

MICHIGAN STATE UNIVERSITY GROUP

16 February 1965

MEMO FOR RECORD:

SUBJECT: Ground-breaking Ceremony for the Faculty Lounge

1. Now that the contract for the Lounge has been signed the next problem is to set the ground-breaking ceremony. According to plans made when the High Commissioner approved the project, USCAR (Mrs. Fink) was given the responsibility to arrange the details for the ground-breaking ceremony -- of course, with Mr. Maeshiro and the Kohatsu contractors. As given in Memo No. 2-17-65, the date has been set for 1000 hours February 20.

2. Yesterday, however, Mrs. Fink received word that because Ambassador Reischauer is visiting here for a few days, General Watson would not be able to attend the ceremony. Mrs. Fink then is trying to arrange for someone to take his place. But this idea runs into opposition. Mr. Paul Davis objects because General Watson specifically ordered that he (General) will be at the ground-breaking ceremony in order to reinforce the need for adequate maintenance of the University buildings. If Davis' point is accepted, the ceremony will surely be delayed until the High Commissioner is available.

3. So here we are three days before the scheduled ceremony waiting to see if Mrs. Fink or Mr. Davis wins the argument. The outcome will determine the date for the ceremony.

4. I have informally relayed this message to Mr. Maeshiro so that he would not be entirely surprised if the ceremony is postponed.

IWAO ISHINO
Chief of Party

M/R 326

OFFICE OF DEAN OF INTERNATIONAL PROGRAMS

August 12, 1965

C
O
P
Y

Chairman, Department of Anthropology
Room 10
Center for International Programs
Campus

Dear Professor Maxwell:

I am enclosing a thermofax copy of a letter concerning Dr. Iwao Ishino. The letter was written by the Civil Administrator of the Ryukyu Islands and a copy was sent to me.

Since the letter states Professor Ishino's performance of work overseas during the past two years, I believe that you would wish to see it and place it in his personal file.

My evaluation of Dr. Ishino's performance of duty was submitted to you last spring when salary adjustments were being considered by colleges, departments and institutes. I can add that there has been no lessening in either the quality or the amount of work he has accomplished in carrying out his advisory responsibilities to the University of the Ryukyus and to the Civil Administrator.

Sincerely,

Miller O. Perry
Assistant to the Dean
Coordinator, Ryukyu Project

MOP:wft

Enclosure: Letter from Civil Administrator

cc: Dean McQuitty ✓
Professor Ishino

OFFICE OF DEAN OF INTERNATIONAL PROGRAMS

August 12, 1965

C
O
P
Y

Director, Institute for Community
Development
114 Kellogg Center
Campus

Dear Professor Gibson:

I am enclosing a thermofax copy of a letter concerning Dr. Iwao Ishino. The letter was written by the Civil Administrator of the Ryukyu Islands and a copy was sent to me.

Since the letter states Professor Ishino's performance of work overseas during the past two years, I believe that you would wish to see it and place it in his personal file.

My evaluation of Dr. Ishino's performance of duty was submitted to you last spring when salary adjustments were being considered by colleges, departments and institutes. I can add that there has been no lessening in either the quality or the amount of work he has accomplished in carrying out his advisory responsibilities to the University of the Ryukyus and to the Civil Administrator.

Sincerely,

Miller O. Perry
Assistant to the Dean
Coordinator, Ryukyu Project

MOP:wft

Enclosure: Letter from Civil Administrator

cc: Director Hunter
Professor Ishino ✓

UNITED STATES CIVIL ADMINISTRATION OF THE RYUKYU ISLANDS
OFFICE OF THE CIVIL ADMINISTRATOR
APO San Francisco, 96248

HCRI-CA

23 July 1965

Dear Dr. Ishino:

During the period 20 June 1963 to 25 March 1964 as Sociological Consultant and 26 March 1964 to 26 July 1965 as Chief of Party for Michigan State University Group at the University of the Ryukyu Islands, you have addressed yourself with deep concern to the improvement of all colleges of the University in a myriad of areas. The standardization of under-graduate curricula and establishment of higher standards for advancing scholarly research were major accomplishments. Your timely and excellent advice to the Board of Directors, and members of the faculty covering the gamut of academic areas contributed greatly to the continued efficient operation.

