

THE FIFTEENTH

and

FINAL REPORT

to

THE AGENCY FOR INTERNATIONAL DEVELOPMENT
(UNITED STATES GOVERNMENT)

SEOUL NATIONAL UNIVERSITY OF KOREA
(MINISTRY OF EDUCATION)

and

CENTRAL OFFICIALS TRAINING INSTITUTE
(MINISTRY OF CABINET ADMINISTRATION)
(REPUBLIC OF KOREA GOVERNMENT)

in behalf of

THE REGENTS OF THE UNIVERSITY OF MINNESOTA

Minneapolis 14, Minnesota
June 30, 1962

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I. OFFICE OF THE CAMPUS COORDINATOR

Final Report. Section IV of the Standard Provisions governing the Korean contract between the United States of America and the Regents of the University of Minnesota contains this language:

"At the conclusion of the assignment, Contractor will prepare and submit to ICA/W three copies and to USOM four copies of a final report which summarizes the accomplishments of the assignment and which sets forth specific recommendations for the continued successful progress and improvement of the program in the cooperating country."

This, then, is the Final Report referred to above and it constitutes also the fifteenth official contract report prepared by the University of Minnesota.

Since the basic contract was officially signed on September 28, 1954, fourteen semi-annual progress reports have been prepared. The first one, in accordance with contract requirements, was issued on April 19, 1955, six months following the arrival in Korea of Dr. Arthur E. Schneider, who served as Chief Adviser in Korea until June 30, 1961. The last report was issued on October 19, 1961.

It was during the period covered by the fourteenth report that operations in all contract areas except Public Administration were terminated in Korea and all advisers departed. As a consequence, the fourteenth report provided rather detailed analyses of the achievements and specific recommendations for future progress in the fields of Agriculture, Veterinary Medicine, Engineering, Medicine, Nursing, and Public Health. Consequently these fields are treated only briefly in Section II of this Final Report.

By June 30, 1961, all advisory service in Korea except Veterinary Medicine (continued to July 31, 1961) had been terminated. However, it was agreed that participants at that time studying in the United States under the Minnesota contract could complete their agreed-upon periods of study, provided such periods of study did not extend beyond June 30, 1962.

Contract Extension Urged. In the fourteenth report, and in previous ones, compelling reasons were given for extending the Korean contract on a modest basis so as to provide a more orderly termination and continue much-needed assistance. From time to time it appeared that the efforts of Seoul National University and the Ministry of Education to secure agreement on an extension of the contract might prove successful and that further assistance might be provided. However, June 30, 1962 arrived and contract operations ended. All advisers in Korea had departed on June 28 and practically all of the remaining participants left the United States on schedules which should have returned them to Seoul on or before the contract expired on June 30, 1962.

The Minnesota Contract -- I. Purposes. The basic contract between the University of Minnesota and FOA (later ICA and now AID) was signed on September 28, 1954 as a project in support of the Mutual Security Program. This document was amended seventeen times before a "standard contract" was adopted in 1959.

The purposes of the resulting Cooperative Program in Korea are stated in the Operational Plan as follows:

- a. To provide assistance to Seoul National University in bringing specified colleges to a point of development which will enable them to continue to provide trained leadership without additional substantial U. S. assistance.
- b. To provide assistance in the field of University administration and to assist Seoul National University in the development of a long-range plan of organization and management which will enable it to achieve and carry out its responsibilities for leadership training, research and service.
- c. To assist Seoul National University to develop, in cooperation with other public colleges and universities, plans and programs for coordinated services for the economic, social and political development of the nation.
- d. To assist in the improvement of the general level of competence in the field of public administration by assistance to the National (now Central) Officials Training Institute.

Assistance at Seoul National University was centered on those colleges which were considered most closely related to national recovery after the Korean War. These were Agriculture, Veterinary Medicine, Engineering and Medicine (including nursing and public health). The School of Public Administration was added to the program in 1957. Underlying the whole project was the objective of making Seoul National University the pre-eminent institution of higher education in Korea.

In more concise terms, the emphasis of the Minnesota/Seoul National University Cooperative Project has been stated by Dr. Arthur E. Schneider essentially as follows (a) "To assist in better preparing Korean faculty members for teaching, research and administration and (b) to be instrumental in helping to attain for the colleges involved the physical plant, libraries and equipment necessary for the effective performance of these duties."

II. Procedures. Throughout the duration of the contract, four avenues of assistance have been utilized in moving toward the realization of project goals.

- a. Staff improvement through further graduate training of Seoul National University faculty members in U. S. institutions.
- b. Advisory service provided by sending American specialists who have worked with Korean colleagues at the related colleges in Seoul and at Suwon.
- c. Procurement of equipment and supplies for use in Korea by the University of Minnesota Purchasing Department with funds provided by ICA/AID.
- d. Rehabilitation of physical plant and construction of necessary new buildings through cooperative planning with USOM.

Brief descriptive comments on each of these four methods of providing assistance follow:

a. Staff Improvement

Under the participant training program, 218 Seoul National University faculty members and eight employees of the Central/National Officials Training

Institute have been sent to the United States for advanced graduate experience for terms varying from six months to four years. Fifteen Korean faculty members have earned the Ph.D. degree in America and, according to our most recent figures, 71 have been awarded Master's degrees. Eighty-five percent of the Minnesota participants from Seoul National University are still holding positions on the University faculty; 130 of these have been given promotions or raises in rank within their colleges. There are presently four participants still in the United States. Three have been given extensions and will return within a few months or a year. One has married an American citizen and his return status is highly uncertain.

Korean staff members who have had overseas training have provided the colleges with the solid academic competence which is necessary in a pre-eminent institution. Additional depth is still needed in some fields. Since many University staff members lacked adequate training when Seoul National University was organized following the repatriation of the Japanese after world war II, the participant program meets a real need. These men are prepared to lead the way in curriculum improvement and the inauguration of more effective teaching methods.

b. Advisory Service

During the life of the Minnesota contract, 59 U. S. advisers in 43 different fields have served in the related colleges in Korea for a total of more than seventy-six man years. These specialists have worked with Korean faculty members toward improvement of teaching, research and administration. This involved assistance in planning curricula and course content, and attention to research techniques, instructional methods, physical plant, library facilities, use and maintenance of equipment, college and departmental organization, personnel policies, finance, administrative management and professional and governmental relationships.

Minnesota advisers have worked very closely with returning participants in making possible the most effective use of their overseas training. Since at least two-thirds of the staff in each related college has had graduate work in the United States or Europe, a solid basis was available for academic and administrative progress. The advisers and the participants are two of the essential elements in developing a stronger institution at Seoul National University under the cooperative program.

Advisory assistance was terminated in the Colleges of Engineering, Medicine and Agriculture on June 30, 1961 and in Veterinary Medicine on July 31, 1961. The services of Dr. Elwyn Mauck and Dr. Lloyd Short in the School of Public Administration, Mr. Clifford Jurgensen and Mr. James Fritze in the Central Officials Training Institute, and Dr. Chester Wood in University headquarters continued until their departure on June 28, 1962.

c. Procurement of Equipment and Supplies

In order to make the work of the advisers and the services of returned participants effective, instructional research equipment, related supplies and professional publications were necessary in the colleges which were participating in the Cooperative Project. The need was particularly critical, since equipment which was in woefully short supply in 1950 was damaged or destroyed during the Communist invasion.

In order to meet this basic requirement for upgrading the colleges, FOA allocated funds under the contract and requested the University of Minnesota, because of its experience in purchasing academic materials, to assume responsibility for procurement. Because of the vast amount of detail, the impediment of governmental restrictions and the inherent problems involved in the whole process, the University accepted this obligation with the greatest reluctance—agreeing to perform the service only because it seemed the only way to realize the objectives of the contract.

Lists prepared in Korea by the Korean staff with the assistance of Minnesota advisers were sent to the University of Minnesota for screening by the appropriate departments. When deletions or additions were made to these lists, they were then returned to Korea for further study and analysis before being transmitted for procurement action to the Purchasing Department, University of Minnesota. The approved and screened lists (including such specifications as are required) were then used in the preparation of requisitions. These requisitions were then sent out for bids, with purchase orders issued to the successful bidders. Key figures in the United States in the process were the Home Campus Coordinator, Dr. Tracy F. Tyler; the Purchasing Agent, Mr. C. A. Smith; and the college level advisers who served in each of the related colleges on the Minneapolis and St. Paul campuses. In Korea, representative procurement committees served in several of the colleges to evaluate departmental requests. A limited amount of equipment was also procured under PIOC's handled through the ROK Office of Supply.

The total amount allocated to the various colleges for equipment and supplies (including publications) during the seven years and nine months of this project amounted to slightly less than \$3,000,000.

Installation of equipment was accomplished (usually by contract) through expenditure of hwan counterpart funds. Delay in the allocation, and more particularly in the release, of these funds has been one of the most critical problems in the whole project since it prevented timely utilization of essential apparatus in the various colleges.

d. Rehabilitation of Buildings and New Construction

In 1954, when the Minnesota/Seoul National University Cooperative Project started, physical plant facilities at the College of Agriculture and the College of Engineering had been reduced to a mass of rubble and empty walls due to extensive destruction suffered during the Communist invasion when Seoul changed

hands four times as the result of heavy fighting. Main campus buildings were less extensively damaged.

Financed by fund allocations from FOA/ICA and accomplished through the cooperative efforts of the USOM Education Division and Public Works Division, substantial progress has been made in rehabilitating damaged facilities and constructing necessary new buildings. One observer who visited these campuses early in 1955 and observed them again in the fall of 1961 called the change "striking, almost breath taking."

The basic procedure was to have imported materials provided by the U. S. aid agency and local labor and materials provided through the use of hwan funds. On the Suwon campus seven major new buildings have been erected and other minor construction completed, in addition to the repair and rehabilitation of previously existing structures which house offices, classrooms, laboratories and shops. On the 245-acre campus of the Engineering College, six new buildings have been constructed and nineteen war damaged structures have been restored and rehabilitated. An erosion control program and the erection of a security fence are minor but necessary supporting accomplishments.

The program of construction and rehabilitation on the main campus has been less extensive but equally important to the related colleges. During the period of time covered by the Minnesota/Seoul National University Cooperative Project, the medical science complex has been improved by the addition of a building for the School of Nursing and a nurses' dormitory. At the University Hospital a new kitchen-laundry unit is under construction. Other hospital and medical college buildings have been rehabilitated and extensively improved. At the College (now department) of Veterinary Medicine a combination of University PTA funds and ICA funds was used to construct a modern three-story classroom, laboratory and office building. The original two-story building at the School

of Public Administration was rehabilitated through PTA and counterpart funds in 1957-58, and a third story financed with counterpart hwan was added in 1961.

Dollar allocations for rehabilitation during the life of the contract total nearly \$3,000,000, approximately equal to the sum designated for equipment purchases. Hwan currency allocations for installation, rehabilitation and new construction total nearly HW 3,800,000,000 (about \$7,000,000).

III. Results. Quoting the most recent USOM education report of Minnesota contract activities: "Educational goals are never achieved with finality, but Minnesota succeeded in accomplishing its major objectives on schedule in making Seoul National University a quality school in the fields of agriculture, engineering, medical sciences and public administration."

In a program of this kind the accomplishment of objectives is not achieved through maintaining the status quo. Change is necessary.

In a physical sense, change at Seoul National University is obvious. Modern new buildings have been built and war damaged facilities have been repaired. These outward changes in physical plant are in the aggregate spectacular, easily observable and of major importance.

Within the buildings, however, other fundamental changes have taken place. Laboratory and research apparatus have been procured, installed and put to use. Teaching equipment and supplies are on hand; audio-visual facilities are available on a scale never before realized. Departmental and college book holdings and reference materials are approaching adequacy despite a sad deficiency in central library resources.

However, the most important changes to result from the Minnesota/Seoul National University Cooperative Project are changes in people. These are less tangible and much more difficult to evaluate. Trained abroad in considerable depth and subject to the influence of specialized American advisers after returning to Korea, Seoul National University faculty members have increased their

personal competence and value to the University. As one Dean explained it, "The influence that the participants exerted on academic and administrative fields has been remarkable. During their stay in the U. S. these faculty members had good opportunities for travelling and studying thereby broadening their personal experiences as well as their academic backgrounds. The participants have been playing important roles in modernizing college curricular and teaching methods after their return."

Working in improved buildings with much more adequate classroom, laboratory and reference facilities, these faculty members are providing an improved education for the young people of Korea. The human resources of this nation are being more adequately developed as a basis for economic, social and political growth and stability.

Public Administration Advisers. There were four Public Administration Advisers serving in Korea at the time the fourteenth report was issued. Dr. Elwyn A. Mauck, Principal Adviser, and Dr. Lloyd M. Short were serving as advisers to the Graduate School of Public Administration, Seoul National University. Mr. Clifford E. Jurgensen, Overall Adviser, and Mr. James Fritze were serving as advisers to the Central Officials Training Institute of the Ministry of Cabinet Administration. All four left Korea on June 28, 1962 to return to the United States. Dr. Mauck has accepted a post as Visiting Professor, Graduate School of Public and International Affairs at the University of Pittsburgh. Dr. Lloyd M. Short will return to his professorship in Political Science at the University of Minnesota. Mr. Jurgensen will return to his post as Assistant Vice President, Personnel, Minneapolis Gas Company. Mr. Fritze will return to his post as Classification Supervisor, Civil Service Department, State of Minnesota.

Agricultural Participants. There were only two participants taking advanced work in Agriculture at the time the fourteenth report was issued. Mr.

La, Yong Joon completed his studies in Plant Pathology and Botany for the Master's degree and left for Korea on June 25. Mr. Shim, Jai Wook completed his studies in Agronomy and Plant Genetics for the Master's degree and left for Korea on June 25. With their departure, all participants in Agriculture have now returned to the College of Agriculture at Suwon, Korea.

Veterinary Medical Participants. There were only two participants taking advanced work in Veterinary Medicine at the time of the preparation of the fourteenth report. Dr. Jeon, Yun Seong completed the requirements for the Ph.D. degree in Veterinary Bacteriology and returned to Korea on December 16, 1961. Dr. Kwun, Jong Kuk (not a degree candidate) completed his advanced studies in Veterinary Physiology and returned to Korea on June 25. All participants in Veterinary Medicine have now returned to Korea.

Engineering Participants. Only one participant in Engineering was taking advanced work under the Minnesota contract on the date of the fourteenth report. Mr. Park, Song Bai completed his studies for the Master's degree in Electrical Engineering and left for Korea on June 25. All participants in Engineering, except Lee, Young Joo have now returned to Korea. Mr. Lee is now married to an American and continues his studies in Chemical Engineering at the University of Minnesota at his own expense.

Medical Participants. There were seven participants taking advanced work in Medicine at the time the fourteenth report was issued. Dr. Lim, Soo Duk completed the requirements for the Master's degree in Dermatology and left for Korea on December 16, 1961. Dr. Kim, Sang Hyup (not a degree candidate) completed his advanced studies in Pediatrics and left for Korea on June 11, 1962. Dr. Park, Yong Kun (not a degree candidate) completed his advanced studies in Laboratory Medicine and left for Korea on June 28.

The other four participants in Medicine were still in the United States as contract operations closed on June 30, 1962. Dr. Myung, Ho Gin, who has been

studying Neurology, was given an extension of stay in the U. S. for three months by the Korean and U. S. authorities because of the impending confinement of his wife. Dr. Rho, Yong Myun, who has been studying Legal Medicine at the New York University Post-Graduate School of Medicine, was able to secure several extensions of his stay in the U. S. from the Korean and U. S. authorities because of his wife's two pregnancies and health conditions associated therewith. It is hoped that Dr. and Mrs. Rho will be returning to Korea in the near future.

Dr. Pai, Chik Hyun was given an extension by Korean and U. S. authorities until June 30, 1963 in order to complete the research on his Ph.D. dissertation in the field of Microbiology at the College of Medicine, University of Cincinnati. Dr. Pai completed all of his course work at the University of Minnesota in 1961 and plans to receive his degree from Minnesota in 1963.

