 dollars annually should be reserved after the first year.

7. TRAINEES:

During the second year's budget an item of \$150,000 dollars would have to be reserved for approximately fifteen trainees during an 11-month training period, whose expenses on the island, travel costs to and from the island, plus a monthly stipend commensurate to their social level and status would come out of this fund. In subsequent years, this item would, of course, grow with the number of trainees involved.

All this brings us to a total of \$765,000 for the first twelve-month period of operations. Any unspent sums, due to the inability of finding proper personnel at such short notice, would be transferred to the following year's budget.

F. PURPOSE

Purpose of this immense effort would be to give complete coverage to a solution of the university problem presently plaguing academically, structurally and morally not only Latin America but the entire world. Whether this technical, apolitical and non-dogmatic solution shall also eventually find its effective application, will depend on a number of factors - most of them unforeseeable at the present time but all of them, in any event, linked to the ultimate success of this project. With the availability of ~~the~~ qualified personnel, the ultimate implementation of the solutions may occur. Without their existence, it can not occur. This in itself is a sufficiently forceful reason to promote the development of a Center capable of producing the qualified personnel needed in any event for the modernization of the American university systems.

Even if the solutions proposed by the Center should be rejected in the field, the pattern would have been set to devise technical solutions to technical educational matters in some similar fashion, by qualified personnel and technicians already prepared. This, ~~in itself~~, would represent an innovation of utility to all concerned.

As stated before, the objective is to create the means for research at the highest level, for training at the highest level and for service to those universities which demand such service at the level of institutional reformulation. Purpose of this experiment would be to set an example of meta-educational planning, not done anywhere as it should be, least of all in existing schools of education. It could even come to serve as a model for similar efforts in meta-economic, meta-administrative, meta-sociological and meta-psychological planning, oriented toward a worldwide reappraisal of human goals. If it could eventually give others the relationships, mechanisms and administrative procedures on how to promote and run such centers for the concerted production of new concepts and values, it would have justified many times over the original investment.

Purpose of the entire project would be to provide in the end the most direct and fastest cure for the negative factors presently infecting social structures around the globe. Though it may seem a far-fetched, round-about way, it is the only short-cut feasible to produce organically a direct action program for the growth of order and progress - always, of course, at the request of those involved and never imposed by anyone from the outside.

At the end, once the ideas have been assembled, the documents printed and the specialists trained, to insure ultimate success of the implementation side of this effort, a vast and concentrated public relations campaign should be launched and maintained on the Continent, with all the know-how and material means available, to bring the nature and purpose of the new system to everyone's attention and create the additional demand for organic change that may still be lacking as well as provide for the psychological acceptance of the ideas proposed under the system and transmitted through the specialists sent into the field.

- 7 -

17. Stimulation of sports and extra-curricular activities, whole eliminating the negative aspects of student abandonment and isolation;
18. Consolidation and modernization of examination procedures, as part of each subject structure and not separate form it;
19. Redefinition of the university career;
20. Dissociation of the university from civil service procedures, dependence, and salary structure;
21. Financial, administrative as well as academic and scientific autonomy, within well defined limits;
22. Establishment of organically efficient university services, to itself and to the community;
23. Integration of university activities with community needs;
24. Establishment and growth of university cultural and extension work;
25. Establishment of organically efficient library services, based on a Central Library with integrated specialized library adjuncts throughout the university;
26. Reorganization of all teaching in basic human knowledge;
27. Elaboration of institutional programs for the establishment of central, integrated General Education courses and careers;
28. Elaboration of simpler university statutes, by-laws, regulations and educational codes for every university unit;
29. Elaboration of national legislation, to orient higher education without standardization and conformity, to avoid stagnating straight-jackets and to provide maximum freedom for individual initiative and institutional experimentation;
30. Creation of permanent meta-educational planning machinery and appropriate procedures within each university for continuous experimentation and change.

All of these categories would be researched, defined and published. All of these categories would be subject matter for the course to be given to future trainees. Trainees would also receive courses in methodology and techniques of applying such knowledge within the institutions they would be working with.. Basically, they would be prepared to adjust their newly acquired knowledge to any situation that might arise locally, wherever they would be called upon to formulate with ingenuity and creativity a new and biologically appropriate solution.