Your contribution to eliciting the support and interest of the local government and community in the University problems has been most outstanding. Your efforts have significantly aided the United States Civil Administration of the Ryukyu Islands in carrying out its mission of advancing higher education.

The Staff of the United States Civil Administration joins me in extending sincere appreciation to you for your endeavors and accomplishments and wishing you success in your future undertakings.

Sincerely yours,

GERALD WARNER
Civil Administrator

Dr. Iwao Ishino
Chief of Party
Michigan State University Group

UNITED STATES CIVIL ADMINISTRATION OF THE RYUKYU ISLANDS
APO 48

LO 12 - 4

3 December 1963

SUBJECT: Travel Orders

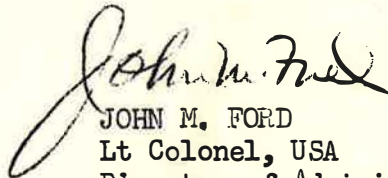
TO: Individual Concerned

1. TC 209. Fol indiv INVITED to tvl as indicated. Rtn to proper sta upon completion of trip.

ISHINO, Iwao Dr. (GS-13 Equiv) US Passport No. D 317506, Michigan State University Group, USCAR (SF-1726) APO 48

Tvl to: Japan and rtn
WP date: o/a 4 Dec 63
Pd: Approx 8 days
Auth: Chief MSU Group
Purp: The study of current research and instructional programs in sociology and anthropolgy departments of several universities in the Tokyo area and in Kyushu.
Sp Instr: Tvl auth by Gov't sur trans or coml trans at no expense to the Gov't. All expenses incident to this tvl will be defrayed by indiv. It is the indivs resp to secure nec passport, visas, clearances and immunications as appl and to comply with curr req of country to be visited. TEMAA on space avail basis only.

FOR THE HIGH COMMISSIONER:


JOHN M. FORD
Lt Colonel, USA
Director of Administration

DISTRIBUTION:

25 - Indiv
5 - MSU Gp
2 - CAAS
2 - Civ Pers Clk
1 - Orders Clk

MSU Group, USCAR
APO 500
San Francisco, California

July 12, 1963

Professor John Useem
Department of Sociology and Anthropology
Michigan State University

Professor Armand Hunter
Continuing Education
Michigan State University

Gentlemen:

Thank you for your letter of July 5. I like the proposals you have made in paragraph one, but the contents of paragraph two puzzles me.

You write, in part, that Dean Taggart "would adjust present basic salary to the new level." According to my figures, there would be a difference of \$25 between my current annual salary and the proposed salary. (My present 10-month salary is \$10,700, which, if annualized at 25%, would come to \$13,375.) Thus you are offering me in effect a raise of about \$2 a month. Was this your intention?

Inasmuch as the proposal from Ohio State University is for more than \$15,000 for a nine-month period, it seems to me a proposed increment somewhere between \$500 and \$1000 would be agreeable to me--not a \$25 increment.

Dr. Useem, if the suggestion in the preceding paragraph is difficult to ~~execute~~ implement, then I would propose this alternative: A basic 10-month salary of \$12,500; half-time in Sociology & Anthropology and half-time in the Institute of Community Development; commencing in September 1963.

May I look forward to an early reply?

Sincerely yours,

Iwao Ishino

COPY

COPY

June 11, 1963

Dr. Iwao Ishino
c/o Mr. S. Kobayashi
1730 Martha Lane
Santa Ana, California

Dear Dr. Ishino:

The purpose of this letter is to place on record the offer made to you on June 11 of a Mershon Professorship starting October 1, 1964. The salary is \$15,168 for three quarters of service. Your teaching load would average about six hours per week of classroom contact. It is likely that your participation in the Mershon Seminar on National Security Policy and related programs would constitute about half of your teaching load; the balance would consist of a seminar or a three hour course in this department. It might, however, consist of an interdepartmental topic is of an interdisciplinary variety.

We would especially like you to help us develop some international outreach for this Department in an area--perhaps Asia--of your preference. It is understood that your present research assignment would demand much of your time for its completion in 1964-65, and we would do our best to see that you have the free time to do this.

We would anticipate that your teaching in the department would be in Anthropology, if this is your preference. However, I feel confident that your colleagues would be quite willing to have you teach in Sociology, if you would like to do so.