Dr. Choi, Mung Won also was given a one-year extension by the Korean and U. S. authorities in order to complete the requirements for the Ph.D. degree in Preventive Medicine and Public Health at the University of Minnesota.

The extensions of Drs. Myung, Pai, and Choi have not involved any expense to the contract. All have been given academic appointments (Dr. Pai at the University of Cincinnati and Drs. Myung and Choi at the University of Minnesota) which provide the essential support. Dr. Rho has not been supported under the contract since May 1, 1962. The source of his support subsequent to that date is unknown.

Public Administration Participants. No participants in Public Administration were studying at the University of Minnesota in recent months. However, two former participants, who had completed their course work at the University of Minnesota and who had returned to Korea, completed degree requirements recently. Mr. Suck, Jai Duck (participant 1958-59) will receive a Master's degree and Mr. Bark, Dong Suh (participant 1957-59) a Ph.D. degree, both in Public Administration.

Service in Korea. With the ending of the Korean contract, a tabulation was prepared of the staff members who have served in Korea since the contract began. The accompanying table provides appropriate data. It reveals that a total of 59 staff members served in Korea. Their total service adds up to 917 man-months or $76\frac{5}{12}$ man-years. These 59 individuals represented 43 different academic fields. Of this total, 3 individuals served 172 man-months or $14\frac{1}{3}$ man-years in Project Administration; 10 individuals served $98\frac{1}{2}$ man-months or $8\frac{5}{24}$ man-years in Agriculture; 12 individuals served $109\frac{1}{2}$ man-months or $9\frac{1}{8}$ man-years in Engineering; 11 individuals served $158\frac{1}{2}$ man-months or $13\frac{5}{24}$ man-years in Medicine; 2 individuals served $16\frac{1}{2}$ man-months or $1\frac{3}{8}$ man-years in Veterinary Medicine; 15 individuals served $310\frac{1}{2}$ man-months or $25\frac{7}{8}$ man-years in Public Administration; and 7 individuals served $51\frac{1}{2}$ man-months or $4\frac{7}{24}$ man-years on the Survey of National Higher Education in the Republic of Korea.

These 59 individuals who served in Korea were for the most part senior faculty members, many with national and international reputations. A tabulation reveals that 16 or approximately 27 per cent of the individuals serving in Korea had administrative as well as academic titles. There were one vice president emeritus, 5 deans or deans emeritus, 2 assistant deans, 3 department heads, 4 directors, and 1 assistant director. In terms of their academic titles, 34 were professors, 7 associate professors, 12 assistant professors, 1 lecturer, 2 non-academic, and 3 secretarial.

Another interesting fact is that of the 59 individuals who served in Korea under the Minnesota contract, 38 (64.4 per cent) were from the Minnesota staff and only 21 (35.6 per cent) came from other institutions. Of the 21 individuals who came from other institutions, 10 were in the field of Public Administration, 7 were in Engineering, 3 were chosen for the survey staff, and 1 served in Agriculture. The advisers in Project Administration, Medicine, and Veterinary Medicine were all Minnesota staff members.

In consulting the table it should be noted that in the case of names preceded by an asterisk (*) the final date in each case indicates the date to which service would have continued had not earned vacation been paid in a lump sum on June 30, 1962 as prescribed by AID/W.

TOTAL SERVICE OF STAFF MEMBERS SENT TO KOREA
September 5, 1954 to June 30, 1962

Name	Date Service Began	Last Day Served	Man Months	Man Years	Prof. Field	Rank
<u>Project Administration</u>						
Arthur E. Schneider	9- 5-54	10-12-61	85½		Chief Adviser	Prof.
N. Gertrude Koll	5-31-55	7-21-61	73½		Secretarial	Adm. Secy.
*Chester W. Wood	6-16-61	7-21-62	13		Chief Adviser	Prof. & Dir.
TOTALS			172	14⅓		
<u>Agriculture</u>						
Arthur L. Anderson	8- 1-59	2-24-60	7		Animal Hus.	Prof.
Clyde H. Bailey	9- 3-55	12-17-55	3½		Ag. Biochem.	Prof. & Dean Emer.
Roy O. Bridgford	2-25-57	7-26-61	53		Overall Ag.	Assoc. Prof.
Paul M. Burson	6- 1-56	12-14-56	6½		Soils	Prof.
Andrew Hustrulid	8- 1-56	1- 5-57	5		Ag. Eng.	Prof.
Frank H. Kaufert	8-13-56	11-28-56	3½		Forestry	Prof. & Head
Thomas H. King	3-29-57	9-13-57	5½		Pl. Path.	Prof.
Philip W. Manson	9- 3-55	2- 2-56	5		Ag. Eng.	Prof.
Clarence E. Mickel	3-29-57	9-26-57	6		Entomology	Prof. & Head
Harald Ostvold	6- 1-56	9-18-56	3½		Library	Asst. Prof.
TOTALS			98½	8.5/24	9 fields	
<u>Engineering</u>						
Paul Andersen	7-31-56	12-31-56	4½		Civil Eng.	Prof.
	6-17-59	12-19-59	6		Overall & Civil	
Harold E. Babbitt	6-15-60	7-21-61	13		Overall & Civil	Prof.
J. Harvey Evans	4- 1-57	7-12-57	3½		Naval Arch.	Prof.
Carl Graffunder	9- 9-55	12-12-55	3		Architecture	Lecturer
Chapin A. Harris	6- 4-56	9- 1-56	3		Text. Eng.	Prof. & Dir.
James P. Hartnett	10-17-60	10-29-60	1½		Mech. Eng.	Prof.
Sidney C. Larson	9-16-55	12-19-55	3		Elect. Eng.	Assoc. Prof.
Clarence E. Lund	9-26-55	12-23-55	3		Mech. Eng.	Prof.
	4- 1-58	3-16-59	11½		Overall & Mech.	
J. W. McCarty	9-10-59	9-21-60	12½		Text. Eng.	Assoc. Prof.
Clarence E. Schwartz	8- 7-58	9- 3-59	13		Chem. Eng.	Assoc. Prof.
William W. Staley	6-16-56	9-27-57	15½		Overall & Min.	Prof.
William R. Weems	2- 1-55	7-16-56	17½		Overall & Aero.	Prof.
TOTALS			109½	9⅛	9 fields	
<u>Medicine</u>						
Eldon Berglund	9- 2-59	9-29-60	13		Pediatrics	Asst. Prof.
E. B. Brown, Jr.	7-25-58	2-12-59	6½		Physiology	Prof.
Edmund B. Flink	8- 1-57	2-18-58	6½		Int. Med.	Prof.

Name	Date Service Began	Last Day Served	Man Months	Man Years	Prof. Field	Rank
N. L. Gault, Jr.	8-30-59	8-19-61	23 $\frac{1}{2}$		Overall & Med.	Assoc. Prof. & Asst. Dean
Florence J. Julian	4-24-60	5- 2-61	12 $\frac{1}{2}$		Nursing	Prof. & Dir.
Margery S. Low	1- 1-57	2-10-59	25 $\frac{1}{2}$		Nursing	Asst. Prof.
William F. Maloney	3-24-56	7-11-56	3 $\frac{1}{2}$		Overall & Med.	Asst. Prof. & Asst. Dean
James H. Matthews	5- 2-57	12- 6-58	19		Overall & Anes.	Asst. Prof.
Glenn R. Mitchell	5- 2-57	12-10-58	19		Hosp. Adm.	Asst. Dir. Univ. Hosp.
George Schimert	7- 6-58	11-13-59	16 $\frac{1}{2}$		Overall & Surg.	Asst. Prof.
D. Joan Williams	12-15-58	1-12-60	13		Nursing	Asst. Prof.
TOTALS			158 $\frac{1}{2}$	13 $\frac{5}{24}$	7 fields	
<u>Veterinary Medicine</u>						
John P. Arnold	7-27-60	8-30-61	13		Overall & Surg.	Prof. & Head
Willard L. Boyd	9- 4-57	12-24-57	3 $\frac{1}{2}$		Overall & Med.	Prof. & Dean
TOTALS			16 $\frac{1}{2}$	3 $\frac{1}{8}$	2 fields	Emer.
<u>Public Administration</u>						
William B. Berg	10-12-58	6-23-60	20 $\frac{1}{2}$		Pers. Trng.	Asst. Prof.
Arthur M. Borak	9- 6-59	10- 5-60	13		Fin. Adm.	Assoc. Prof.
John A. Dettmann	7-26-59	9-24-60	14		Govt. Acctg.	Prof.
E. R. Draheim	12-19-57	12-30-59	24 $\frac{1}{2}$		Overall & Trng.	Prof.
William O. Farber	7-31-58	1-29-59	6		Research	Prof.
*James W. Fritze	9-28-61	7-21-62	10		Pers. Adm.	Asst. Prof.
*Elsie G. Hagelee	2- 6-59	8- 6-62	42		Secretarial	Exec. Sec.
Leigh W. Hunt, Jr.	7- 1-58	9-23-60	27		Library	Asst. Prof.
*C. E. Jurgensen	9-28-61	7-21-62	10		Pers. Adm.	Prof.
Jack C. Kern	4-12-60	11-24-61	19 $\frac{1}{2}$		Overall & Trng.	Assoc. Prof.
William F. Larsen	6-17-59	7-24-61	25 $\frac{1}{2}$		Pers. Adm.	Prof.
Stuart A. MacCorkle	3-16-58	4-18-60	25		Overall & Govt.	Prof. & Dir.
*Elwyn A. Mauck	8-14-59	9-10-62	37		Overall & PA	Prof.
Glenn D. Paige	8-31-59	9-21-61	24 $\frac{1}{2}$		Research	Asst. Prof.
*Lloyd M. Short	7-28-61	7-25-62	12		Pol. Sci.	Prof.
TOTALS			310 $\frac{1}{2}$	25 $\frac{7}{8}$	9 fields	
<u>SNU Survey</u>						
Mason H. Campbell	1-25-60	5- 7-60	3 $\frac{1}{2}$		Agric. Sci.	Prof. & Dean Emer.
J. A. Curran	1- 4-60	4- 6-60	3		Med. Sci.	Prof. & Dean Emer.
Elmer C. Easton	2-24-60	4-20-60	2		Eng. Sci.	Prof. & Dean
Richard H. Lindeman	9-22-59	11-29-60	14 $\frac{1}{2}$		Inst. Res.	Asst. Prof.
W. T. Middlebrook	9-23-59	12- 4-59	2 $\frac{1}{2}$		Bus. Adm.	VP Emer.
	2- 1-60	11-24-60	9 $\frac{1}{2}$			
Margaret Wipperman	12- 1-59	12-15-60	12 $\frac{1}{2}$		Secretarial	Adm. Secy.
Chester W. Wood	1- 1-60	5- 6-60	4		Soc. Sci.	Prof. & Dir.
TOTALS			51 $\frac{1}{2}$	4 $\frac{7}{24}$	6 fields	
GRAND TOTALS			917	76 $\frac{5}{12}$	43 fields	

Staff Improvement Program Data. The accompanying table presents a distribution by college and ROKG Ministry concerned of the man-months and man-years of the graduate study in the United States provided under the Minnesota contract. A total of 225 individuals are covered. The observation and consultation visit of the SNU President is not included in the tabulation.

The data reveal that $336\frac{11}{12}$ man-years of graduate study and observation were provided for the 225 Koreans. Of this total, $71\frac{13}{24}$ man-years (21.24 per cent) were in Agriculture; $20\frac{2}{3}$ (6.13 per cent) were in Veterinary Medicine; $96\frac{1}{2}$ (28.64 per cent) were in Engineering; $110\frac{3}{4}$ (32.87 per cent) were in Medicine; $28\frac{19}{24}$ (8.55 per cent) were in Public Administration SNU; and $8\frac{2}{3}$ (2.57 per cent) were in the Central Officials Training Institute.

CUMULATIVE MAN-MONTHS AND MAN-YEARS
FOR KOREAN PARTICIPANTS
JANUARY 1, 1955 THROUGH JUNE 30, 1962
(President not included)

	Ag.	V.M.	Eng.	Med.	P.A.	COTI	TOTAL
No. of individuals	45	12	64	77	19	8	225
Months	$858\frac{1}{2}$	248	1,158	1,329	$345\frac{1}{2}$	104	4,043
Years	$71\frac{13}{24}$	$20\frac{2}{3}$	$96\frac{1}{2}$	$110\frac{3}{4}$	$28\frac{19}{24}$	$8\frac{2}{3}$	$336\frac{11}{12}$
Per Cent of Total	21.24	6.13	28.64	32.87	8.55	2.57	100.00

Ranks of Koreans When Participation Began. The accompanying table provides a distribution of the ranks held by the 226 participants at the time they came to the United States for study. An interesting fact revealed by this table is that 54 of the participants were senior faculty members (professors and associate professors) as compared with 62 who were junior faculty members (instructors and assistant professors). In addition there were 73 teaching assistants (graduate students) and 20 lecturers (part-time staff members lacking permanent appointments). There were also 17 individuals designated as non-academic.

Eight of these were staff members in the School of Nursing and the University Hospital and nine were staff members at the Central Officials Training Institute (not a part of a higher educational institution).

Although the promise for the future of Seoul National University lies in its able junior staff members who have achieved success in their U. S. study, salary increases and promotions in rank rest with the senior faculty. The exposure of 54 senior faculty members to advanced study, observation, and consultation in the United States makes it much more likely that maximum use will be made in the future of the ability and training provided for the ablest junior faculty members.

	Non Academic	Teaching Assistant	Lecturer	Instructor	Assistant Professor	Associate Professor	Professor
Agriculture	0	20	2	9	6	4	4
Vet. Med.	0	3	1	5	1	1	1
Engineering	0	17	9	9	14	8	7
Medicine	8	27	1	9	4	12	17
Pub. Adm.	0	6	7	2	3	0	0
COTI	9	0	0	0	0	0	0
TOTALS	17	73	20	34	28	25	29

Academic Achievement of the Koreans. This final report brings to an end the tabulation presenting data on the academic achievement of the Koreans who studied in the United States during the period covered by and under the auspices of the Minnesota contract. The 226 individuals who were supported under the contract are divided into several groups: (1) the President, Deans, and Hospital Superintendent; (2) Auditors or those who registered for less than 9 credits; (3) One faculty member who carried on research but enrolled in no courses; (4) Participants who enrolled for 9 or more credits.

There has now been a total of 226 Korean participants who have been supported under the Minnesota contract. They may be accounted for as follows:

President and Deans of Agriculture, Veterinary Medicine, Engineering, and Medicine (2); and Superintendent of the University Hospital who came only for observation and consultation	7
Participants who either audited all courses or registered for less than 9 credits	48
Participant who enrolled for no course work but earned a Doctor's degree solely through research at Pasteur Institute in Paris	1
Participants who registered for 9 or more credits and have now completed their studies under the contract	<u>170</u>
Total number of Koreans who received contract support	226

The marks earned by the 170 members of the group who had registered for 9 or more credits were secured. This resulted in the accompanying tabulation.

MARKS EARNED BY 170 KOREAN PARTICIPANTS REGISTERED FOR 9 OR MORE CREDITS

Grade	All 170 Koreans	71 Koreans Who Earned Master's Degrees	15 Koreans Who Earned Doctors Degrees
	No. of Qtr. Cr. Hrs.	No. of Qtr. Cr. Hrs.	No. of Qtr. Cr. Hrs.
A	3,054	1,721	657½
B	3,422 ³ / ₄	1,979½	548
S*	1,403½	516	181
C	<u>1,157</u>	<u>541</u>	<u>175</u>
TOTAL OF ABOVE	9,037½	4,757½	1,561½
Audit	2,459½	1,067½	297
Fail	69½	23½	6
Other (D, Incomplete, Dropped, etc.)	<u>1,015</u>	<u>279</u>	<u>56</u>
SUB-TOTAL	3,544	1,370	359
GRAND TOTAL	12,581½	6,127½	1,920½
No. of indi- viduals	170	71	15
No. of quarters of individual registration	1,108	576	222
Average No. of quarters per individual	6.52	8.11	14.8

*Used to denote grade of "B" or above.

