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THE ROCKEFELLER FOUNDATION

Proposed University Development Program

by

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November 13, 1961

with

Summary of Aid to Selected
Institutions Appended

This proposed program was
approved by the Board
of Trustees - December 5-6, 1961.

PROPOSED UNIVERSITY DEVELOPMENT PROGRAM OF THE ROCKEFELLER FOUNDATION

In seeking to exercise its mandate to promote the well-being of mankind throughout the world, The Rockefeller Foundation has long held the philosophy that one of the most effective approaches to this goal is through aid to the development of increasing numbers of individuals qualified for important responsibilities within broad areas of their national interests. This approach has inescapably introduced the whole spectrum of education and research into the program of the Foundation, and over the years it has been judged that there should be concentration on educational and training patterns for selected individuals at advanced or professional levels. One of the best known traditions of The Rockefeller Foundation has been its emphasis on higher and professional education, and its record of achievement through the support of carefully selected individuals and of institutions is a distinguished one. Included have been programs in economics, legal and political philosophy, medical research and education, public health, the humanities, biology and biochemistry, nutrition, food production, and agricultural research and education.

In the early years of the Foundation's history, there was an understandable tendency to develop highly specialized programs within specific disciplines and areas. As new needs and opportunities presented themselves, the organization of the Foundation was broadened within the same pattern, and its several sections were known as divisions, i.e., the International Health Division, Division of Natural Sciences, Division of Humanities, Division of Social Sciences, and Division of Medical Sciences. In the early Fifties, there was growing recognition that there may have been too

much separation among the several sectors of the Foundation and relatively little interdisciplinary communication or collaboration. A first step to change this situation, although in part semantic, consisted of abolishing the term "Division" and substituting "Program." At the same time, a degree of internal reorganization and consolidation was effected. Four program areas were established, namely, the Agricultural Sciences, the Biological and Medical Sciences, the Humanities, and the Social Sciences. Vice-Presidents were appointed, with broad responsibilities for the program areas, with the expectation that this move would bring all sectors of the Foundation into a somewhat closer relationship.

Paralleling the evolution of the internal organization were developments along program lines. Always international in character, The Rockefeller Foundation was a pioneer in efforts to assist less developed countries struggling to improve standards of living and opportunities for all their citizens. Over the years, many individuals and institutions have received support in selected disciplines, and the Foundation can survey with satisfaction the results of these projects in terms of improvements in medical education, public health, agriculture, library science, linguistics, public administration, and related fields.

After careful consideration and thorough discussion, the judgment has now been reached by the officers that one of the most significant ways in which The Rockefeller Foundation could contribute to scientific, scholarly, and social developments in the newly emerging or the less developed countries would be through a substantial and continuing effort toward strengthening, on an integrated basis, a few selected universities. It is clearly evident that over many years educational centers have tended to be the

principal training ground for the individuals who provide leadership in government, business, industry, education, the professions, and humanities. The most progressive countries are those in which educational facilities are also most progressive, and the development of any country is substantially dependent upon the degree to which it invests in the education and training of its youth. In the past, university development has often been painfully slow. Ultimately, however, many have become great institutions, and their influence on world thought and social progress is clearly recognized.

Today we find a situation in which there are many new states coming into being with great rapidity, and we are also more aware than ever of the fact that there are still other countries in which educational progress has been extraordinarily retarded. It is quite evident that these nations do not have available to them the span of time invested in the development of most of the great universities of today. Rather, these countries must in a much shorter period attempt to bring their university systems in phase with the requirements of their citizens. The Foundation has already established relationships with many individuals and institutions throughout the areas of concern and has been helpful on many occasions in strengthening one or more departments or schools within a university. As a consequence, the Foundation is in a most favorable position to be helpful in moving a limited number of selected universities more rapidly toward the position which they should occupy in accordance with their national responsibilities.

The reasoning behind the present conclusion is clear and logical. The Foundation has long been confident of its ability to select individuals of outstanding potential and to make available to them educational opportunities

calculated to render their services most effective in response to the needs of their own countries. Similarly and somewhat more boldly, the Foundation has undertaken to identify elements of excellence in medical schools, departments of economics, agricultural faculties, humanities groups, etc., and to provide support over several years or more in an effort to raise these organizations to a substantially higher level of development. It is now considered that the Foundation has had sufficient experience and success to justify the conclusion that it would be possible to select institutions for general support broadly directed toward raising the level of the university as an educational asset to the country. The officers believe that if given the authority to do so, they can identify the institutions in certain of the less developed countries which could be expected to play major roles in progress, both national and regional. They could then begin to strengthen them in accordance with needs and opportunities in the expectation that, a decade or more hence, the universities receiving this special support will have made substantially greater progress on all fronts than otherwise.