All of us are hopeful that you will accept the offer, since we know that you would be a most congenial and productive colleague. I firmly believe that this Department can provide you with a great many opportunities for professional advancement. Your appointment would carry tenure and an obligation to continue it on the regular departmental budget at the expiration of the Mershon appointment. This offer has been cleared with all of the administrative officers of the University but is, of course, subject to confirmation by the Board of Trustees, as are all other appointments in the University.

If you have any questions about the position feel free to raise them.

Sincerely yours,
(signed)

/cf R. F. Sletto, Chairman
cc: Dean Richard Armitage, Dr. Brewton Berry,
Dr. Fred Corbally, Dr. Heimberger, V.P.,
Dean J.R. McCoy, Dean Robert Nordstrom

MICHIGAN STATE UNIVERSITY EAST LANSING

DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY

July 5, 1963

Dr. Iwao Ishino
USCAR-MSU Group
APO 48
San Francisco, California

Dear Dr. Ishino:

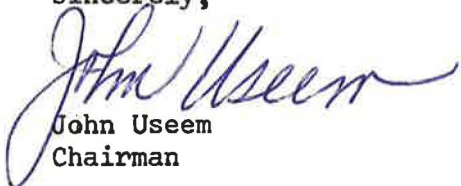
After conferring with various members of the University, we are prepared to make the following proposal:


Commencing Fall, 1963 your regular position in the University would be annualized so that you would continue to teach during the 10 months on a half-time basis in the Department of Sociology and Anthropology, work in Community Development sponsored activities half time and devote full time to the work of Community Development in the summer. This 12 month appointment thus would provide a substantial period of your total year for pursuing your fundamental research and related activities in connection with Community Development.

We further propose to annualize your salary at \$14,000. Dean Taggart has agreed that if this proposal is acceptable to you so that you will continue at Michigan State University he would adjust your present basic salary to the new level.

We trust that this arrangement will prove attractive to you and we sincerely hope that you will continue at Michigan State University. Dean McQuitty indicated that he was most pleased with his discussion with you prior to your departure and joins us in our hope that you will remain at Michigan State University.

Sincerely,


John Useem
Chairman


Armand Hunter
Associate Director, Continuing Education

618 Cornell Avenue
East Lansing, Michigan
Tuesday, July 16, 1963

Dear Iwao -

By now I hope your culture shock - information overload has gone into reverse, so that you're so fed up with mail from MSU, Mary and the kids, Americans, US movies, broadcasts in English, ad nauseum, that you're diving deep into Japanese, or Okinawan, culture to "get away from it all." Maybe you've picked a village (your village!) and are already testing out systems, images, plans, and all that with a Zen Buddhist twist.

I sent along a batch of my final Tri-County papers, plus an odd assortment of paperbacks (the selection didn't seem to be very good that day). And Kay has sent the "quality" typing paper.

Jack and I had a really good trip to Carbondale, mostly just relaxing and talking about anything and everything. We ended up with only a day at Carbondale, but got a chance to talk with people from Missouri and Berkeley. The Missouri training program sounds pretty good, and we liked the people we met, but their theoretical models don't begin to approach ours. They're off on an "interaction" kick so that they say that "Community development is human interaction," etc.

Since you left we seem to have been spending most of our time (Jack and I and Dan and Suwainai and Hani and Ed, when he got back from vacation) talking to foreign visitors who are interested in our community development program. First we had three more Philipinos, an Egyptian, and a girl from Columbia, who had all gone through the four month program at Berkeley. Then Barbara Doyle came in for the 4th of July party at Jack's. Last week we had Harry Graham-Jolly, Commissioner of Community Development in Nyasaland, and this week we have another Philipino.

We didn't plan to spend a lot of time with any of these groups - we talked about having someone take them out to the counties or up ~~the~~ to the UP. But we found them so interesting (and I guess we enjoyed talking about our program) that we ended up spending lots of time with them. We found ourselves using the formula we actually arrived at about the end of the winter ~~x~~ quarter - about one part serious discussion in the office or classroom, one part joking and completely unserious, and one part semi-serious discussions over beer at Monty's, interspersed with hilarious games of pool. Maybe that formula is about as good as any other for helping people get over the culture shock, or rather to interact with them on the basis of the "third culture."