The following significant conclusions may be drawn from the preceding table:

1. The average number of graduate credits earned per quarter:
 - a. All 170 Koreans 8.16
 - b. 71 Koreans who earned Master's degrees 8.26
 - c. 15 Koreans who earned Ph.D. degrees 7.03

2. The average number of credits per quarter registered for on an audit basis:
 - a. All 170 Koreans 2.22
 - b. 71 Koreans who earned Master's degrees 1.85
 - c. 15 Koreans who earned Ph.D. degrees 1.34

3. The average number of credits per quarter resulting in failure:
 - a. All 170 Koreans 0.06
 - b. 71 Koreans who earned Master's degrees 0.04
 - c. 15 Koreans who earned Ph.D. degrees 0.03

4. The average number of credits per quarter resulting in grades of D, Incomplete, Dropped, etc.:
 - a. All 170 Koreans 0.92
 - b. 71 Koreans who earned Master's degrees 0.48
 - c. 15 Koreans who earned Ph.D. degrees 0.25

A further table provides comparisons on a percentage basis between the four categories of grades acceptable for credit in the Graduate School.

GRADE DISTRIBUTION PERCENTAGE

Grade	All 170 Koreans	71 Koreans Who Earned Master's Degrees	15 Koreans Who Earned Ph.D. Degrees
A	33.79	36.17	42.11
B	37.88	41.61	35.09
S	15.53	10.85	11.59
C	<u>12.80</u>	<u>11.37</u>	<u>11.21</u>
TOTALS	100.00	100.00	100.00

The Grade Distribution tabulation has appeared in the previous nine progress reports (Numbers 6 through 14). Now that the contract has ended, two columns could be eliminated, since none is still studying under the contract. Thus there are now only three columns of comparisons. However, it will be noted

that the percentages of "A" grades continue to be similar to those which have appeared in the previous nine reports. The highest percentage (42.11) was recorded by those who earned Ph.D. degrees; the next highest (36.17) by those who earned Master's degrees. The percentage for all the 170 Koreans who registered for 9 or more credits was 33.79.

It might be of interest to note that the percentages of "A" grades for all of the Koreans who had completed their studies, beginning with the sixth progress report and concluding with the present one, were as follows: 34.3, 33.5, 34.4, 33.15, 34.30, 34.73, 35.19, 34.55, 34.31, and 33.79.

The unusual achievement indicated by the preceding data cannot be stressed too often. Although all of our studies have revealed the high level of competence of the average Korean participant who has been privileged to study under the Minnesota contract, it still seems remarkable that, on the average, each has maintained such a high level of academic achievement in a new and unfamiliar environment and compelled, as he is, to receive instruction in a completely different language from that to which he has been accustomed from birth.

Ph.D. Degrees Conferred. During the entire contract period there have been 15 Ph.D. degrees conferred. Four were completed since the preparation of the fourteenth progress report. Of the fifteen degrees conferred, 4 were in Agriculture, 2 in Veterinary Medicine, 6 in Engineering, 2 in Medicine, and 1 in Public Administration.

Following are the names, dates degrees were conferred, college, academic rank at the time participation began, and the field of specialization for each of the fifteen participants.

FIFTEEN KOREAN FACULTY MEMBERS EARNING PH.D. DEGREES
December, 1958 through June, 1962

Name	Date Degree Awarded	SNU College or School	SNU Rank as Participant	Field of Specialization
BARK, Dong Suh	8-62	Pub. Adm.	Teach. Asst.	Public Administration
CHO, Byung Ryul	12-61	Vet. Med.	Lecturer	Veterinary Anatomy
CHO, Chai Moo	7-59	Agriculture	Teach. Asst.	Soils
CHOI, Jong Wan	12-58	Engineering	Teach. Asst.	Civil Engineering
HAHN, Tae Hee	8-59	Engineering	Instructor	Chemical Engineering
JEON, Yun Seong	3-62	Vet. Med.	Instructor	Veterinary Bacteriology
KANG, Woong Ki	6-60	Engineering	Teach. Asst.	Chemical Engineering
KIM, Jae Nam	6-59	Medicine	Teach. Asst.	Anatomy
LEE, Chul Choo	3-60	Agriculture	Teach. Asst.	Agricultural Engineering
LEE, Ho Wang	12-59	Medicine	Teach. Asst.	Bacteriology
LEE, Socker	12-58	Engineering	Teach. Asst.	Mechanical Engineering
MIN, Kwang Shik	12-61	Engineering	Instructor	Nuclear Engineering
PARK, Won Hee	6-60	Engineering	Teach. Asst.	Chemical Engineering
PYO, Hyun Koo	3-59	Agriculture	Instructor	Horticulture
RYU, Han Yeol	8-59	Agriculture	Teach. Asst.	Agricultural Engineering

Master's Degrees Conferred. The accompanying table provides an alphabetical listing of the 71 Korean participants who have earned Master's degrees since contract operations began. Also indicated are the date of the award of each degree, the college, the academic rank of the recipient at the time participation began, and his field of specialization.

The table reveals that Master's degrees have been received by participants from 39 different fields. Distribution among the colleges and schools is as follows: Agriculture 23; Veterinary Medicine 4; Engineering 21; Medicine 11; Public Administration 12. The breakdown by ranks held by participants at the

time participation began is as follows: Teaching Assistant 36; Lecturer 7; Instructor 16; Assistant Professor 3; Non-academic employee 1; Central Officials Training Institute 1. It should be emphasized however, that most of the participants received promotions in faculty rank upon their return to Seoul National University.

To this list of 71 individuals should be added the name of Dr. Lee, Ki Young who, in January, 1956 received the degree, Doctorat de l'Universite de Paris and that of Dr. Kim, Chu Wan who, in September, 1957 passed his examination before the American Board of Diagnostic Roentgenology. This brings to 88 the number of advanced degrees (or their equivalent) earned by Korean participants. This constitutes more than half of the 170 Koreans who registered for 9 or more credits of graduate work during their period of study in the United States.

SEVENTY-ONE KOREAN FACULTY MEMBERS EARNING MASTER'S DEGREES
December, 1955 through June, 1962

Name	Date Degree Awarded	SNU College or School	SNU Rank as Participant	Field of Specialization
BARK, Dong Suh	8-59	Public Adm.	Teach. Asst.	Public Administration
CHA, Kyoung Mo	6-61	Engineering	Teach. Asst.	Textile Engineering
CHEONG, Chang Kook	12-61	Vet. Med.	Instructor	Veterinary Surgery
CHO, Byung Ryul	12-59	Vet. Med.	Lecturer	Veterinary Anatomy
CHO, Chai Moo	6-57	Agriculture	Teach. Asst.	Soils
CHO, Kun Chan	6-57	Engineering	Lecturer	Electrical Engineering
CHO, Suk Choon	6-60	Public Adm.	Lecturer	Public Administration
CHO, Yong Sup	12-61	Agriculture	Teach. Asst.	Plant Pathology
CHOI, Jong Wan	3-57	Engineering	Teach. Asst.	Civil Engineering
CHOI, Keh Kun	12-59	Engineering	Asst. Prof.	Electrical Engineering
CHOI, Kwang Pil	7-60	Public Adm.	Teach. Asst.	Public Administration
CHOI, Nung Won	6-61	Medicine	Teach. Asst.	Public Health
CHOI, Ung	7-60	Engineering	Asst. Prof.	Chemical Engineering
CHUNG, Hoo Sup	12-57	Agriculture	Teach. Asst.	Plant Pathology
CHUNG, Myung Sik	3-59	Engineering	Teach. Asst.	Civil Engineering
CHYUNG, Dong Hak	12-61	Engineering	Teach. Asst.	Electrical Engineering
HAHN, Mansop	7-57	Engineering	Teach. Asst.	Aeronautical Engineering
HAHN, Tae Hee	6-57	Engineering	Instructor	Chemical Engineering
HUH, Jong	6-60	Medicine	Teach. Asst.	Public Health
HYUN, Jai Sun	6-60	Agriculture	Instructor	Entomology
IM, Hyong Bin	8-58	Agriculture	Instructor	Plant Pathology
JANG, Du Hwan	8-61	Vet. Med.	Instructor	Veterinary Parasitology

Name	Date Degree Awarded	SNU College or School	SNU Rank as Participant	Field of Specialization
JEON, Yun Seong	12-59	Vet. Med.	Instructor	Vet. Microbiology
JOHN, Yong Won	6-59	Engineering	Teach. Asst.	Mining Engineering
KANG, Pyung Kun	6-60	Public Adm.	Lecturer	Public Administration
KANG, Woong Ki	6-57	Engineering	Teach. Asst.	Chemical Engineering
KIM, Hae Dong	8-59	Public Adm.	Instructor	Public Administration
KIM, In Kwon	12-56	Agriculture	Assoc. Prof.	Agronomy & Pl. Genetics
KIM, Sang Chan	6-61	Medicine	Civil Serv.	Hospital Administration
KIM, Tae Choon	12-59	Public Adm.	Teach. Asst.	Public Administration
KIM, Woon Tai	8-59	Public Adm.	Instructor	Public Administration
KIM, Yeun Shik	12-59	Engineering	Teach. Asst.	Metallurgy
KO, Ung Ring	12-61	Medicine	Teach. Asst.	Public Health
LA, Yong Joon	8-62	Agriculture	Teach. Asst.	Plant Pathology
LEE, Chul Choo	6-57	Agriculture	Teach. Asst.	Agricultural Engineering
LEE, Chung Han	6-57	Engineering	Asst. Prof.	Electrical Engineering
LEE, Ho Wang	12-57	Medicine	Teach. Asst.	Bacteriology
LEE, Socker	12-56	Engineering	Teach. Asst.	Mechanical Engineering
LEE, Su Rae	8-58	Agriculture	Teach. Asst.	Agricultural Biochemistry
LEE, Sung Hak	8-61	Medicine	Teach. Asst.	Nursing Administration
LEE, Tai Hyun	6-56	Agriculture	Asst. Prof.	Horticulture
LEE, Woo Hyun	8-60	Public Adm.	Asst. Prof.	Public Administration
LEE, Yong Bin	12-55	Agriculture	Assoc. Prof.	Animal Husbandry
LIM, Jung Kyoo	3-58	Medicine	Teach. Asst.	Pharmacology
LIM, Soo Duk	3-62	Medicine	Teach. Asst.	Dermatology
MIN, Kwang Shik	12-59	Engineering	Instructor	Physics
MO, Sumi	6-60	Agriculture	Teach. Asst.	Home Economics
OHH, Bong Kug	12-57	Agriculture	Teach. Asst.	Poultry Husbandry
PAIK, Woon Hah	8-56	Agriculture	Assoc. Prof.	Entomology
PARK, Hong Nai	12-58	Agriculture	Lecturer	Agricultural Economics
PARK, Jong Han	12-60	Public Adm.	Lecturer	Public Administration
PARK, Song Bai	7-62	Engineering	Instructor	Electrical Engineering
PARK, Sung Woo	12-58	Agriculture	Asst. Prof.	Agricultural Engineering
PARK, Won Hee	8-57	Engineering	Teach. Asst.	Chemical Engineering
PARK, Zin Hwan	7-57	Agriculture	Teach. Asst.	Agricultural Economics
RHEE, Jin Woo	6-59	Engineering	Teach. Asst.	Textile Chemistry
RHEE, Sang Don	12-57	Medicine	Teach. Asst.	Physiology
RYU, Han Yeol	3-57	Agriculture	Teach. Asst.	Agricultural Engineering
SEOUNG, Key June	12-61	Medicine	Instructor	Anatomy
SHIM, Jai Wook	8-62	Agriculture	Teach. Asst.	Agronomy
SIM, Bo Sung	12-57	Medicine	Instructor	Surgery
SONG, Kai Won	12-61	Agriculture	Instructor	Animal Husbandry
SUCK, Jai Duck	6-62	COTI	Govt. official	Public Administration
SUH, Chai Chin	7-57	Engineering	Teach. Asst.	Mechanical Engineering
SUH, Won Woo	8-59	Public Adm.	Instructor	Public Administration
WANG, In Keun	8-60	Agriculture	Teach. Asst.	Extension Education
WIE, Sang Kyoo	6-58	Engineering	Lecturer	Aeronautical Engineering
WOO, Jae Lin	6-58	Engineering	Instructor	Textile Technology
YIM, Kyong Bin	8-58	Agriculture	Instructor	Forestry
YU, Hoon	3-59	Public Adm.	Teach. Asst.	Public Administration
YUK, Chong Yung	8-58	Agriculture	Asst. Prof.	Dairy Husbandry

A Tragic Waste of Human Resources. Since the military coup of May 15, 1961, a total of 32 Seoul National University faculty members who had been trained abroad under the Minnesota contract were dismissed from their university positions or placed on leave of absence because of "incomplete military service."

Since this represents the loss of carefully selected individuals, trained at great expense and badly needed in their respective colleges, the ROKG has been repeatedly requested through various channels to review these dismissals in terms of (a) reinstating those men who were originally rejected for military service or dropped after induction because of physical or health reasons and (b) requiring the others to go through basic training and then assigning them to special teaching duty at the University so that their instructional and research talents could be utilized in developing the human resources of the nation. Up to this time, only eight of the 32 men who were terminated have been returned to their positions.

Equipment Procurement. Procurement of equipment ended well in advance of contract termination. It had been hoped that all procured items would reach Korea before the Minnesota advisers left on June 28, 1962. However, there have been many unforeseen delays. Receipt of equipment and accounting for it has been assumed by the USOM.

At the time this report was being prepared the following data were available: Total allotments for procurement \$2,790,800, of which \$103,500 was allocated to Public Administration. Actual expenditures through May 31, 1962 in all contract areas \$2,730,973.12; Outstanding obligations \$27,374.96; Unencumbered balance \$32,451.92.

The latest report from Korea covering deliveries through April 30, 1962 showed that the unofficial unadjusted value of books, periodicals, equipment, and supplies was \$2,302,167.16. These totals, it must be kept in mind, do not include increases in costs due to invoice adjustment or the costs of such

services as export packing, transportation, insurance, the preparation of required documents, procurement costs, or other legitimate charges paid to the forwarding agents. These additional items add an estimated 13.3 per cent to the actual cost of the books, periodicals, equipment, and supplies.

Funds Allocated to the Minnesota Contract. The fourteen progress reports which have been issued since contract operations began have presented financial data concerning U. S. dollar funds allocated to the contract. In the fourteenth report a tabulation by Fiscal Years and by colleges showed the total sums allocated for rehabilitation and improvement and for equipment and supplies. The totals shown were \$2,915,700 for rehabilitation and \$2,735,300 for equipment, or a total for both categories for Fiscal Years 1955 through 1959 of \$5,651,000. However, not included in this total was \$55,500 for library materials provided in amendment No. 10 which added Public Administration to the contract. This brings the total of equipment funds available for Minnesota procurement to \$2,790,800 and the grand total for both rehabilitation and equipment to \$5,706,500.

Elsewhere in this report it was noted that the additional sum of \$212,000 was allocated for equipment and supplies procurement from FY 1960 funds. Of this sum, \$192,000 went to Seoul National University and \$20,000 to the other four national universities. However, because of the shortness of time for the completion of procurement activities before Minnesota contract operations were scheduled to close, Korean agencies were utilized in undertaking this procurement.

The addition of this sum of \$212,000 to the totals which appeared in the fourteenth report brings the equipment total to \$3,002,800 and the total for both rehabilitation and equipment to \$5,918,500.