Many of the newer countries in the world cannot hope to develop immediately a system of universities such as exists in the industrialized nations. These nations must begin with one or a few institutions of higher education and develop these as rapidly as possible in terms of needs and economic resources. If assistance can be given rather broadly to selected institutions in the considered judgment that these offer the greatest possibilities for future development, many dividends may be expected to accrue. Among these would be: contributions to the body of knowledge which should be of tremendous value locally and elsewhere; the education of increasing numbers of qualified students who would later become leaders in the arts,

sciences, professions, and government; the training of faculty and administrators who would be available in response to the needs of satellite institutions with signal benefits to their development; and ultimately the creation of departments for graduate and postdoctoral education for those whose future responsibilities will require education at these levels. Together, these would assure continuing leadership with benefits for the entire educational system and for economic and social progress within the country or region.

All organizations interested in assisting the less developed countries have experienced the severe limitations on accomplishment imposed by the paucity of adequate centers for higher education and research. Essentially all efforts directed toward improvements in public health, nutrition, demographic studies, economic growth, and cultural development must, of necessity, be supported to some degree by local university facilities and personnel. As key educational institutions are strengthened, progress is speeded, continuity becomes more assured, and the application of results more feasible. Greatest success requires strengthening the educational environment of the university as a whole. Support for an able person in a weak academic department or a strong department in an otherwise weak university may merely serve to fertilize a small oasis in a large intellectual desert. Sound university development requires the establishment or strengthening of basic departments that reinforce one another and set standards for learning and research beyond their immediate boundaries. Thus, support for a single university may well yield greater returns than the same assistance diffused over many centers. One of these would be the creation of points of departure for a wide variety of projects of the type in which The Rockefeller Foundation and other agencies are interested in their desire to be of service.

During recent months, the officers have organized themselves into interdisciplinary groups or task forces dealing with the several regions of concern. These are: Latin America, Sub-Sahara Africa, the Arab-Islamic Area, and the Far East. Recently, the officers have been traveling extensively in these areas, have been revisiting the institutions which are well known from past experience, and have been becoming acquainted with others which should be investigated. Although commitments have not been made, the officers have assured themselves that there do exist appealing opportunities for general university support in a number of the less developed areas with the expectation that extraordinary benefits might accrue in substantially less time than would otherwise be required. Obviously, a great many institutions would like to qualify for support of the type envisioned, and it is, therefore, essential that decisions be reached on the basis of careful judgments as to the critical role that can and should be played by the selected university. Among those currently being given preliminary consideration because of their strategic importance are the following:

Latin America

University del Valle, Cali, Colombia
University of Rio Grande do Sul, Porto Alegre, Brazil
University of Minas Gerais, Belo Horizonte, Minas Gerais, Brazil
Instituto Tecnologico y de Estudios Superiores de Monterrey, Mexico
University of Chile, Santiago, Chile
Federation of the Universities of Central America

Africa

University College at Ibadan, Nigeria
University of Dakar, Republic of Senegal
East African University (Uganda, Kenya, Tanganyika)
Lovanium University, Leopoldville, the Congo

Arab-Islamic Area

University of Khartoum, Sudan
University of Shiraz, Iran
American University of Beirut, Lebanon
University of Dacca, East Pakistan

Far East

University of the Philippines, Diliman, Quezon City
Chulalongkorn University, Bangkok, Thailand
Kasetsart University, Bangkok, Thailand
Kuala Lumpur University, Malaya
Tarai State University, India

This is by no means a complete list, but it will serve to identify those which are being examined among others with the idea that ultimately six to nine universities might be selected for broad support. Initial recommendations would be made for support to two, three, or at the most four institutions with the thought that others would be added as the evidence becomes clear as to which should be included. It should be pointed out that the Foundation has already been helpful in improving one or more sectors of most of the universities that might ultimately be selected. This fact both makes these institutions more appealing for concentrated effort and assures that Foundation officers can work with confidence and mutual understanding with the university leaders.

Obviously, a program such as that described will, of necessity, be of long duration and will involve substantial funds. Certainly, it will take ten to fifteen years to bring the program to the level of accomplishment contemplated, and it is estimated that at least \$100,000,000 will be required over and above the funds which will be forthcoming from local sources. Although officers believe that \$100,000,000 or more from The Rockefeller Foundation would be well expended in an effort of this sort, there is evidence that if the Foundation can provide initiative and the leadership in helping to establish sound developmental patterns, other fund-granting agencies will be eager to take advantage of the opportunities thus afforded for support to scholarly and scientific programs.

Currently, the Board has authorized the expenditure of up to \$5,000,000 per year in excess of "Regular Program" for what has been termed "Expanded Program." This has enabled the officers to explore opportunities throughout much of Africa, Asia, and Latin America, and to recommend support for a number of projects deemed to be of critical importance. Experience over the past six years has led to the conviction that this effort has been very much worth while, but that future progress will depend to a major degree on the rate at which university development occurs in the areas of concern. Therefore, it is proposed that the funds heretofore available under this authorization be utilized along with regular funds in support of the university development program. It is further proposed that hereafter there be but one program, made up of the continuing interests of the Foundation including those that have been considered "Regular Program," some of the recent and very valuable activities that have developed under "Expanded Program," and the proposed effort to strengthen key university centers in underdeveloped areas.