I found almost everyone of them interested in our image-plan model, so much so that I got inspired to take all those separate "notes" I hastily put together this spring into a more coherent and logical form for use this fall and winter. So, at the moment, instead of trying to absorb any brand new information, I'm digging back through Boulding, Miller et al, and Meier (and finding lots of ideas that didn't hit me the first time around) in preparation for a draft paper or something trying to pull it all together. I also hope to build our model in closer relationship to my systems notions and to the good kernels in the planned change idea if I can. I'll shoot you a draft as soon as I have one.

We haven't done anything on Tree since you left - except that we are rapidly moving toward a project with Olivet in which we hope to test out some of the ideas. I guess we've been gestating on the proposal, trying to figure out what's best to do next. Duane takes over at the Institute this week, so we hope to have our situation there clarified fairly soon. I expect that we'll move ahead to submit a proposal to some foundation, but not right away. We still haven't spelled out just what studies and

research designs are implied by our approach and models. I think we'll clarify this considerably as we try things out in Olivet. (A group from Olivet came to the Institute asking for help, and we told Huel Blank that we were interested if we could carry out some special studies as part of the project. It looks as if Jack, Ed, Dave Booth or Al Sokolow, and I will work on this project.)

I reviewed Carl Jantzen's thesis - the first five chapters - over the weekend, and talked with him about it yesterday. Now I know why he was struggling so hard for the last months. He had to work out some practical answers to a whole series of questions about time allocation and time budgets which someone had to face when it came right down to getting hard data. I think he's done an excellent job so far, though I wouldn't have made some of the decisions he did. And I think he has learned a lot from it (which is one of the major purposes, I presume). He's sure learned the importance and difficulty of definitions, categories, trying another source or method if the first doesn't work, and the serendipity resulting from any study which takes you into a community.

I'm sure glad to hear that you will be returning to Michigan State, especially after the confusion on figuring (whatever it was). Now I hope we can make this place sound so exciting, that you'll want to be back in the mainstream of events and activities by fall 1964 instead of fall 1965. One thing I can offer at this point is that the group that was at California (for their CD course) thinks they got more in one week here than in four months there. Which all goes to bear out that we have something going in CD training, which you helped give birth to and which you should be on hand to help raise beyond the infancy level. We need your inscrutable Oriental mind to keep us on the track.

Barbara Doyle turned out to be an attractive (though large) woman who knows what makes these foreign students (participants she calls them) tick, especially the Philipinos. Just as one example, the three Philipinos who were just here stopped in Chicago on the way. They were scheduled for some activities there, but didn't show up at the Planned Parenthood Federation. When she saw them at Jack's party, she asked if they had a good time with Miss Gomez. They looked at her in amazement, and one of them asked, half-seriously, if Barbara had connections with the FBI. It turned out that Miss Gomez was the nurse in Chicago who Espanol ~~visited~~ visited (when he was supposed to be in Marquette). Espanol had his mail forwarded care of Miss Gomez at one time, and Barbara knew, as she said to us later, that "These Philipinos trade their women around or pass them along." Anyway, she acts as the knowing mother with some, the consoling mother with others, and seems to meet a real need - especially since she treats them all as real, live human beings. Her only fault, which may be minor in this case, is that she likes to gossip and tell stories about them, so that Jack and I know all about the romance between the Columbian woman and a younger Jordanian at Berkeley and so on. We had a good time with her, and she promised to be on hand for our Gull Lake weekend next fall.

So, now that I've about exhausted all the folksy news, what's really going on in Okinawa? Have Mary and your family arrived yet? Have you got nice quarters? Are you really over the culture shock? And how does it look for you to get in some village studies and some time to write and think through all this information we have absorbed during the past year or so. I'll be really interested to hear all about your trials and tribulations as well as the things that are going well.

Please give my best to Mary and all if they have arrived or when they arrive.

As ever,

Stew

MSU Group, USCAR, APO 48
San Francisco, Calif.
July 25, 1963

Dear Stew:

Mary thanks for the newsy letter and the pile of books and monograph you sent me. They arrived just at the time Mary and the children arrived so that I have not been able to get at them.

There are ~~so many~~ things I would like to comment about, I don't know where to begin—information overload again. Let me begin with my personal life and then expand from there.