One new tabulation is included in this final report. The accompanying table provides figures in thousands of hwan provided by the Korean Government

Summary of Counterpart Fund Allotment for
S. N. U. & C.O.T.I. under the ICA - Minnesota Cooperative Projects
(FY 1955-1962)

(Unit: 000 Hwan)

As of June 1, 1962

Project No.	FY	Project Title	C. S. B. Release					
			S.N.U.		C.O.T.I.		TOTAL	
			Allotment	Released	Allotment	Released	Allotment	Released
5-165	55	SNU Operating Facilities	560,110	560,110	-	-	560,110	560,110
6-16	56	SNU Laboratory Equipment	112,000	112,000	-	-	112,000	112,000
66-259	56	SNU Operating Facilities	653,000	653,000	-	-	653,000	653,000
66-259	57	SNU Operating Facilities	688,987	688,987	-	-	688,987	688,987
66-296	57	T.A. Public Administration	1,620	1,620	1,620	1,620	3,240	3,240
66-259	58	SNU Operating Facilities	762,500	762,500	-	-	762,500	762,500
66-296	58	T.A. Public Administration	45,850	45,850	-	-	45,850	45,850
66-508	58	Kwangyang Forest. Exp. Station	30,351	30,351	16,608	16,608	46,959	46,959
66-296	59	T.A. Public Administration	46,000	46,000	5,000	3,595	51,000	49,595
66-512	59	Higher Education	483,000	483,000	2,000	-	485,000	483,000
66-512	60	Higher Education	395,000	395,000	5,000	-	400,000	395,000
66-512	61	Higher Education	50,000	50,000	-	-	50,000	50,000
<u>Total:</u>			<u>3,828,418</u>	<u>3,828,418</u>	<u>30,228</u>	<u>21,823</u>	<u>3,858,646</u>	<u>3,850,241</u>

to supplement the U. S. dollars allocated to Seoul National University and to the Central Officials Training Institute (FY 1955 to 1962) for rehabilitation and improvement. It will be noted that all of the 3,828,418,000 hwan allocated to SNU has now been released. Of the 30,228,000 hwan allocated to COTI, 21,823,000 hwan had been released. These are sizeable sums and provide further indication of the eagerness of the Korean people to improve their higher educational institutions.

Gifts to Seoul National University. An important bi-product of the Korean Project has been the securing of gifts for SNU colleges from University of Minnesota departments, staff members, Korean participants, Foundations, business firms, and interested laymen. Many of these gifts are items not procurable in Korea and, consequently, are of considerable assistance in the strengthening of teaching, research, and service in our sister institution.

The following gifts, among others which may have been overlooked, have been made since the preparation of the fourteenth progress report:

The Faculty Women's Club of the University of Minnesota donated \$130 in UNESCO coupons to Seoul National University. At first, after inquiries were made as to the greatest need at Seoul National University, it was hoped that a copying machine could be secured for use by the Central Administration of Seoul National University. When it was found that the sum available was far less than the cost of the machine, the Minnesota Mining and Manufacturing Company agreed to donate the required Thermo-Fax machine and suggested that the donation of the Faculty Women's Club be used to purchase additional supplies for use in connection with the machine.

The donation of a Thermo-Fax Copying Machine, consisting of a Model 45 AG Secretary Machine, a Model 48 AA Accessory Unit, a 78-8614-4395-6 Dial Indicator Pink, together with parts, accessories and supplies came about through the efforts of Mr. W. M. Bennett, Director of Civic Affairs, Minnesota Mining and

Manufacturing Company, at the instigation of his long-time friend, Dr. Chester W. Wood. Not only did the Minnesota Mining and Manufacturing Company provide the machine and accessories but it also paid for the transportation and insurance to Korea. The shipment left San Francisco on June 26, 1962 on the SS De Soto Voyage 142-W. Arrival in Korea was expected by the middle of July.

The graduating student nurses of the School of Nursing, University of Minnesota (classes of 1961 and 1962) donated to the School of Nursing, Seoul National University forty-four cartons of uniforms. They were shipped to Korea on May 17, 1962 and were received there on June 13, 1962.

Parcels of medical books donated by the Department of Anesthesiology, College of Medical Sciences, University of Minnesota, were shipped to Korea as follows: January 24, 1962 (1 carton); February 2, 1962 (1 carton); April 10, 1962 (8 cartons).

Through the efforts of Dr. Lee, Yung Kyoon, Winthrop Products, Inc. of 1450 Broadway, New York 18, New York, donated 30 ampules of Hypaque for use in the research in Thoracic Surgery of Dr. Lee. These supplies were received in Korea on April 12, 1962.

Dr. N. L. Gault, Jr. offered a cash prize of \$100.00 to the resident in the College of Medicine, Seoul National University who obtained the greatest number of permits for autopsies during the period from July 1, 1961 to March 1, 1962. Winner of the prize was Dr. Kim, Kwang Woo, a resident in Anesthesiology, who secured four permits. It might be of interest to record the fact that the number of deaths in the hospital for this period was 217 and that the number of autopsies made during the same period was 29.

II. OFFICE OF THE CHIEF ADVISER IN KOREA

General Comments---"The End of an Era." This fifteenth and final report marks the end of an era at Seoul National University and at the University of Minnesota. In justifying this terminology, it should be pointed out that June 30, 1962, is the termination date of a Cooperative Project which is unique and historically significant to each of the institutions involved.

At Seoul National University the span of time covered by the Minnesota contract has been particularly crucial, covering as it does the first and major phase in the process of recovering from the devastation of the Communist invasion. A notable milestone has been reached as the University prepares for the increasingly responsible role it must play in the development of Korea as a self-sufficient member of the free-world family of independent nations.

For the University of Minnesota, the close of the Cooperative Project symbolizes the completion of an initial large-scale venture into the field of overseas assistance to higher education. For the first time since its founding more than a century ago, the University contracted to divert a significant share of its talent and technical knowledge toward aiding a sister institution in a foreign country. Minnesota entered this field of service with understandable reluctance during the summer of 1954. Now after nearly eight years of shoulder to shoulder effort with Korean colleagues, the termination of the formal aspects of the partnership is viewed with equal reluctance.

For both of these institutions this has been a challenging and a heart warming experience. It is hoped that an informal but highly significant relationship may continue to endure for many years to come.

Cooperative work at the National/Central Officials Training Institute has been less extensive and geared to educational objectives which are somewhat different, but no less important. The upgrading of competence on the part of

government employees as carried on through this phase of the project meets a high priority need in Korean life.

Continuing Needs. During fourteen previous reports, general operating conditions in Korea and at Seoul National University have been very adequately described. In later sections of the present document an effort is made to summarize some of the changes effected by the project and to provide information concerning the current status of contract operations.

Inasmuch as Minnesota is intensely interested in the future progress and continued strengthening of Seoul National University, it may be helpful to briefly indicate at this point the areas which, in the writer's judgment, need to be emphasized during the months ahead by the University and by the U. S. aid program if SNU is to meet its obligations as the pre-eminent institution of higher education in Korea. It should be emphasized that the present Chief Adviser is responsible for any error in judgment involved in this statement although the basic issues have been discussed with the present members of the contract team, the University central administration and responsible officials in USOM.

Every American college and every Korean college will always have real and justifiable needs. Between the two countries the essential difference is one of degree. Among the twelve colleges and five graduate schools at Seoul National University the same relative situation exists. Undeniably the level of need is higher in some segments of the institution than it is in others.

When the Cooperative Project was initiated in 1954 the emphasis was focused on developing one pre-eminent institution of higher education in Korea. U. S. aid was concentrated on the colleges which at that time were considered to be most critical in terms of national recovery, namely Agriculture, including Veterinary Medicine; Engineering; and Medicine, including Nursing. Public

Administration was added in 1957 and some limited assistance was provided for the teaching of pre-medical sciences in the College of Liberal Arts and Sciences.

Partly as a result of this policy, there are variations in development between different segments of the University. Despite most gratifying progress in the aided colleges, continuing needs most certainly exist. However, in other areas the deficiencies are so great that the effective functioning of the institution is involved. The writer is convinced that emergency attention from the U. S. side and the Korean side should be centered on the following:

1. Improving the Central Library:

In a recent memorandum to President Joong-whi Kwon, it was pointed out that the library was the "heart" of any institution of higher education. The president was quick to concur with this point of view, agreeing further that, if this were true, Seoul National University had a "weak heart."

Under the Minnesota/Seoul National University Cooperative Project, assistance has been given to the development of departmental and college libraries but the main University library has gone virtually unaided except for some books that were given by UNKRA about seven years ago.

Despite recent modest increases in the support budget for the library, the present operation has been accurately described as having the characteristics of a "museum." Its Yi Dynasty documents are a source of pride and satisfaction, but aside from that, "the collection of reference materials is so meager that it is utterly impossible for this facility to function as an operational University library."

This deficiency has far reaching implications. A University faculty member who has been trained abroad must have reference materials and current publications available when he returns to Korea or he finds it impossible to keep abreast of his field and he consequently loses competence as a teacher.

Instructional methods which are geared to rote memorization of lecture material presented by the professor will be perpetuated indefinitely unless library facilities are available which permit and encourage individual investigation and familiarity with other sources of information.

At Seoul National University, space in the library building is entirely inadequate and the reading room is poorly lighted and poorly ventilated. With at least 5,000 students presently located on the main campus and other colleges being moved to this site, the library seats only 320 individuals. Students draw numbers and wait in line in order to get in. The present building needs to be enlarged and rehabilitated. Book and periodical holdings must be greatly expanded and inside equipment modernized. Advisory service is necessary in bringing library maintenance and administration up to acceptable standards.

2. Strengthening Graduate Education

Internationally and within the home country the real test of an eminent institution of higher education is the excellence of its graduate school. In Korea, major attention has been centered on improving schooling at the elementary, secondary and baccalaureate levels and little aid provided for training beyond college graduation. A recent report of The Council on Economic and Cultural Affairs, in analyzing the economic problems of Asiatic nations having a predominately rural population, points out the importance of "the educated professionals" in each country and goes on to say "without rising professional competence in leadership these programs (of economic improvement) will enjoy only limited success." When we think of developing professional competence we think of colleges and universities. And when we consider the large number of persons with such professional competence needed quickly in Asia, it seems obvious that most of them must be trained in Asia rather than abroad.

This puts the burden of responsibility squarely on the graduate schools in each country. In Korea, graduate education has had a haphazard growth without

adequate faculty, physical resources or research and reference facilities. The time has come to concentrate graduate level instruction at one institution which can provide the educated professionals needed in an expanding and developing country where the demands for trained leadership will be increasingly critical. Graduate training must be efficiently organized and administered and well supported, featuring well qualified staff members and high academic standards. With over two hundred faculty members trained abroad, Seoul National University is the only national institution in Korea qualified to carry on a full-scale graduate program. From the standpoint of economy and efficiency, graduate education at SNU should feature dual use of staff, dual use of equipment and dual use of space.

Dr. Lloyd Short, Dr. Elwyn Mauck and the writer have had several meetings with the special committee which President Kwon has appointed to study graduate level education at Seoul National University. This group has worked hard, making definite progress toward systematizing and clarifying the academic requirements and administrative processes of the School.

The period since the fourteenth report appeared featured the continuation of a major step toward encouraging home-country training when 32 graduate-level scholars from various parts of the nation finished the first half of their training in the Professorial Institute. Through this project the strengthened resources of Seoul National University are made available to improve the preparation of faculty members from other institutions.

In order to achieve a full return on the investment already made with U. S. aid funds in the advanced training of Seoul National University professors, the "multiple effect" must be assured; and this requires a strong graduate school taught by the best U. S. trainees and attended by the most promising young men in Korea. Provided the dual use principle is adhered to, the graduate schools at Seoul National University should be assisted.

3. Strengthening Central Administration

Seoul National came into being as the result of an edict by the U. S. Military Government in 1946 which endeavored to amalgamate various existing educational institutions into a U. S.-style university. An uneasy "confederation of colleges" has resulted with the various units jealous of their own rights and privileges and clinging to as much autonomy and independence as possible. A council of Deans meets every Thursday to transact University business. Each college handles its own purchasing, maintenance, student services and physical plant operations. The central administration has largely fulfilled what might be termed a coordinating and ceremonial function. In terms of good administration, this situation has left much to be desired in economy, efficiency and effective service.

The 1960 Survey of Higher Education emphasized the importance of a strengthened central administration. Encouraging progress has been made but much more needs to be done. It is imperative that the University move toward centralized purchasing, maintenance and physical plant services. President Kwon's projected study-observation trip to the United States under an Asia Foundation grant is designed to provide orientation and a knowledge of operational techniques in these phases of university administration. Arrangements for appropriate learning opportunities for the visiting President are being made by the University of Minnesota on their own campus and at other American institutions.

USOM in Korea is in accord with this emphasis on developing a stronger, more effectively centralized administration at Seoul National University. With necessary cooperation on the part of the ROKG, it is possible that support can be provided which would ensure the continued progress in this area so essential if the University is to fulfill its role in Korean life.

4. Improving Instructional and Research Facilities in the Sciences

Koreans claim that the old stone tower at Kyongju is one of the world's first meteorological observatories. Nevertheless, the traditional and historical educational emphasis in this culture has been in the humanities, philosophy, politics and rhetoric. Until very recently very little attention was given to science, since the truly educated man was not concerned with the practical and realistic but rather with the abstract and esoteric.

As a consequence, little progress was made in the basic sciences prior to the period of Japanese domination and few Koreans were given scientific training up to the time of the second world war.

Science equipment, which was in short supply before 1950, was destroyed or damaged during the Communist invasion. Apparatus in this field is expensive, and the void is so great that extended support in sizeable amounts is necessary.

However, the importance of mechanization, automation and technology in the modern world is so overwhelming that no nation can afford to overlook the investment necessary in order to adequately train today's generation in the basic sciences.

The present emphasis on development of the industrial complex at Ulsan and the modernization of the economy calls for a level of research and teaching never before required or anticipated in this country. Korea is a part of today's world which is increasingly a world of science and engineering. As the nation moves toward industrialization, the educational system must be geared to the needs of the nuclear age.

At Seoul National University, assistance has been given to the College of Engineering as part of the Cooperative Project and some apparatus has been purchased for the Science Division in the College of Liberal Arts and Sciences. Equipment in this Division is still inadequate. Additional aid is necessary.

5. Freedom of the University to Develop

Between October 19, 1954, when Minnesota contract operations began in Korea, and June 30, 1962, when the Cooperative Project expired, eight different Ministers of Education have held office in the Republic of Korea. Thus the average term of service in this position has been slightly less than one year. Each change at the ministerial level has resulted in new bureau chief and section chief appointments.

As a consequence, the Ministry of Education is characteristically manned by transitory personnel who are largely inexperienced in their jobs. There is no continuing policy with regard to higher education and only limited understanding and appreciation of University problems on the part of an ever changing retinue of MOE officials. For even the most well qualified appointees, the term of service is often ended before the individual has developed full proficiency in carrying out his responsibilities. Yet MOE personnel have extensive authority and influence over all levels of education in Korea.

The writer is convinced, after observation and analysis over an extended period of time, that Seoul National University can never realize its potentialities until it is removed from the existing restrictive controls by the Ministry of Education. In order to become a pre-eminent institution a much greater degree of freedom and independence is necessary.

This can be accomplished through the establishment of a board of regents authorized to control and operate the institution or it can be realized through special legislation. A University board of regents was proposed by the Higher Education Survey Team in 1960 after an extended study by a group of visiting specialists. This plan has worked well in America and has much to recommend it in Korea. However, it becomes increasingly clear that a long period of time may elapse before civic responsibility will be developed in this Asiatic culture to the point where a board of regents can become an operational reality.

In the meantime, it may be necessary to place Seoul National University in a special legal category which would make the President directly responsible to the Prime Minister. This arrangement would be somewhat comparable to that which has been established for the Mayor of the Special City of Seoul. The President's relationship to the Ministry of Education would then be similar to that which now exists between the Mayor of Seoul City and the Ministry of Home Affairs.

Seoul National University is designed to be a special--a pre-eminent institution of higher education in Korea. Special provisions are necessary in order to establish a working environment in which this goal can be achieved.

Important Developments. Among several events of University-wide significance which took place during this report period, one of the most gratifying was the approval and allocation of \$212,000 in additional U. S. aid to Seoul National University. This sum was part of unexpended FY '60 funds intended for Minnesota contract operations. Release had been long delayed and subject to extended negotiation before agreement was reached between the University, the Ministry of Education, the Economic Planning Board of the ROKG, USOM/K and AID/W. Procurement has been undertaken by the ROK Office of Supply.