Planned in this way, it is estimated that proposals for university development in 1962 might total \$5,000,000 to \$6,000,000 and perhaps \$7,000,000 in 1963. This figure might rise to a peak of \$10,000,000 in 1964 or 1965 and continue at that general level for several years before beginning to taper off. At the end of twelve to fifteen years, the Foundation might have expended approximately \$100,000,000 although the total could well be less if the program can be so designed and developed that the institutions selected will attract increasing support from local sources and from other fund-granting agencies.

There is, of course, definite risk in an undertaking of the sort described herein. This risk is concerned principally with the possibility

that changes in local political attitudes could make it difficult if not impossible for the Foundation to pursue one or another of these projects to its logical conclusion. The officers are aware of this contingency, but believe that the Foundation should not ignore great opportunities for contributions to human welfare because of the risks involved. The Foundation has always been willing to accept risks for a good cause, and in this instance it can protect itself by creating a sort of academic operating program in which officers would be continually involved and would recommend action only as rapidly as satisfactory opportunities presented themselves with the requisite assurances. It is specifically planned that funds made available under this program will not be provided in the form of block grants, but rather in support of individual programs and projects which fall within the established context and which may be expected to contribute to the total progress of the institution and area concerned.

A second and most important built-in protection derives from the fact that in every instance the university development program described herein will be undertaken in response to the expressed desires of the institution concerned. The Foundation's role will be one directed toward helping the universities achieve their own aspirations in terms of national needs defined and directed by their own leadership. In each center, there must be strong desire on the part of the university authorities to progress toward the goals which they themselves have established and continuing effort on their part to generate increasing local support and to merit assistance from external sources. It would be possible at any time to terminate further support to any of the selected institutions, since long-range firm financial commitments will not be made. The universities will be given

assurance only of our continuing interest and willingness to consider assistance to interrelated projects vitally concerned with institutional development. The long-range concept of the program described herein has been developed for internal purposes only and is not intended as a matter for public record. Today no institution has assurance of continuing Rockefeller Foundation support, and it is expected that this position will be maintained.

In conclusion the officers fully recognize that the ultimate success of higher education in the less developed countries must to a major degree depend on progress made in elementary and secondary education patterns. They believe that efforts toward strengthening the university system will in turn have a beneficial effect on systems of lower education and provide many opportunities to interested organizations for important contributions to essential developments in this area.

J. G. Harrar
November 13, 1961

Distributed at meeting of Board of Trustees, December 5-6, 1961, in connection with discussion of memorandum on proposed university development program. These institutions are listed on pages 6 and 7 of that memorandum.

THE ROCKEFELLER FOUNDATION

Total Amounts Appropriated to Selected Universities in Latin America, Africa, the Arab-Islamic Area, and the Far East

1913 through 1961

(including recommendations
to the meeting of Trustees
December 5-6, 1961)

<u>Institution</u>	<u>Total Grants</u>	<u>Related Support</u>
<u>LATIN AMERICA</u>		
University of Valle, Colombia	\$4,114,869	\$174,900
University of Rio Grande do Sul, Brazil	\$698,810	-
University of Minas Gerais, Brazil (not same as Rural U. of Minas Gerais)	\$310,310	-
Technological Institute, Monterrey, Mexico	\$225,905	-
University of Chile, Chile (This includes IHD support)	\$2,075,943	-
Federation of Universities of Central America	-	-
<u>AFRICA</u>		
University College, Ibadan, Nigeria	\$796,970	\$6,560
University of Dakar, Republic of Senegal	-	-
Lovanium University, the Congo	\$705,800	-
University of East Africa	\$1,857,270	\$3,585

<u>Institution</u>	<u>Total Grants</u>	<u>Related Support</u>
<u>ARAB-ISLAMIC AREA</u>		
University of Khartoum, Sudan	\$203,215	-
University of Dacca, East Pakistan	\$9,565	\$7,075
American University of Beirut, Lebanon (In addition to these totals, there was <u>Laura Spelman Rockefeller Memorial</u> <u>support</u> , of which \$39,000 was direct, and \$366,666 was shared with two other colleges)	\$9,640,450	\$5,850
University of Shiraz, Iran (See also Pahlavi University)	\$10,000	-
Pahlavi University, Shiraz (for release when formal organization has been completed)	\$60,000	-
<u>FAR EAST</u>		
University of the Philippines (This includes IHD support)	\$1,962,272	\$29,379
Chulalongkorn University, Bangkok	\$703,500	-
Kasetsart University, Bangkok	\$264,200	-
University of Malaya Kuala Lumpur Division Singapore Division (King Edward VII College of Medicine and Raffles College)	- \$302,814	- \$8,250
Uttar Pradesh Agricultural University (Tarai State University, India)	\$247,600	-

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