Mary and the children arrived on July 18 and the dog (Chibi) one day earlier. The dog was put into Quarantine and so I had to escort the children daily to the Q. station, just to keep the kids happy. The family stayed in transient quarters until our house was vacated. This was Monday and for the last few days we have been busy trying to put in clothes hooks, soap racks, and groceries. We have looked over several maids and am still undecided which one will suit us. The telephone will be put in next February if we wait for regular channels. The water is turned off everyday—the only hours we have water is between 5:30 p.m. and 11:00 p.m. Even then we have to boil our water. Electricity goes off every evening at unpredictable times. I bought a 1956 car for \$520. The car includes a leaking radiator, a slipping clutch and a trunk that doesn't open. These are some of the rather unpleasant things that might be mentioned. The most difficult thing—the hot humid climate—I won't even mention.

At the university, the MSU group—as it is euphemistically called— is not a group at all. There is no organization here and no co-ordination of efforts among the staff. The Chief of Party is a party-going man and does little ~~stidix~~ work. He puts in about one hour a day at the office, if that much. The rest of the time, he puts in time at the Officer's Club, golf course and the PX. Right now he's off to the Philippines on some junket and when he returns he'll be leaving for Japan for another trip. I think this MSU project is wasting the taxpayer's money. MSU's relation with the University of Ryukyus is poorer than I had ever dreamed of. The people here are still bearing the grudge concerning a former MSU man who left his ~~responsibilities~~ ~~and~~ ~~increased~~ ~~discretionary~~ ~~vacationing~~ lab equipment unattended. This equipment caused a fire in the library building and some irreplaceable rare books were burned. Instead of staying around here, I am told, he ran off to Tokyo until "the heat ~~stix~~ was off."

As for MSU's relation with the Army command, this too is nothing to brag about. We're considered supernumerary (?) or as Ed Ahehin would say, the 13th tit. MSU is dependent upon the Army for various supplies, household equipment, food, recreational facilities, etc. I had to beg on my knees to get a ream of typing paper.

Partly for this reason and partly because we got a new man in the International Programs Office, my household goods will take another five weeks to get them here. Remember it is already two months and 15 days since they were packed in East Lansing. (Incidentally, I'm dying to get at some of the Tree Project notes).

to me

On top of all this, what is most disagreeable/is the subtle and invidious race prejudice that exists all up and down this command. This is not doubt due to the comparatively large number of Japanese-Americans working in this command at the lower echelons. (Prejudice against a minority climbs almost in direct proportion to the size of the group and to the level of technical skills). There is, accordingly, an unnecessary amount of social distance between Americans of European and of Japanese descent. Shannon McCune (former Provost of Mass. Univ.) is free of this kind of prejudice, but he seems relatively powerless to stop this kind of attitude, although he is the Civil Administrator. I place the source of this posture in the high command in the military.

All the foregoing I give you as background to what I have to write next. While the above frustrations reflect my own views, I must say in all honesty they are part and parcel of the stuff that makes this a fascinating place to research. Okinawa is truly a undeveloped country and it is currently going through the painful process of development. The Americans here are in a unique position to control and direct this development because ~~it is~~ they have military and civil control over the entire population—justified by "military necessity," to ease the conscience of the Americans. ~~Superficially~~ To anyone who has seen the change from the standpoint of where they began 12 years ago, the change is indeed remarkable. Cars have increased, electricity has been universalized, education has improved, human resources have developed, and political sophistication has risen. But so far, every advance has been piecemeal so that too often one advance has restricted the growth in a related field. For example, bus, taxi and private auto transportation has vastly improved, but they have ^{increased} so much that the ~~roads~~ roads are badly treated and movement of cars is sluggish. Thousands of typhoon-proof housing have been constructed without due regard to source of electricity, water or access roads. Many ~~new~~ houses are built on hillsides with roads with 30% grade leading up to them. There is a great shortage of water and electricity. The water situation is aggravated because the plumbing is such poor quality that water drips constantly from the faucets. The amazing growth of TV ownership aggravates the shortage of electricity and it takes up power where it could be more advantageously used for other purposes.

The real problem is, as I wrote above, that no one has tried to look at the integration of these development plans at the community level. Everything is being done piecemeal, without regard how one system affects another. The data and real world of development ~~is~~ are here for any researcher who wants to get in and dig. I want to get some of these materials.