Amounts approved and included in the official project implementation signed during February 1962 were as follows:

College of Liberal Arts & Sciences (Audio-visual and basic science material)	\$111,000
University Hospital (Physical therapy and related equipment)	30,000
College of Engineering (Nuclear physics apparatus)	46,000
Professorial Institute (reference materials to each of the five national universities)	<u>25,000</u>
TOTAL	\$212,000

A ribbon cutting ceremony on May 22 at the new Central Printing Plant on the main campus marked the completion of a project which originated in FY '56. Designed to meet University-wide needs for the production of academic and cultural documents and business and administrative materials, the facility is equipped with modern presses, duplicating machines and auxiliary equipment, including type matrices in Korean, Japanese and English. The cost of the project, which was developed with the cooperation of the Communications Media Branch of USOM, was \$43,000 and HW 9,800,000.

Indicative of a strengthened and expanded central administration are the newly inaugurated counseling, testing and placement services which operate under the direction of the Dean of Students and the steady progress toward a mechanized University-wide transcript and record system under the responsible supervision of the Dean of Academic Affairs. The former project is being supported by a grant from the Asia Foundation. Transcript services were made possible through a gift of equipment from the Minnesota Mining and Manufacturing Company of St. Paul, Minnesota. These and other expanded functions will be accommodated in a new addition to the Seoul National University Administration Building which is now under construction.

Other events of major consequence are covered in later sections of this report under summaries for specific colleges but merit special mention here within a University-wide context.

At the College of Engineering three new dormitories are now in use housing a total of three hundred men, and the student center and dining hall are in full operation. A ceremony recognizing the opening of these five buildings and the completion of the ship towing tank was held on June 16, 1962.

Construction of a badly needed kitchen and laundry unit at the University Hospital was made possible by the release of counterpart funds during the last

week of December 1961. Work got under way on this essential facility in April 1962, with six months allowed for completion.

A contract was let on June 8, 1962, for the final phase of paving and sidewalk construction on the Medical College campus. The quality of training in this College was rather dramatically confirmed by the unusually fine performance of the class of 1962 on the Educational Council examination for foreign medical graduates. A recent instructional innovation is the use of tape recordings in English featuring lectures on various aspects of medical science by outstanding American specialists.

An organizational change of major importance took place when orders of the Ministry of Education were carried out and the College of Veterinary Medicine was reduced to departmental status and attached to the College of Agriculture. Freshmen students in veterinary science are now taught on the Suwon campus. Plans for a new building to accommodate the Department have been drawn up and construction is expected to start during the summer. As soon as this space is available, all work in veterinary science will be transferred to the new location. On the Suwon campus paving and sidewalks have been completed, a new women's dormitory is being built and work will begin soon on a greenhouse for experimental work in forestry.

During this final report period, two additional graduate schools have been added to the academic family at Seoul National University. Graduate work in education was inaugurated under the reorganization plan of the Ministry of Education for the purpose of providing the advanced training which will be required for secondary school teaching according to the revised certification laws. The new Graduate School of Law is designed to fulfill a critical need in strengthening the legal and judicial system in Korea. Law College graduates who have passed the higher civil service examinations are given post-baccalaureate

training before they are allowed to enter the profession. Forty-two students are currently enrolled.

Higher Education and Economic Development. There are encouraging indications that USOM/K and the ROKG, in their intensive campaign to increase power production, improve transportation facilities, expand the production of fuel and strengthen the nation's industry, have not overlooked the importance of education as an essential factor in economic growth.

The Organization for Economic Cooperation and Development, which consists of twenty member nations with headquarters in Paris, France, sponsored a policy conference in the fall of 1961 at the Brookings Institution in Washington, D. C. which centered attention on the topic "Economic Growth and Investment in Education." At this meeting it was pointed out that science and technology are making it possible to accumulate national wealth on a previously unheard of scale but the social policies and political ideas for applying such wealth to social ends are in a state of ferment. The report goes on to explain that these changes are reflected in new trends in economic thinking. "Deeper understanding of the forces affecting long term economic and social progress is leading to recognition of the fact that investment in education is an indispensable prerequisite of future economic growth."

This document emphasizes the interdependence of economic development and education. "It is only with economic advance, itself dependent on education, that a nation can progressively give more substance to the ultimate ideal of equal opportunity for every individual to develop his latent ability through learning." In another paragraph we find this statement: "Education is also vital from the point of view of productivity and economic growth; from this point of view it is an investment as important as an investment in fixed capital."

In Korea an investment of nearly ten million dollars in U. S. aid funds has been made at Seoul National University. This has been buttressed by more

than 70 man years of specialized advisory assistance in 43 different fields. Through the Minnesota/Seoul National University Cooperative Project the investment has already paid handsome dividends in terms of progress toward the goal of making Seoul National University the pre-eminent institution of higher education necessary to undergird economic, cultural, social and political progress in the Republic of Korea.

The investment must not be neglected. Further assistance, both material and technical, is needed to realize the potential benefit from the funds and human effort already expended. The University, the Mission and the ROKG must face up to this responsibility, this challenge, this opportunity.

Ko Mop Sumnida. Successful progress in any long-term, large-scale enterprise such as the Minnesota/Seoul National University Cooperative Program requires vision on the part of the leaders; diligence, competence and plain hard work on the part of certain key people; and cooperation and assistance from many others. The vision on this project was supplied by University of Minnesota Presidents Dr. James L. Morrill and Dr. O. Meredith Wilson and Vice Presidents Dr. Malcolm M. Willey and William T. Middlebrook. Dr. Willey carried top administrative responsibility for this program directing it with wisdom, enthusiasm and efficiency. Supporting him were the deans of the related colleges at Minnesota, their representatives and the other members of the Korean Advisory Committee.

On the contract "firing line," essential diligence, competence and hard work were supplied by the Chief Adviser in Korea, the Home Campus Coordinator and the nearly three score of specialists who rendered advisory service in the participating colleges at Seoul National University. Their impact was at the critical grass roots level.

Dr. Arthur E. Schneider was head of the Minnesota office in Seoul and directed operations in Korea for nearly seven years. Dr. Tracy F. Tyler began

work as home campus coordinator on August 1, 1954, and served during the entire life of the project. These men and their secretaries were the "wheel horses" of the program and carried the major day-to-day administrative responsibility which had such an important bearing on the success of the whole venture.

So many home campus people have assisted in the Cooperative Project that it is difficult to name them all and dangerous to mention a few for fear of overlooking others who are equally deserving. However, it is apparent in the Korea office that special thanks should be given to the college level advisers: Professor George Warp in Public Administration, Professor C. E. Lund in Engineering, Dr. Gaylord Anderson in Medicine and Dean Emeritus Clyde H. Bailey in Agriculture and Veterinary Medicine. Purchasing Agent C. A. Smith and his staff should also be recognized for their services in handling the tremendous volume of work in connection with the procurement of supplies and equipment under the contract. The contribution of the Office of the Adviser to Foreign Students and the language training specialists was of critical importance in the participant program. Returning Seoul National University faculty members have warm words of appreciation for the kindness many people have shown them on the campuses in the Twin Cities.

A sincere expression of gratitude is in order for the cooperation and assistance of our American colleagues in the USOM/AID and predecessor aid agencies in Korea. Directors C. Tyler Wood, William E. Warne, Dr. Raymond T. Moyer and James S. Killen have provided an "operational climate" and the leadership in the Mission which has made the Cooperative Project possible.

Minnesota contract activities at Seoul National University have come under the aegis of the Education Division or Branch; and Dr. Clarence Hendershot, Dr. Scott Hammond, Dr. William M. Williams, Mr. George Graeber and their staff personnel have "backstopped" this operation with professional competence and efficiency. The writer served as Chief of Education, first in UNKRA and

later in OEC, during the period January 1955 to July 1957 when an effort was made to lay the groundwork for future extension and expansion of contract operations.

In Public Administration and the Central/National Officials Training Institute, Minnesota is particularly indebted to Mr. Arthur Lang, Dr. Carroll Shaw, their predecessors and the others who work and have worked with them in this Branch and Division. From the beginning this has been a joint effort with fine teamwork and mutual understanding.

Over the years and in many ways the various administrative and service branches in the Mission organization in Korea have rendered invaluable assistance to the Minnesota contract operation. Special mention should be made of Public Works, Technical Training, Communications Media, Housing, Travel, Personnel, Transportation, Repair and Utilities, Property Management and Legal Counsel. Contract Relations Officer J. D. Hanley has been a friend and a valued consultant on operations problems. To him, to the personnel in the above units, and to others who have supported so well our work in Korea, the Minnesota group is greatly indebted.

Working with our Korean counterparts in this cooperative endeavor has been a challenging and a heart warming experience. The Seoul National University Presidents will always be remembered with admiration and affection: Dr. Kyu Nam Choi who headed the institution when the project started and later served with distinction as Minister of Education; Dr. Il Sun Yun who guided the Korean side of the project during the time of its greatest growth; and Dr. Joong-whi Kwon, the great scholar, who heads the institution during the challenging present-day period. The contributions of various central office officials, deans and faculty members in the related colleges have been indispensable and are hereby gratefully recognized. Unfortunately the list is too long to mention each individual by name.

At the National/Central Officials Training Institute the Minnesota advisers Dr. E. R. Draheim and W. B. Berg, worked very closely with Dean Dong Won Kim in establishing the basis for a strong in-service training program. Adviser Jack Kern served with various Korean personnel under four different governments during the transitional period from April 1960 until October 1961.

Despite a more tense and restrictive environment under current COTI Director Se Kyu Lee, the present Minnesota advisers Clifford E. Jurgensen and James W. Fritze have enjoyed fine cooperation from many of their Korean associates. The Minnesota group is thankful for assistance given to contract personnel in the in-service training phase of our contract assignment.

At the cabinet level in the Korean government, eight different Ministers of Education have held office since the beginning of the Minnesota/Seoul National University Cooperative Project in 1954. They are Sun Keun Lee, Kyu Nam Choi, Chae Yu Choi, Byung Du Yi, Chung Suk Auh, Taek Jung Yun, Hee Suk Mun and the present Minister Sang Hyop Kim. Depending on their personal interests and the limitations inherent in available staff and length of tenure in office, these men have given varying degrees of support and encouragement to Minnesota contract operations in Korea. For this the advisory group is sincerely appreciative.

The Public Administration and National/Central Officials Training Institute projects formerly operated under the auspices of the Office of General Affairs of the ROKG. Since the reorganization of the government following the military coup, this field of training has been assigned to the Ministry of Cabinet Administration. Personnel in OGA and MCA have worked with American advisers on a most congenial and cooperative basis. Particular commendation is due Minister Byung Sam Kim and his staff for the fine working relationships that have been developed and the effective use that has been made of U. S. technicians.

In this fifteenth and final report, the present short-term Chief Adviser wishes to express sincere thanks and gratitude to those colleagues in the Orient and in America who have contributed toward the achievement of Minnesota contract goals in the Republic of Korea.

The Afterglow. In one of his early meetings with USOM direct hire and contract staff in Korea Director James S. Killen emphasized the feeling of satisfaction and the deserved sense of accomplishment which American personnel should have as the result of effective service on a foreign service assignment.

Having been familiar with Seoul National University when the Minnesota contract program was in its earliest stages, and having studied the same institution again at first hand during the final year of the Cooperative Project, this writer has had a unique opportunity for what might be called a "before and after" evaluation. In his considered judgment, the University of Minnesota and Seoul National University in Korea have both gained institutional distinction through their joint efforts under the cooperative program. Each university has profited in a different way, but the benefits have flowed in two directions. As a consequence higher education is strengthened in the North Star State and in the Land of the Morning Calm.

For the individuals who have participated in this cooperative endeavor the outcomes are well defined: new vision, broadened understanding, improved perspective, deeper insights and a sense of achievement--the satisfactions of a job well done.

College of Agriculture (including Veterinary Medicine). Specialized assistance to this College ceased with the departure of advisers Professor Roy Bridgford (Agriculture) on July 1, 1961, and Dr. John P. Arnold (Veterinary Medicine) on July 31, 1961. A major and long debated organizational change took place by order of the military government on March 1, 1962, when the

former College of Veterinary Medicine became a department in the College of Agriculture at Suwon. Freshmen classes in veterinary science are being taught on the new location during the present semester and the schedule calls for a full-scale transfer to Suwon by the beginning of the next school year. A site has been selected and plans drawn up for the first phase of a new building to house instructional and research facilities in the veterinary sciences. However, it appears that teaching work will be carried on in temporary quarters for the first few months of the fall semester in order to allow time for necessary construction.

On other parts of the Suwon campus, the current report period marked the completion of two projects and rapid progress on a third. Work on site drainage was finished in November, and access roads to several of the main buildings were paved and ready for use in May of this year. Erection of a new dormitory which will house sixty women is proceeding on schedule with fall occupancy anticipated. In the planning stage is a greenhouse for forestry research for which counterpart hwan has already been released.

Equipment continued to be received and installed in several departments of the College. In Agronomy and Horticulture, a powerstat, micro lamp and rice huller were delivered and put into use and a balance table was constructed. Work continued on the Forest Products Utilization Laboratory with completion expected before the termination of the Minnesota/Seoul National University Cooperative Project. The department of Agricultural Economics received a duplicator early in February to be used for the reproduction of instructional materials.

In Veterinary Medicine the histology-microbiology laboratory facilities were improved through construction of seven experimental tables and twenty-two chairs financed through release of 700,000 hwan in counterpart. Artificial insemination equipment and reagents have been received making possible the first laboratory work and instruction in this field. Other apparatus delivered

since the last report include titremeters, melting apparatus and a micro-projector.

Library records show receipt of a total of 132 books and 117 journals and professional magazines. Eight faculty research reports have been published since October 1961 and Professor Chang Kook Cheong, former Minnesota participant, translated Veterinary Surgery by E. R. Frank into the Korean language. His work was subsidized with funds provided by the Ministry of Agriculture and Forestry.

Returning participants from the College included Yun Seong Jeon, who received a Ph.D. in veterinary microbiology at the University of Minnesota in December 1961. Professor In Keun Wang from the Department of Agricultural Economics, reached Seoul in December 1960, after having earned an M. S. degree at the University of Wisconsin. Professor Tai Hyun Lee received a doctoral degree in agriculture from Seoul National University during commencement exercises held on February 26, 1962. Minnesota participant Sang Ki Hahn resumed his teaching work at Suwon on March 1, 1962.

These participants and others who have preceded them have had a beneficial impact on curriculum, teaching procedures and research. Newly acquired competences on the part of faculty members have made it possible to expand the curriculum and to step up the utilization of laboratories. Departmental research projects have increased in number and quality.

With the movement of Veterinary Medicine to Suwon, existing library facilities on the agricultural campus, which were already overtaxed, will become completely inadequate. Plans have been drawn and approved for adding a second floor to the present building. This improvement, previously scheduled for 1961 funding, becomes a priority need in 1962-63.

College of Engineering. As indicated earlier in this report, one of the most recent indications of improved campus facilities at the College of Engineering was the utilization beginning April 1, 1962 of two new buildings

in the dormitory complex. Three hundred students are presently being accommodated. Installation of additional furniture is underway and a third building is scheduled for use during the 1962-63 school year. The three units will accommodate approximately six hundred individuals. With the dining hall and student center in full operation, the College is now adequately equipped to meet the living needs of non-resident students who were formerly forced to find room and board in Seoul and make the eighteen-mile round trip to the campus each day by bus. Erosion control work in the dormitory area and the installation of a safety fence were completed prior to the ceremony, which was held on June 16, in recognition of the opening of these buildings and the completion of the ship towing tank.

Additional improvements to physical facilities at this College during the current report period include roof repair and replacement and rehabilitation of sash windows in building number one. Minimum out-door lighting facilities were made operational during March 1962.

A major counterpart release late in 1961 financed contracts totaling more than 100 million hwan awarded during the month of December for installation of equipment in twelve different departments and general repair of the College laboratories. Allocated work has been completed in Electrical Engineering, Architectural Engineering, Basic Physics and Textiles and will be finished during the early summer in the other departments. As of the close of the Minnesota/Seoul National University Cooperative Project, installation of basic instructional and laboratory equipment in this College is essentially accomplished or about to be realized.