H. RECRUITMENT

Members of this Center will not be easy to recruit in today's labor market. As institutional consultants they would be asked to analyse, recognise and prescribe remedial measures; as researchers, to define and describe the problem; as teachers to train the new professionals in university modernization. For such a task a very rare personality indeed is needed, with an emotional and intellectual preparation not readily made available through present educational training or professional specialization. To do what is required and do it well, such a group member should come as closely as humanly possible toward being:

1. A sane, mature and flexible individual, a pioneer in some field, with serious professional knowledge, successful administrative experience and some university service.
2. A complex man with simple attitudes, devoid of overbearance yet able to command respect.
3. A leader of men, with the ability and desire to get along, sensitive to discern and capable to handle emotional situations.
4. A rational mind with a profound curiosity and the acquired training to select useful data and draw logical as well as practical generalizations from isolated disconnected bits of information.
5. A linguist or at least a person who possesses inherent linguistic abilities, to be a convincing speaker in the national tongue of those he would be dealing with in any of the three main languages.
6. A believer in and promoter of group dynamics, rejecting tendencies to use static stop-gap measures where only a forceful momentum can sweep a group through radical solutions to lasting success.

I. GENERAL REMARKS

Origin of the group members should be confined predominantly to Latin America with only a possibility of including a few Europeans and North-Americans as they become available. Day-to-day work would be carried out in Spanish, though every document would be translated and published in English and Portuguese. Authority would rest with the Director of the Center, though regular meetings with all group members would establish policy and set its operational pace. Project and Budget proposals would be sent by the Director to the OAS Control Committee, which has the final word on all matters relating to the Center.

Given the caliber of each group member, no disciplinary actions can be foreseen. Should any member - for whatever reason - wish to desist or should the Director decide that for the Group's benefit some member must be asked to leave, the Center will assist that member to find an appropriate university of his choosing, there to pursue studies of his own liking for the remaining part of his

contract with the Center. Thus economic stability would be guaranteed to every member for the contractual duration, which in most cases would be first a one-to-two year period and then an additional three-year period, provided both parties agree. In some cases, as already stated, it would be a full five-year period from the start. These procedures would prevent damage to the Center, in case something or someone should not work out according to expectation, while representing the fairest way devisable for psychologically mature persons, to insure justice to them as well as to the institution.

This problem would not arise with the specialists summoned for short-term, specific contributions, since they would come under entirely different contractual arrangements, in line with accustomed practice, and would assist but not be part of the Center. The same would also hold true for administrative staff members. As for the trainees, with all due consideration for their social standing and experience, they would have to be treated as students, subject to regulations agreed to in advance, which would, in case of real trouble, call for the cancellation of the stipend and dismissal from the course. Decisions on trainee matters would be taken by majority vote of the group, since they shall compose the body of course instructors.

All research projects and all categories to be researched would have to be approved in advance by the Control Committee. In the form of recommendations, the Director would submit all such matters to the Committee, along with a budget for each separate project. No sums of money could be transferred from one category or project to another without specific committee authorization. However, once approved as a project and its budget authorized as a whole, implementation of all expenditures within the letter and spirit of the agreement would be left up to the Director.

Everyone at the Center would work 11 months each year, with vacation taken by all members at the same time. Thus the Center would close for one month entirely, except for a small maintenance staff for correspondence and emergency matters.

J. JUSTIFICATION

This project comes directly under the aims and goals defined at Maracay, Venezuela last February, where university modernization was included among the principal objectives to be attained. Also under what the Fifth Meeting of the Inter-American Cultural Council resolved when it decided to establish a Regional Educational Development Program with the following objectives:

1. To encourage and complement national and multinational efforts in the field of education, to increase their effectiveness, to raise the quality of education, to accelerate the expansion of educational systems at all levels, to improve educational administration and planning systems and to adjust educational systems more adequately to the demands of economic, social and cultural development.
2. To intensify Inter-American cooperation in educational matters, in accordance with the standards of the Charter of the Organization of American States, the spirit of the Protocol of Amendment to the Charter, and the mandates concerning education contained in the Declaration of the Presidents of America.
3. To promote the integration of Latin America through education, in order to raise the economic and social level of the region, respectful of the educational and cultural characteristics and the ethos of our peoples.

As can be discerned from the above statement of objectives, everything contained in the present project proposal identifies entirely with them. In order to be submittable to the OAS education program, a project, according to the same resolution, must meet several of the following requirements:

1. Encompass research, studies and services that can be utilized by several member states.
2. Include services or centers for the training of specialists, who, for reasons of urgency and the field of specialization in question, should be trained through multinational effort.
3. Encourage maximum utilization of resources for the production of educational materials and equipment that can be used by all or several member states.