Now for a few comments about your letter and its contents. I'm happy that you have had a chance to read some chapters from Jantzen's thesis. I agree entirely with your comments made regarding the thesis...About my decision to remain at MSU, I'm happy too that I've made it. I look forward to working with you fellas. Please keep me informed on Olivet study. ..I'm glad that you finally got to see Barbara Doyle and am happy that you fellas entertained her so well...On the Missouri CD program, have you an outline of their program that you could send me?

Keep the home fires burning.

Cordially,

JWS

MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN • U S A

THE LIBRARY

15 November 1963

Dr. Iwao Ishino
U.S.C.A.R. - MSU Group
A.P.O. 48
San Francisco, California

Dear Iwao:

It's hard to believe it, but I'm back to Michigan, enjoying its pre-Winter chill and rain and trying to organize myself as well as the new library division of International Studies.

My trip was very good, profitable, and I hope to have the opportunity of repeating it in the years to come. I made good contacts with government publishers in India, Pakistan, Turkey. Renewed our contacts with the FAO in Rome and with the UNESCO in Paris. I also acquired a mess of library materials, both, in India and in Pakistan.

I reported about my trip to M.O. Perry, Glen Taggart, Gene Jacobson, and to Chapin, too. Bill Ross is now next on my list but he wants a written report about my stop-overs in Hong Kong, Calcutta, Madras, Bombay, Delhi, and Karachi in order to use that in one of his own reports of the Asia Studies Center.

I understand that President Hannah is to visit Ryudai (in the company of his son Robert, a senior in Pol. Science at Yale or Princeton). His present schedule calls for a Thursday afternoon, Dec. 19th arrival and a Sunday, Dec. 22nd departure. I'm telling you this merely to inform you in case the inter-office communication on the 3rd floor of the Shikiya Memorial Library broke down. In the years past, it was customary to divide the chore of transportation of President Hannah among the members of the group. The families also had him over at their homes for ^{breakfast} breakfast, lunch, or dinner. So he spent some time with each of the families, individually.

I'm enclosing my TEMPORARY PRIVILEGE CARD and I'd appreciate your returning it to (pretty little) Mrs. Danbara with my thanks and regards.

With best wishes and, again, if you want me to do anything for you here, I'd be very glad to assist you.

Cordially,


Eugene de Benko

encl.

November 19, 1963

Dear Gene:

I just received your welcomed letter of 15 Nov., so tonight I thought I'd bring you up-to-date on local matters. But before I do this, let me acknowledge the cards you have sent us on your circum-planetary trip.

Since the time you have left these golden shores, we have not been visiting the USCAR people as much as when you were here. Nevertheless all of us have been kept busy with one thing or another. (This is not say, however, that the morale of the MSU group has improved--the King-Ney acrimony, for example, still persists and tension rises from time to time). Does it look like we're going to get reinforcements here for the staff? I'm asking because you know how the intra-office communication is.

I've been occupied by such things as follows: a two-day helicopter trip to Kumejima with the Civil Administrator and some geographers, a talk on Community Development to GRI education officials and adult education specialists, two lectures on culture and personality before a class in psychology of personality, an article that was published in the Okinawa Times (on juvenile delinquency). The most exciting thing in the last month occurred yesterday when I received a complete set of aerial photos of southern Okinawa. Now I have the basic maps to examine the creeping urbanization of Naha, Koza and other units of this metropolitan complex. There are in all 85 photos, 9" x 9" each!

Nakamura and I have started a research on English loan words that appear in the local newspapers and on TV. I'm interested in this problem as one index of how American culture has begun to infiltrate the local culture; Nakamura is interested in it from the standpoint of linguistics. (Ney thinks I'm encroaching his territory).

I have also completed the first draft of my now famous (?) report on "Research at the University of the Ryukyus" (nearly 50 pages long. I have interviewed 20 rank-and-file faculty members for about an hour apiece, talked with the administration, looked over the research facilities of the university, examined the library resources, and catalogued the research papers published in the Ryudai journals. (This last item runs to about 37 mimeographed pages--the ~~papers are listed~~ items are listed by departments.) From this report and study has come a number of recommendations concerning the allocation of research funds, procedures for doing research and problems of publication. One of these recommendations may particularly interest you because it entails the library.