Installation which has been postponed due to delay in releasing counterpart funds for this purpose has been a continuing problem of major proportions. The selection of teaching apparatus in textiles, aeronautical engineering and naval architecture has been subjected to honest criticism by individuals who

are not specialized in these phases of higher education. Under the contract the best possible advisory service was utilized and equipment was purchased on the recommendation of experienced and highly qualified personnel both Korean and American. This year every graduate of every department in the College of Engineering received a job. This placement record seems to validate the type of training offered and the equipment being utilized. Graduates of the College are undergirding the government's new five year plan of economic and technical development.

Personnel changes in the College during the current school year include the transfer of Sung Kae Chung from Assistant Dean in Charge of Student Affairs to Assistant Dean, Academic Administration. The new Assistant Dean, Student Affairs, will be Kyun Hyung Lee. Professor Ryang Lee, former Assistant Dean, Academic Administration, is studying abroad.

Professor Bum Shik Woo was appointed as the new head of the Textile Department in place of Professor Lee Che Kim who retired under the new compulsory age limit regulation. In the Chemical Engineering Department, Associate Professor Jung Sup Chin replaced Professor Eung Keuk Lim as Head.

Professor Jae Lin Woo is currently in Australia on a one-year research project at the invitation of the Commonwealth Scientific and Industrial Research Organization.

This College has profited by excellent advisory assistance under the Minnesota/Seoul National University Cooperative Project. More than two-thirds of the full-time faculty have had overseas graduate and/or research training. Old buildings have been rehabilitated and new construction completed. Well in excess of a million dollars has been expended for equipment and supplies. Much remains to be done, but the foundation has been laid for a sound program of undergraduate training in engineering and science. Strong leadership and continued effort is necessary in order to capitalize on the gains already made.

The greatest need at the College of Engineering at this time is for an adequate campus library. The present room which is utilized as library space is a makeshift arrangement which is grossly inadequate. This is a major and a critical problem which demands immediate attention.

College of Medicine. Any educator who becomes familiar with the Medical College and related facilities will be favorably impressed with the progress that is being made. Reflecting the continuing influence of adviser Dr. N. L. Gault and his predecessors and the able leadership of Dean Saejin Rha and assistant Dean Jae Ku Lee, a well trained faculty is making highly effective use of equipment received under the Minnesota/Seoul National University Cooperative Project. Of 91 full-time faculty members, 73 have been educated abroad.

In the planning and organizational stage at this time are three research and study institutes which will focus special attention on selected critical areas in medical science, cancer, tuberculosis and indigenous Asiatic diseases. These long-range projects will get underway at the beginning of the fall semester this year. Two concurrent developments are of interest: A reorganization of the College catalogue is in process and, for the first time in history, this document will be printed in English. A seven-man all-University committee is making an extended study of graduate education in the health sciences. Changes in the Ph.D. program and also in the training of interns and residents will be based on the recommendations of this group.

The awarding of a contract on June 8th for completion of asphalt paving and concrete sidewalks on the medical center campus and the gratifying progress in the construction of the kitchen-laundry building at the Hospital have already been referred to in an earlier section of this report. These facilities meet a major need in the long-range development of the health science complex. Further improvement of physical plant took place during this report period in the rehabilitation of the Dean's office and the conference room and the

installation of a central switchboard in the main basic science building. An open house at the new nurses' dormitory, on June 9, 1962, was well attended and focused attention on the practicality of this attractive modern building.

On the instructional front, previous reference has been made to the use of tapes in teaching advanced graduate students in specialized areas of medicine. A related goal was recently achieved when it was announced that projectors and teaching slides had been provided for each department in the College. Grants from the China Medical Board have enabled the College to subscribe for new professional journals and to secure back numbers of other magazines in the health science fields. One hundred ninety-two publications are now received regularly in the College library.

A significant development in the field of expanded medical services at the College is the establishment of an "eye bank." This newly organized project is in support of the cornea transplantation program in the Department of Ophthalmology.

Among distinguished guests and visiting lecturers at the College of Medicine during this report period was Dr. A. B. Baker, Director of Neurology in the College of Medical Sciences at the University of Minnesota. Dr. Baker's illustrated lecture on April 7 exemplified both depth and knowledge and excellent teaching techniques.

The College has expressed great interest in the possibility of further foreign advisory assistance through support from the China Medical Board. Correspondence between Dr. N. L. Gault, Jr., Dean Saejin Rha and Board Chairman O. R. McCoy is now in progress with reference to housing facilities and related arrangements. On the basis of foundational work already completed, further expert technical assistance would pay big dividends.

A law passed by the national government under the military regime has solved a persistent instructional and research problem. From charity hospitals

throughout the nation, cadavers will be available in sufficient numbers for the first time in the history of medical education in Korea.

Despite the handicap of having ten staff members called into military service during the last twelve months, the College of Medicine, Seoul National University, is doing an excellent instructional job as attested to by the unusual success its graduates have achieved in the qualifying examinations given by the Educational Council for Foreign Medical Graduates. These men are increasingly well prepared for service to their nation in the field of medicine.

The Graduate School of Public Administration, Seoul National University (Dr. Elwyn A. Mauck, Principal Adviser). The founding of the Graduate School of Public Administration is part of a major cooperative aid undertaking for the economic and social rehabilitation and development of Korea, an undertaking in which the United States, as well as several other countries, are participating. As is true of many other nations in the world today, Korea aspires to transform itself through such assistance from an under-developed country into a modern nation. It currently has a population of approximately 25 million persons, for whom it wishes to provide those services of government that are normally accepted as essential to modern society.

Modern government in Korea, as elsewhere, has become virtually synonymous with big government, because a large officialdom is necessary to cope with the many complex social problems resulting from its conditions and aspirations. Even the limited functions of maintenance of law and order, minimal protection against hazards to health, provision for elementary educational facilities, the supply of a few basic public services, and protection against the ever present threat of foreign aggression require many public employees. However, modern societies everywhere are placing increased emphasis on broader service-oriented governments; and Korea is no exception.

It is commonly accepted today that executive responsibilities in big government can best be met through personnel educated or trained in the techniques of modern public administration. Korea has not enjoyed the advantages of modern public administration. It was severely handicapped by the fact that the introduction of the modern era in Korea coincided with Japanese domination of the peninsula. During this period of Japanese control, the governmental powers and top operational responsibilities were monopolized by Japanese officials, and Koreans had very limited opportunities to learn administrative techniques, modern or otherwise.

Furthermore, Korea's administrative techniques have been under a serious handicap because the school system in Korea did not train persons in the appropriate subjects nor did it utilize the most effective educational methods.

Korea's public administration education and training efforts have been defective because of their emphasis on content of laws and decrees rather than on the services being performed by government, the administrative techniques for supplying such services, techniques of modern personnel management, problems of administrative improvement, and similar subjects.

In the public administration area, Korea needs a body of indigenous literature to be used in its educational institutions as a basis of textbooks, research and supplemental reading. Such literature, in addition to appropriate foreign materials, would become the major basis of classroom discussions, student reports, seminars, field trips, special projects, problem solving, and other methods utilized in modern education to stimulate the students' interest and desire to understand more fully the subject being studied.

In recent years, various efforts have been and are being made to provide Korea with the needed facilities for training its people in the techniques of modern public administration. In some instances, such public administration training is only an incidental part of a larger program of international technical

cooperation. For example, the USOM programs of aid in transportation, communications, industrial development, and rural development rely heavily on good administrative practices in the Korean government for their success.

The Public Services Division of USOM is even more closely identified with the problem of training Korean government officials in better administrative methods. As well as aiding the USOM programs in areas such as those listed, it provides advice and assistance directly to the major staff agencies of the Korean government which have responsibilities that are purely administrative in nature.

Within the past few years, several Korean institutions of higher education began to modify their academic programs to include the field of modern public administration. In virtually all instances, the new subject was incorporated into other curricula at the undergraduate level. The Law College of Seoul National University, for example, had offered a curriculum identified as public administration for several years, but it was modified only recently to reduce its major emphasis on administrative law.

By far the most significant of recent efforts to meet Korea's educational and training needs in modern public administration was the founding of the Graduate School of Public Administration as a unit of Seoul National University.

The School was founded to achieve these objectives: (1) to provide Korea with a western type of academic training in modern public administration at the graduate level, (2) to train persons for the top administrative posts in the Korean government, (3) to reach both the incumbents in important government posts and the pre-service group of college students who were preparing to enter positions in the public service, (4) to pioneer in public administration research methods in Korea, and (5) to provide a reference and consultation service in the area of public administration for officials of the Korean government. Each of these five objectives was adopted to supply a service or meet

a need in Korea that was vitally important in the nation's effort toward social and economic development.

The responsibility for establishing the proposed new school was offered to and accepted by the University of Minnesota after formal approval of the proposal by the United States and Korean Governments. A contract amendment to an existing technical assistance contract involving Seoul National University was signed on February 11, 1957. A month later Minnesota Professor George A. Warp visited Korea for several weeks to draft specific plans for establishment of the School. While conducting his survey to ascertain the precise nature of Korea's needs, he also joined with Seoul National University officials to interview a group of young men from among whom were to be selected the first faculty members of the School. Following appropriate education and training in the United States, they were to receive their appointments. The Korean Government's presidential decree, however, formally authorizing the establishment of the School, was not issued until January 19, 1959, some two months before the School was scheduled to open. The decree attached the School to the College of Law and designated the Law College Dean as ex-officio dean of the new School. A special committee from the Law College faculty was appointed later to supervise the work of the School.

An initial problem for the School's planners was that of obtaining a building to house it and furniture to equip the classrooms, offices and library. Eventually, an old two-story building located next to the Law College was acquired. During the latter part of 1958 and early 1959, it was renovated and equipped. New furniture was designed, manufactured and installed. Approximately one-fourth of the cost of renovation and furniture was paid from counterpart funds; the remainder from Seoul National University funds.

As the result of a planned book acquisition program, relatively prompt action was experienced in equipping a new specialized Library.

Another primary responsibility of the advisers and Korean staff during 1958 and early 1959 was construction of the School's curriculum and its reearch program. After extensive consultation through correspondence and study of the activities of similar institutions in other Asian countries, a curriculum consisting of optional and required public administration courses, courses supplemental to those in public administration, and advanced study seminars was agreed upon. Also agreed upon was that the program of research activities be directed toward producing materials needed in teaching.

The final problem prior to the School's opening was that of determining the composition of the student body, setting the standards for admission, and administering the selection system for admission to the first entering class. The presential decree limited the School to one hundred new students each year. Almost identical curricula were established for recent college graduates (day program) and for persons already in government service (evening program). The training course covered two academic years, the first year devoted to classwork and the second to thesis writing. The day and evening curricula differed only in that a period of internship was required of the day students to offset the experience in government service already possessed by the evening students. Written and oral entrance examinations aided in ascertaining the candidate's knowledge of various subject fields, in judging his personal characteristics, and in evaluating his command of English.

The establishment of the School was announced through appropriate publicity, upon completion and acceptance of the plans and preparatory work, and the first class of students was selected in late March 1959. One hundred three candidates were admitted from among the four hundred fifty-eight who applied, thirty-five in the day program and sixty-eight in the evening.

The next phase of the project was to place the School into full operation. This covered the period from April 1959 through March 1961. It was initiated

by the formal opening of the School and the beginning of classes early in April of 1959.

Whereas the advisers during the initial stage had primary responsibility in the areas of the School's administration, library development, and research, the next advisers were assigned to work in the designated areas of financial administration, personnel administration, accounting, and organization and methods.

During this phase of the project, the remaining twelve participants returned from the United States and were given teaching assignments in the School.

An undertaking of major proportions was the launching of the intern program for the day students after their completion of one academic year of course work. This type of program was completely new to Korea, and it required much preparatory planning on the part of the staff, assisted by the advisers. There also had to be the necessary explanations to the government officials whose cooperation was required, and arrangements for accepting the interns had to be made with appropriate government agencies. After the explanations and arrangements were almost completed, the April 1960 revolution removed virtually all the key figures from the Korean government and necessitated beginning anew, first with the "caretaker" government and then with the government elected in the late summer of 1960. Despite these difficulties, the intern program was again destined to be interrupted by revolution.

Equally important as the intern plan in the School's program was the thesis requirement. The description of uniform and minimum standards, the approval of proposed topics, the supervision of planning and thesis writing, the review and oral examinations on the theses, and the final determination in each instance to grant or withhold the degree required much time and effort.

In March 1960, the School admitted its second class of students. The number of applicants again greatly exceeded the School quota. However, after

administering a battery of entrance examinations, thirty were eventually enrolled in the day program and seventy in the evening, including two women, the first of their sex to be admitted to the School.

In July of 1960, the School was separated by executive decree from the College of Law, and it became an independent unit in the University's system of graduate education.

This phase of the project ended in late March 1961 when the School participated in the Seoul National University commencement exercises. At these ceremonies, eighty of the School's graduates received the degree, Master of Public Administration. Seven additional members of this first entering class obtained their degrees the following September.

The final phase of the project began in April 1961. By that time the difficulties had been overcome, the School had graduated its first class, all participants had returned from training abroad, the School's first full-time dean had been selected, and its third class had been admitted. Despite this auspicious outlook there suddenly occurred a series of major events which seriously disrupted the School's work and changed the nature of its activities to a marked degree.

The military coup that overthrew the Korean government in May 1961 resulted in (a) the sudden dismissal of two permanent staff members, (b) two lengthy official missions abroad by the newly-appointed dean, (c) many time-consuming government assignments for members of the faculty, (d) further disruption of the intern program, (e) severe restrictions on independent research, and (f) loss of employment opportunities to some of the School's graduates because of lack of military service or for other reasons. Simultaneously, however, the coup provided an unprecedented opportunity (a) for faculty members to gain valuable experience in important government assignments, (b) for students to be accepted more readily by government officials to serve as interns, and (c) for

the qualified graduates to be appointed to positions that would utilize their training most effectively.

A serious financial crisis in Seoul National University also had its adverse effect on the School. The centralization of the administration of PTA funds on a University-wide basis and the subsequent nation-wide prohibition against collection of PTA fees decreed by the Korean government had a major impact on the School's financial resources.

A further disturbing element, in the opinion of faculty members and others most familiar with it, was the premature termination of the project. The June 1962 termination was disappointing to the faculty and staff of the School who had hoped and expected that the assistance program would be carried to its logical conclusion. A project extension had been requested by the School and approved by the University, the Ministry of Education, and the Ministry of Cabinet Administration, but action on the request then ceased for apparently extraneous reasons.

Despite these difficulties, however, the final phase was one of substantial progress and development. In March 1962, the number of candidates for admission to the day program again was five times greater than the number of vacancies. The concensus of the faculty members administering the entrance examinations was that the candidates in each succeeding year (1959-1962) were superior to their predecessors. It was observed especially that students with excellent undergraduate academic standings and records of student leadership continued to apply for admission each year. Also, as the standards of the School became better understood among government officials, the quality of their nominees for the evening program greatly improved during the three-year period. Political pressures from government sources for certain candidates, which constituted a serious problem at the outset, tended to diminish and virtually disappeared under the military government.

The staff members, having gained teaching experience, became the most important single factor ensuring the success of the School. Except for one permanent faculty member who had returned to the United States for further training, every former participant received a teaching assignment and was on the permanent or part-time faculty. The fact that faculty members were being consulted by government officials to an ever increasing degree on important, high-level administrative problems also demonstrated the growing prestige of the School. Most of the staff members were prolific in writing on professional matters for publication in the daily press and in various journals. Several had written and published textbooks before the project ended.

The curriculum of the school had not been altered since the School had opened. During the final phase of the project, some course changes, the need for which had become obvious, were made. In addition, the semester hours of work required for graduation were increased from 24 to 28.

The outlines for all courses continued to be modified annually through the introduction of new material and through rearrangement of the existing material. Additional classroom teaching materials were produced, and more classroom teaching equipment was acquired from the United States.

An integrated research program had been prepared for the guidance of students and faculty members and a number of student theses had been written in accordance with the suggestions contained therein. During the final phase, however, the research efforts of both students and faculty members were diverted to meeting the immediate requirements of the military government. Independent research became increasingly difficult.

The two-story building had proved to be inadequate. Consequently a third story was added. At the time of the project's termination, construction had just been completed, all the needed classroom and office equipment had been acquired and installed, and use of the new space had begun.

The Library was developed during the project until over 7800 volumes had been obtained and made available for use. Over 6800 volumes consisted of western materials acquired through the project. The School had obtained also almost 1000 volumes of oriental publications. After several years of effort, the School had finally succeeded in employing two trained librarians to head the Library staff.

The fundamental pattern of the School's operations has been firmly established but many needs and deficiencies require further attention.

In the first place, the curriculum in general, as well as the various course offerings, require further strengthening. Course subjects need continuous rearrangement as a result of accumulated teaching experience and of changing circumstances in the Korean government. As first offered, the courses were heavily dependent on American material; but, with the beginning of the third and fourth years of operations, the substitution of increasing amounts of Korean material became feasible. New textbooks written by some faculty members were introduced into the course structure, constituting a new experimental phase for the School. Much additional collateral reading, however, should be brought into the courses, as well as the introduction of observation visits to government agencies.

Another area of continuing need is that of further staff development. The strengthening of course offerings cannot, of course, occur without improvement of the teachers. By engaging in research activity, they sharpen their investigation techniques, add to their fund of knowledge, and provide additional teaching materials for the School. Through serving on faculty committees, they gain insight and experience in broad educational problems. For some faculty members who were candidates for advanced degrees from the University of Minnesota, assistance was given to enable them to complete degree requirements. However, further U. S. training is essential for the selected staff members who

demonstrated, during the period of graduate study and by their subsequent performance, their ability to pursue further graduate work for the ultimate benefit of the School.

A third area of need has to do with the admission of students. Improved selection processes through the review and revision of recruitment procedures should be attempted. Use of a customary entrance examination system has resulted in the selection of many good students, but no careful attempt has been made to validate its various parts.

A fourth need is the strengthening of research, publication, consultation services, and reference facilities. Students, as well as faculty members, should increase their independent research activities, accompanied by a greatly broadened program of publications, including journals, monographs and research reports.

A fifth need is the acceleration of library development. Although a good nucleus now exists, many additional volumes are essential. The School's Library has approximately one-half the number of volumes found in comparable institutions in other Asian countries.

In the sixth place, the School needs improved student programs. Recently provision was made for a student social center or lounge. Student-faculty social events are quite limited. At the outset of the project, there were many extra-curricular speeches given to the student body by visitors, but because of the political disturbances they became virtually non-existent. There is also an increasing necessity for a formal and regularized procedure for the placement of graduates.

Seventh, the School needs a much stronger financial basis. The solution is extremely difficult, dependent as it is on many factors, some of which are external.

Eighth and finally, the School needs to be strengthened in its external relationships. Joint research activities with government agencies should be continued and expanded. The intern program, which has had only two years of experience under adverse conditions, currently is favored by improved relationships with government agencies. Since the School now has graduated two classes, the building of an active and loyal alumni organization has begun. Although there have been some cooperative activities with the Central Officials Training Institute, they should be greatly expanded in order to strengthen the programs of both institutions.

Although many of the needs of the School can be and are being met primarily by Korean efforts, assistance from the United States is also required if the School is to reach its ultimate objectives.

The School's advisory needs consist of a full-time adviser plus several other advisers who might serve for short periods only. The full-time adviser is needed to assist with the various continuing problems discussed previously which its staff is not yet able to solve independently. The short-term advisers, on the other hand, would be employed only as the need arose in specialized areas. They might be employed for periods ranging from several weeks to several months.

In addition to advisory assistance, the attempt to strengthen the teaching program through material assistance requires continued U. S. financial support, but on a reduced scale. The statistics laboratory, when in full operation, may require some additional calculators. The Research Center needs a key punching machine, verifier and sorter to enable it to conduct statistical research as well as to train students in the use of such machines.

Continued assistance is needed for further training of the staff both in Korea and abroad. The original plan was that some participants would remain in the United States long enough to complete their preliminary requirements

for the doctor's degrees, after which they would return to Korea and write their dissertations under the supervision of the advisers. One staff member has completed his work under this plan. Others have barely begun this difficult task.

Other participants, however, had returned to Korea after the expiration of one-year appointments. Two staff members in this group wrote their master's theses and received their degrees after their return to Korea. Several others have yet to write their theses. It was planned that the most promising staff members in this group would return later to the United States as second-time participants seeking doctor's degrees.

A major task of the adviser, who must necessarily be a public administration educator, would be the supervision of the theses and dissertations prepared in Korea. No progress can be made without such direct supervision of the candidates' work.

Also, two short-term "work shop" type tours should be provided to the Dean and Assistant Dean of the School. These tours could be of approximately four months in length, during which they would go to the United States and Asian countries to visit leading institutions offering intensive training in public administration.

Support to library development should continue for several more years. The purchase of U. S. books through U. S. aid funds should be maintained at the accelerated pace currently achieved. An alternative method of financing such purchases should be developed following termination of U. S. Government assistance.

In summary, the primary objectives of continued assistance should be:

- (1) To complete the development of a fully-trained and experienced staff;
- (2) to have an organized and enthusiastic alumni group consisting of persons in government positions in which they possess great responsibilities or, at least,

growing responsibilities; (3) to have produced a body of research results useful to Korea, thereby establishing a good reputation for the School; (4) to have stabilized the teaching and research programs at a high professional level; (5) to have developed the library facilities and other teaching materials to the point that subsequent responsibilities would consist merely in keeping them current; and (6) to have achieved a stable financial foundation to enable it to pursue its programs with little or no continuing direct financial assistance from the United States government.

It seems unnecessary to suggest that close relationships with the University of Minnesota should be maintained, and, also through various professional associations, the School always should retain its world-wide contacts in order to remain constantly abreast with modern developments in the public administration field.

The Central Officials Training Institute (Clifford E. Jurgensen, Principal Adviser). Since 1958 the University of Minnesota has supplied five advisers to the Central Officials Training Institute. During this four-and-one-half year period, there have been four entirely different governmental regimes. Basically, Dr. Draheim and Mr. Berg served during the regime of the Liberal party, Mr. Kern served during the period of the Interim government and that of the Democratic party, and Mr. Jurgensen and Mr. Fritze served during the time of the Military government.

Since 1954, by contract with the United States Government, the University of Minnesota has provided technical assistance to Seoul National University. In 1957 the contract was amended to include technical assistance to a proposed graduate School of Public Administration at the university and to the Central Officials Training Institute (formerly the National Officials Training Institute). Broadly speaking, the purpose of the amendment was to help potential government officials (through the School of Public Administration) and present government

officials (through COTI) acquire knowledges and skills needed for the promotion of efficient and economical government operation.

Two weeks after arriving in Korea in October 1961, I was asked by the Acting Director of the Public Services Division of the United States Operations Mission to Korea to enumerate my goals as Principal Adviser to COTI. These goals contained three basic points:

1. Obtaining legislation in support of training;
2. Furthering training concepts consistent with and dependent upon learning theory, research findings, and sound organizational practice;
3. Developing training philosophy, organization, facilities, and techniques which would assure changes in attitudes and behavior of trainees.

COTI currently leases most of the newly constructed four-story library of Tong Kuk University, and occupies 116 rooms totaling over 144,000 square feet.

Full-time employees number 110, including 88 staff and 22 guards, watchmen, and janitors. Only three of the staff serve as part-time faculty, the remaining faculty consisting of forty-five persons who come in on a part-time basis.

In addition, various ministers and members of the Supreme Council for National Reconstruction give special lectures.

None of the senior staff and few of the junior staff or clerical group at COTI had any direct connection with the Institute prior to the military coup in May 1961.

The objective of COTI is established by law "To familiarize government employees in the most effective manner, with new knowledge and techniques related to various aspects of government operation in order to enable them to carry out their duties in the most democratic and efficient manner as public servants for the whole nation." Specific courses are also established by law: Advance, Senior, Junior, Trainers, Judges and Prosecutors, etc. Within the legal framework COTI has construed its function to "broaden the administrative

view of officials . . . and to train them to a high state of administrative efficiency and in abundant social knowledge so they can carry out the objectives of the national administration in the most democratic and efficient manner."

Subjects of study include work in political, social, economic, and military fields, both domestic and foreign. Training is purportedly predominantly practical rather than theoretical.

The COTI curriculum consists of six courses, and a seventh (for judges and prosecutors) will be added shortly. Two of the courses were offered a single time: a fifteen-day course was given to 129 persons who have subsequently served as instructors in each ministry and province; and a ten-day course was given to sixteen Planning Coordinators representing each ministry and province. A one-week course for educators (high school, middle school and primary school principals and assistant principals) was given to four groups of approximately 100 persons each. The Advanced course is given each three weeks for an average enrollment of 125 top level officials. The Senior course (average enrollment 300) and the Junior course (average of 135) are offered each two weeks. The course content, lecturers, textbooks, and other aspects are essentially similar for all courses, though presumably on differing levels.

Current classes are considerably larger than formerly. Data show that there was an average of 68 trainees per class during the Formative period, 26 during the Developmental period, and 159 during the Military period.

Course content has also changed considerably under the military regime. No longer are courses offered in decision making, delegation of authority, communication, English language, English correspondence, leadership techniques, and the like. These and similar subjects have been eliminated or are covered in a matter of minutes rather than hours or days. There is reason both to hope and believe that the change is only temporary.

Training materials have also changed. During the Developmental period COTI staff wrote numerous booklets, put Korean sound tracks on many slide films and motion picture films, and (in cooperation with the Audio-visual department of USOM) planned, wrote, and filmed two sound motion pictures on "The Supervisor as a Leader." These materials are rarely used at present.

The function of an adviser is to advise. To advise is to give advice or counsel to another person and to make recommendations or give warnings concerning a course of action. Advice, as such, is of no value unless it is taken into consideration and acted upon by the recipient.

Some persons have sought advice evenings as well as days, and holidays as well as workdays; others have directly and otherwise rejected opportunities and requests to discuss mutually and generally recognized problems. Some of the advice has been applied without delay and with enthusiastic feedback of results. In other cases the advice has been rejected.

At the other extreme was one individual who neither wanted nor tolerated advice. His concept of an adviser seemed to be that of a guest who should be treated with courtesy, briefed on events after they had occurred, who should attend ceremonies, and who should spend his time procuring equipment and supplies as requested.

Changes in size of class, course content, and training aids do not mean that the highly effective work done during the first three-and-one-half years of the Minnesota-COTI contract (Developmental period) has gone down the drain. The early COTI has had a profound effect on training in all Korea through its de-emphasis on the lecture method and its stress on problem analysis, group discussion, case study, role playing, visual aids, and similar modern training methods. Persons trained at COTI have gone to other agencies and continue to apply the principles advocated by the earlier COTI. It would be physically

impossible for any single organization to conduct all necessary training for government employees. Therefore COTI should continue to function as a focal point for the advanced training of top level government employees. It should also help the various provinces and ministries, as well as specific sections within such divisions, by developing and giving intensive and extensive courses for training trainers. It should also serve them in the capacity of a consultant.

The present director of COTI is a military man thoroughly versed in army training methods. He is handsome, aggressive, hard working, shrewd, and intensely loyal to those whom he esteems. He is military to the core. Undoubtedly he was an outstanding regimental commander on the battlefield. He has modeled COTI after military training in the United States and in Korea.

In view of his background, the COTI Director should not be criticized for failure to know and understand basic essentials of effective civilian training. Persons with such background could be obtained and used if desired.

A significant question which needs to be asked at COTI is whether the training should have as its purpose the training of army officers or the training of government officials. There is a difference, and it will be recognized sooner or later.

Talented persons are on the staff of COTI. Unfortunately, their acquisition appears to have been by conscription in some instances. Some were transferred from other ministries when COTI's rapid expansion started in November 1961. Others were picked from top ranking students in classes at COTI during early 1962. To the extent that such persons were neither consulted nor given a genuine choice regarding their transfer from other governmental units, it is imperative that COTI's recruiting methods be changed.

The situation has been made worse by job assignments seemingly made without adequate consideration of previous education, experience, and specialized abilities. Based on records of the University of Minnesota with respect to

former participants subsequently employed at COTI, it appears that one specialist in the field of visual aids has been assigned duties outside that field even though his particular knowledges presumably could have been put to effective use, and in another case a specialist in the field of public relations and journalism was placed in charge of a course for judges and prosecutors for which the record fails to indicate any relevant background.

Again based on University records, it appears that at least some staff members have been given job assignments requiring considerably less intelligence and administrative abilities than they possess.

It is unfortunate if the methods for procuring and assigning personnel in COTI should violate basic principles of training. COTI would have a better reputation among other governmental agencies if it applied to itself the same principles it recommends to its trainees.

Autocratic selection procedures, assignments outside fields of specialized abilities and interests, and job duties which fail to permit use of overall abilities, can result in decreased effectiveness of personnel and in turnover which is both undesirable and unnecessary.

Observation and analysis indicates excessive use of fear and intimidation as a motivating device. An example is the overemphasis of discipline purely for the sake of discipline. The necessity for this approach following the military revolution can be understood and accepted. However, from the long range viewpoint such negative approach is psychologically unsound, and every attempt should be made at the earliest possible opportunity to replace it with positive motivational appeals.

Officials of COTI must be exceedingly careful to practice what they preach. The revolutionary government and editorial writers have stressed the need of training which shows government officials the importance of treating all people with kindness and fairness. COTI officials must thus be particularly careful

they are not guilty of loss of emotional control, display of temper tantrums, physical violence, and manhandling of other persons.

The COTI staff is an exceedingly hardworking and conscientious group. Unfortunately, their long hours of work (frequently including Sundays and holidays) give them insufficient free time to obtain needed information, to plan, or to think.

The COTI staff includes subject matter specialists who are highly competent in public administration, office management, personnel administration, public relations, and various other fields. There is no evidence of a corresponding specialist in the field of general or educational psychology who has a sound background in learning theory, motivation, and other basic aspects of educational practice and who is thereby qualified to advise on technical aspects of education. Such experts are badly needed and could be obtained, if desired, from university departments of psychology, departments of education, or from organizations such as the highly competent Central Educational Research Institute.

Many of the faculty and many of the consultants to the Academic Affairs Section are prominent professors of high academic competence and achievement, but are persons who have had little occasion to learn that there are fundamental differences between teaching on the college or graduate school level and training mature adults who are full-time government officials of wide experience. A university professor can be an excellent instructor at COTI, but he is not necessarily qualified to serve as such merely because of his academic proficiency and prestige.

COTI possesses an excellent library of books, pamphlets, and periodicals in both the Korean and English languages, a large part of which has been secured through the Minnesota contract. The potential value of the library is great, though three factors minimize its present value. (1) When COTI moved to its present location, a chicken-wire barricade was placed between the books

and readers, thus running counter to the American trend (as well as previous COTI practice) of open stack privileges. It is doubtful if this procedure is necessary to protect books, but it is certain that it makes the library less usable to readers. (2) Use of the library is limited to COTI staff, faculty, and students. It should be opened to all government officials and to other responsible persons. (3) The present librarian is untrained and incompetent - to the extent that she does not understand the decimal system. Books and pamphlets acquired several months ago have not been catalogued, the card catalogue is incomplete and in bad order, and pamphlets have not been placed in any logical order since the library was moved to its new location. The value of the library would increase immeasurably if a trained librarian were in charge.

Previous advisers, as well as the current military government, have been highly successful in developing and using the gimmicks of training; including visual aid charts, blackboards, slides, flannel charts, flip charts, sound slide films, motion pictures with Korean sound tracks, and the like. Visiting lecturers are encouraged to use available aids and are given help in preparing new materials.

Procedures for organizing and scheduling training programs, courses, and classes are particularly effective. Manning tables, time schedules, and the like are used well to obtain clockwork precision.