In this study it occurs to me that a good deal of research money is going into subsidizing investigations that has already been done elsewhere, e.g., in the US or in Japan. One prime example is Kosei Akamine's study of limestone cliffs in Okinawa. After receiving money for doing this study (he had already accumulated considerable data and gone through the expense of making physical models and maps), he was shown a paper published in the US on the same topic. That paper was published in 1953, fully ten years ago.

(He therefore is stopping that project in midstream and turning his attention to another problem--this time a good one, I think. It is a problem that brings up evidence that gross inaccuracies appear in the Ryukyus census ~~data~~ on infant mortality rates. He claims that the census underates the mortality.) In any event, the point of all this is that I believe Ryudai research would advance further and gain greater respect if most grantees took their \$200 funds to review the literature instead of jumping in on "original" research and spending the \$200 on supplies, labor, field trips, etc. This means--if the recommendation is carried out--that the library will become the important center of research, that the acquisitions will more nearly reflect current research interests of the faculty, and that the faculty through self-education will be more in the mainstreams of knowledge.

You might be interested to know, if you are not already informed, that the library has acquired a Xerox-like machine (Japan made). If the professors use their research funds, they could get articles copied for their own research purposes. Raw data or primary data from here could also be ~~exchanged~~ exchanged with professors working on similar problems abroad.

There are other recommendations in my report, but perhaps it would be better if you read my report. (I hope Dr. King will see to it that extra copies will be made). Right now he is reading it, so he says, but I doubt it. We'll see.

You will remember that all this interest in research was initiated when an extra \$30,000 was to be made available to the university for research grants. For reasons I don't quite understand, it appears that \$30,000 disappeared from the university budget for research. The formal excuse I received by way of King was that the Dean's Council decided to use the money for ~~increasing~~ adding another story to the agriculture building. At one time I was so chagrined about this, I thought I would go over King's head and fight this matter through with the President. However, I decided to do nothing because King feels ~~threatened~~ threatened when I take the initiative.

The last time I raised a minor objection was at a staff meeting (the only one held since he returned from Japan, though at that time he said he was going to hold a weekly meeting). At this notable meeting I accused him of treating the architectural plans for the Matsukawa apartments (for the MSU faculty) too casually. I told him that the apartments were poorly designed (no place to put a washing machine, the traffic flow from the front door passes through the dining area, etc.). This kind of independent thinking upset King so much that he took two days off from work. According to my informants the problem was high blood pressure and an ear blockage.

Jim Ney also jumped on King at this meeting for the latter's lack of planning for Hannah's visit here. This brought up an early argument of what kind of information should go into the Quarterly Report. Ney accused King of "censorship" and King came back with the assertion that it was his responsibility to determine the contents of that report. You will note the terrible typographical

errors and generally poor writing in the last report. Neither Jim nor I saw the ~~copy~~ copy before Yoshiko-san typed it. I'm embarrassed to think that my name was attached to that document, even though I had only written a very small section of it in draft form.

Coming back to Hannah's visit, it now occurs to me that King saw no need for the rest of us to discuss what we will do when the President arrives. King is planning to monopolize Hannah's time so the rest of us need not be concerned. This is not to say, however, that I do not appreciate your note that the custom in the past has been for each staff member to entertain Hannah individually. Thanks for the hint and will try to implement it.

Jim has had other problems, too. Though this one is pretty much one of his own doings: One day he received in a sealed envelop one of those "flaps" from the Hicom. The flap ~~responded~~ stated that the enclosed memo from Dr. King was incomprehensible and so would Ney please make some sense out of it. Well, in a previous altercation, King demanded that Ney inform him of all messages from the Hicom. Ney promised to do so, but ^{on} this one he did not for obvious reasons. A number of other "secret" communications taking place outside of established channels have been made. Poor Yoshiko-san, getting caught in the cross-fire between Ney and King, now ~~keeps such messages from the Hicom out~~ keeps such messages from the Hicom out of King's sight and gives them to Ney when the former is not in the office.

What I have written here are only the mildest events that have taken place. Others are of such character that you wouldn't believe ~~it~~ them--they are so ludicrous and fantastic. The upshot of all this is that I am contemplating a return to East Lansing at the end of my first year rather than at the end of two years. I have not taken any official action on this yet. Any reactions?