Modern training techniques are used with effectiveness. These include group discussions, case studies, drill sessions, simulation exercises, role playing, demonstrations, etc.

There is a lack of clear-cut, realistic, and practical goals. Although governmental laws and decrees give broad goals, these are necessarily worded in general terms and should be used as guideposts in developing specific and workable goals which are directly related to training needs.

It is imperative that COTI take a long and hard look at training needs. Training programs should then be geared closely to existing needs. Methods, techniques, and procedures currently used indicate the philosophy that the purpose of training is training. There is failure to recognize that training is a means rather than an end.

Tacit acceptance of the philosophy that the purpose of training is training has resulted in undue emphasis on prestige and status factors. Long range effectiveness, however, will be based on trainee attitudes and obtained results rather than on superficially impressive data.

COTI has failed to distinguish between education and training. Much of the material presented in the various courses is of broad cultural interest and value, but will not significantly aid government officials in developing more efficient and more productive work units.

Course content is too broad in scope, and classes attempt to cover too much material in the time allotted. For example, the fifteen points in the outline on "Personnel Administration" cover a typical one-year university course in personnel - but must be presented at COTI in three class hours. Although recognizing the emergency of the situation and the necessity of training thousands of employees in a limited time, it is nevertheless true that effectiveness of training depends on how much is learned and put into practice, not on how much is presented.

COTI is to be commended for its efforts to determine trainee attitudes toward the program of the Institute. This is always a difficult task, but especially so in a revolutionary and a military government where candid expression of attitudes (even though anonymously) can be of little if any personal benefit whereas it might be construed as possibly having an adverse effect on career and/or livelihood. An organization such as the Central Educational Research Institute could be of immense help in this area if given the requisite

freedom. Perhaps such organization could devise a questionnaire which could be administered to government officials at home or at their regular place of employment subsequent to their training at COTI.

Measures and criteria of training effectiveness should be developed in addition to trainee attitudes. This will be difficult, but would provide information which could be used to improve COTI training so it would compare favorably with some of the best training in the world.

In many respects, training offered at COTI at the present time does not compare favorably with training previously offered at the Institute. Nor is the training outstandingly good when compared with that offered in Western countries, in other parts of the Orient, or even in other agencies of the government. Fortunately, however, the future of COTI is much brighter than superficially might appear to be the case.

The weaknesses of COTI are predominantly those which are of a temporary nature. Many have arisen from the fact that the revolutionary government has had a very short time in which many major reforms have had to be made. As time goes on, it will be possible for COTI to deviate more and more from the temporary and expediency measures which have had the unfortunate side effect of reducing the caliber of training offered at COTI from a broad and long range view.

The potential is present for COTI to become one of the better training institutes in the Orient and in the world. Prominent among the reasons for optimism are:

1. Korean people typically have strong motivation to study and to learn - as evidenced by the widespread and closely followed proverb "Flow (work) by day and study by night."
2. The military government has put increased emphasis on the importance of training and has provided the requisite time and money.
3. The Ministry of Cabinet Administration, which has the legal responsibility for in-service training, has been headed since the revolution

by a man who is highly intelligent, vigorously aggressive, broad in vision, and skilled in public relations; and he has developed and surrounded himself with a high caliber supporting staff.

4. COTI has a staff of intelligent, well educated, and hard working persons.
5. Other highly qualified persons are available for part or full-time work at COTI, e.g., university professors, graduates of the Seoul National University School of Public Administration, officials of the Ministry of Cabinet Administration and of other ministries, et al.

Korea currently has the trained and qualified manpower necessary for continued growth and development of in-service training. The need for American advisers in the future is partly fictional, though widely subscribed to by both Americans and Koreans. This does not mean that advisers would be of no value. They are always helpful - in America, in Korea, and in any other country. Neither does it mean that there has been no need for them in the past: Rather, the current situation is the result of the effectiveness of past advisers as well as the rapid strides made by Koreans since their liberation from Japan and the devastation of the Korean war.

The people of Korea, including the staff of the Central Officials Training Institute, must remember that all that is American is not good, and all that is Korean is not bad. Also: new things are not necessarily good and old things are not necessarily bad. They must be careful not to make changes merely for the sake of making changes. Korea is changing at an astounding and frightening pace. Just as the country is in a period of transition, so also is training in a period of transition. In and of itself transition is neither good nor bad. Change for the sake of change is foolish. The direction of the change is the significant factor. Thoughtful analysis and a sound philosophy of training can assure retaining what is good of the old and rejecting what is bad. To this should be added only that which is good of the new. The transition from the old to the new will then be smoother. What is more important - the results will be improved and the Republic of Korea will be benefited to a greater extent.

Changes Effected by the Project. Any valid evaluation of the changes brought about through the Minnesota/Seoul National University Cooperative Project must be based on a knowledge of Seoul National University as it was in 1954 when the cooperative program started as well as a thorough understanding of the same institution in 1962 as contract work terminated. Even under these conditions appraisal is extremely difficult since the differences, consisting of changes in people, are in part intangible.

Granted a "before and after" knowledge, judgments can be made by visiting specialists or by the Korean educators who are actually working in the institution. It may be pertinent here to quote the following five paragraphs from the fourteenth semi-annual report written a few months ago by the present chief adviser whose intermittent service in Korea may qualify him for a place in the former category.

"Having been stationed in Korea in 1955 as Chief of the Education Division for the United Nations Korean Reconstruction Agency, the writer had frequent contact with Seoul National University when the Minnesota contract operation was in its initial stages. Returning to close association with the Korean institution in 1961, he has found the changes in the colleges which have been assisted under the Cooperative Project gratifying and impressive. The most apparent developments can be characterized very briefly as follows:

"Striking, almost breath-taking improvements have been made in physical plant facilities. At the College of Agriculture, which was largely a mass of rubble and empty walls in 1955, seven major new buildings have been erected and other minor construction completed in addition to the repair and rehabilitation of previously existing structure which house offices, classrooms, laboratories and shops.

"The sight of a modern appearing, functional, well planned, collegiate campus is a startling change over the devastated mass of debris which greeted

the eye nearly seven years ago. Slightly less exciting, but equally significant developments in the erection and rehabilitation of buildings are apparent at the Colleges of Engineering, Medicine, Veterinary Medicine and the School of Public Administration. Necessary construction has taken place and war damaged facilities have been repaired. These outward changes in physical plant appearance are in the aggregate spectacular, easily observable and of major importance.

"Within the buildings themselves, however, other fundamental differences are immediately apparent. Laboratory and research apparatus is installed and in use, teaching equipment and supplies are on hand, audio-visual facilities have been procured and are utilized. Department and college book holdings and reference materials are approaching adequacy despite a sad deficiency in central library resources.

"Less tangible, more difficult to evaluate, and even more fundamental in its impact is the change in the teaching force that has taken place during the contract period. The 226 participants who have been sent abroad for additional graduate training have been distributed so that in all related colleges, with the exception of Veterinary Medicine (54 per cent), more than two-thirds of the full-time instructional staff have had overseas graduate experience. Attributable to this staff exchange program and to improved facilities in laboratories and classrooms, in the eye of one Minnesota specialist who served for more than four years as an adviser in Korea under the Cooperative Program is 'a decided improvement on instruction . . . there is less reliance on the lecture method, more on the practical there is a tendency toward promptness, fewer missed classes, more student counseling and greater use of visual aids.'"

In an effort to secure an analysis from those who have been closest to the "cutting edge" of the Minnesota contract work the Deans in each of the related colleges at Seoul National University were asked to contact their various department heads and submit a written response to the question "What

has been the impact of the Minnesota/Seoul National University Cooperative Project on your college?"

Rather detailed responses were received from each of the four colleges (one is now a department) and the one School involved in the contract relationship. Study of the statements submitted by the respective Deans indicated that the material could be grouped into four major categories viz. 1. Better Teaching, 2. Stimulation of Research, 3. Expansion of the Curriculum, 4. Physical Plant Improvement. These reports from the colleges are summarized briefly below:

1. Better Teaching

The improvement of instructional service was emphasized as a major outcome of the cooperative project by each of the five responding Deans. This was reported to be due to these factors: (1) an improved staff composed of personnel who have been trained abroad and are familiar with more modern teaching techniques, (2) availability of needed equipment and supplies, (3) more extensive use of laboratory and demonstration procedures rather than rote memorization, (4) better text and reference materials, and (5) the guiding influence of qualified U. S. advisers.

Quoting from a typical statement by one of the Deans, "As a result of the training of faculty members great improvements have been made in the teaching of subject matter, teaching methods and techniques in the respective instructional areas." Another Dean reported, "With the aid of instruments and materials purchased through ICA project, it was possible to reform the old wordy kind of teaching method into a practical and empirical method." A third quotation emphasizes another type of teaching aid, "Audio-visual systems have been widely employed . . . and projection slides in these fields have been provided in abundance." "More practical knowledge is offered and curiosity and questioning are encouraged."

There was also the expressed hope on the part of the Deans that a modest participant program might be continued. They felt that the present working environment at Seoul National University is such that the training of faculty members in depth may well pay bigger returns now than at any time since the inception of the project.

2. Stimulation of Research

All four of the colleges involved in the cooperative program called attention to an increasing interest in academic investigation. New equipment, advanced training and the stimulation of experienced U. S. advisers has been responsible for rising interest in departmental research.

Indicative of productive scholarship is the report of one small department of three staff members which produced fifteen published research papers during the course of the Minnesota/Seoul National University Cooperative Project. The statement from another department credited their Minnesota adviser with initiating many activities in the department. "Papers published through the same period (October 1954-June 1962) by the five staffs of this department numbered 34."

Another college dean lists the titles and publishers of two professional articles produced by the staff members of a certain department in 1957. Similar data are given for four articles published in 1958. In 1959 four more articles appeared and in 1960 seven research projects from this department got into print. In 1961, as participants returned and the impact of advisory assistance became more obvious, staff members in the department reported on eleven research projects and additional work was underway to be datelined in 1962.

The statement of one of the other deans ends on an apologetic note "The research activity of faculty members since the inauguration of the Cooperative Project has ever been increasing. Since May 1955, 37 research papers have been published in various journals by the faculty members of the college. If research funds had been available greater research productivity could have been expected."

The encouraging facts are that for the colleges in the Minnesota contract program no apologies are necessary. On the contrary the evidence indicates solid justification for well merited pride in the quantity and quality of faculty research.

3. Expansion of the Curriculum

In each of the instructional units involved in the Minnesota/Seoul National University Cooperative Project participant training has made it possible to add new courses to the curriculum. Faculty members whose interests have been broadened and deepened through advanced graduate training abroad have started to teach subjects which had not previously been offered. This is pointed out with clarity in the following excerpts which are taken from the Agricultural College report: "The old curriculum before the Minnesota contract was not specialized as it is now in this department. After return of staff members who have been trained in the University of Minnesota, the old one was drastically revised in order to emphasize every field in agricultural engineering as far as possible. Especially emphasized major fields are irrigation and drainage, farm power and machinery and farm structures." "Several new courses were created in 1961, such as Marketing Farm Products, Consumption Economics of Agricultural Products."

The influence of the adviser is another causative factor: "A number of faculty members returning from the training at the University of Minnesota had recommended to correct the Veterinary curriculum. With the advice and recommendation of Dr. John P. Arnold who had been at the College/Department of Veterinary Medicine in the capacity of General Adviser from August 1960 to July 1961, the curriculum was corrected to offer new courses and to improve the laboratory courses with special reference to clinical training for senior students. These changes in curriculum were made possible because a number of

faculty members had chances to improve and better their knowledge in respective fields of teaching."

". . . The exchange program that sent Dr. C. H. Bailey and Professor P. M. Burson as the advisers for this Department and that eventually trained seven members of our teaching staff in the United States during the period of 1955 to 1961. This fact very much influenced curriculum, teaching and research in our Department, to be refreshed, enriched and fortified."

One of the very significant curricular developments in the related colleges is the increasing amount of time allocated to laboratory work and personal investigation/observation as compared to straight lecture presentations. Three quotations from the Medical College report will illustrate. "The instruments purchased through ICA project enabled us to demonstrate many complicated phenomena which had been taught only by formal lecture. The student laboratory course was enriched." "The greatest change that has been effected during this period. . . is the change in curriculum, especially in the ratio of times for class room lectures to those for the actual bedside teaching and clerkship." "Prior to 1954, teaching in the school was still of the didactic kind under which students heard much of elaborate word pictures of microbes and did little themselves in the laboratory. At present they stain, inoculate media, isolate pathogenic organisms from clinical specimens, run various serologic tests, and type their own blood groups."

4. Physical Plant Improvement

Korean educators have often been accused of being "edifice oriented." However, the five Deans who worked most closely with the Minnesota/Seoul National University Cooperative Project emphasized the improvement of instructional resources rather than physical facilities per se in evaluating accomplishments during the "Minnesota era." Actually the need for rehabilitation and new construction varied considerably from college to college when contract

work started due in part to the differences in war damage among the various sites on which the University operates. The emphasis on the academic is particularly noteworthy since, to the administrator, new and rehabilitated buildings are something of a success symbol which can be viewed and appreciated by every campus visitor. Progress in improving instruction, research and public service is much less obvious and more difficult to demonstrate even to the more discerning of foreign and local guests.

The reports do indicate seven new buildings and major rehabilitation of other structures at Suwon, six new buildings plus extensive repair and improvement at Engineering, two new buildings and several expansion and remodeling projects on the main campus. Supplementary works have included paving, sidewalks, drainage systems, erosion control and security fencing.

All rehabilitation and construction projects were carried out with the cooperation and assistance of the USOM Public Works and Education Divisions and supported by ICA aid funds and counterpart allocations.

These were large scale and costly projects. However, as the reports from the various colleges indicate, central heating is operational in only a few buildings and electric light and power are available only on an intermittent basis. The water system is inadequate at times on certain locations and much of the plumbing is antiquated. A great deal remains to be done in order to bring physical plant facilities up to minimum standards for a pre-eminent institution, either Asiatic or American.

In closing this section of the fifteenth and final report the writer has considered the possibility that the University of Minnesota at some future date may be requested to undertake another overseas contract in higher education. During the last eight years many problems have been encountered in the home campus office and in the Korean office. Experience has been gained and

operational lessons learned--the groundwork laid for further effective institutional service in the foreign aid field.

From the standpoint of a contract Chief of Party endeavoring to coordinate the work in a host country, a few precautionary suggestions will be recorded here while related events are still in sharp focus. These are essentially the points previously emphasized by my predecessor.

1. Insist that local currency for installation, construction and other agreed upon costs to be borne by the host country be on deposit and available for use before the project starts. This has been a critical and long continued problem in Korea.

2. Be sure that there is a carefully worked out and clearly understood plan for utilizing advisory service before advisory personnel are assigned. Advisers may be needed but if they are not wanted or accepted by the local administrators effective service is impossible. Personalities and individual temperaments are always a factor but it is a mistake to assume that underprivileged peoples are as anxious for technical assistance as they are for help in the form of commodities. This has not been a major problem at Seoul National University as it has on some other projects but it has caused some recent concern at COTI.

3. Make every effort to see that some provision is made for maintaining and repairing buildings and equipment after construction is completed and installation takes place. Asiatic people often make no provision for continued maintenance and custodial service. Unless some local currency funds are guaranteed for this purpose the rate of deterioration and malfunctioning due to lack of repair and ordinary upkeep will soon result in major losses and impair the usefulness and value of the whole project. U. S. advisers and faculty members trained in America have made progress in spreading the doctrine of

preventive maintenance and good housekeeping at Seoul National University. In any new contract project it should be given immediate emphasis.

Educational institutions working overseas face a real challenge and a great opportunity. The three problem areas mentioned above may serve to clarify the challenge and accentuate the opportunity.

In Conclusion. As the last group of advisers under the Minnesota contract terminated their official duties and left Korea for their homes in the United States they experienced varied emotions--a deep appreciation of human values as exemplified by Korean colleagues and friends, a subdued sense of satisfaction as the result of progress realized through hard work and diligent effort and an acute awareness of the staggering job which remains to be done in this struggling country on the frontier of the free world.