Two minor items. Heard from Henry Nakasone the other day. He hasn't received his household goods yet, but it's over two months since his return...I will turn in your privilege card to Mrs. Danbara tomorrow.

Oh yes, you volunteered some service. Can you ask Bill to put me on his mailing list when and if such reports as the one you mentioned are circulated. I do want to keep up with the Asian studies group.

Best regards,

Iwao Ishino

TO: Chief of Party, MSU Group

6 July 1964

From: J. Nakamura

Subject: Interview with President Shimabukuro

President Shimabukuro accompanied by Mr. Maeshiro, Business Manager, was met by Dr. Ishino, Dr. Belding and Mr. Whitney at the MSU office on July 6. The interview was held from 11:10 to 11:25 a.m. The following is a gist of the conversation made between the President, Business Manager, and Chief of Party, MSU Group.

President Shimabukuro asked for the future help from the MSU Group in the growth of the University of the Ryukyus by saying that MSU group has a much better idea of both Japanese (including Okinawan) and American colleges than he does.

the
Mentioning / men's dormitory and the faculty union building, Dr. Shimabukuro asked Dr. Ishino about any possibility of the granting of an USCAR subsidy for the construction of the two buildings which are planned in the future. According to some sources, Mr. Maeshiro said, the budget for the faculty union building is being approved.

Talking about Seisaku Iinkai (The University Future Plan Committee), President Shimabukuro, who was one of the members of the committee, said the committee is preparing a report on the future plan of the University in accordance with the materials which have been collected by the committee. The new president and Business Manager also asked Dr. Ishino about the transfer of the Productivity Center from GRI to the University.

Discussing the starting of evening classes planned next year, Mr. Maeshiro mentioned the operating budget for the project and asked the MSU Group's help in the realization of opening the evening classes.

In closing his conversation, President Shimabukuro again asked the MSU Group's help for the future growth of the University and for its kind cooperation solving controversial questions faced by the University.

MICHIGAN STATE UNIVERSITY GROUP

6 July 1964

TO: Chief of Party, MSU Group

FROM: J. Nakamura

SUBJECT: Interview with President Shimabukuro

President Shimabukuro accompanied by Mr. Maeshiro, Business Manager, was met by Dr. Ishino, Dr. Belding and Mr. Whitney at the MSU office on July 6. The interview was held from 11:10 to 11:25 a.m. The following is a gist of the conversation made between the President, Business Manager, and Chief of Party, MSU Group.

President Shimabukuro asked for the future help from the MSU Group in the growth of the University of the Ryukyus by saying that MSU Group has a much better idea of both Japanese (including Okinawan) and American colleges than he does.

Mentioning the men's dormitory and the faculty union building, Dr. Shimabukuro asked Dr. Ishino about any possibility of the granting of an USCAR subsidy for the construction of the two buildings which are planned in the future. According to some sources, Mr. Maeshiro said, the budget for the faculty union building is being approved.

Talking about Seisaku Iinkai (The University Future Plan Committee), President Shimabukuro, who was one of the members of the committee, said the committee is preparing a report on the future plan of the University in accordance with the materials which have been collected by the committee. The new president and Business Manager also asked Dr. Ishino about the transfer of the Productivity Center from GRI to the University.

Discussing the starting of evening classes planned next year, Mr. Maeshiro mentioned the operating budget for the project and asked the MSU Group's help in the realization of opening the evening classes.

In closing his conversation, President Shimabukuro again asked the MSU Group's help for the future growth of the University and its kind cooperation for solving controversial questions faced by the University.

Dec. 13, 1963

Dear Jack:

to

I just came back from a quick but exciting trip ~~from~~ Tokyo. Naturally I spent some time at Tokyo University. Things within the institute have not changed markedly, except to say that the students have moved on to bigger things. Chie Nakano is in Singapore for about 10 days on some kind of conference; Sono, the archaeologist, was around but not in the office due to a bad cold; Ishida is about to retire, so he's going to Tohoku-dai (your old stomping ground) to forestall the day of retirement; Izumi is up to his old tricks, etc.

Among the graduate students left from our days there was Nagashima (Nobuhiro, first name). He's doing some part-time teaching at ICU and completing the regional study that Izumi started sometime ago. This regional study of Japan covers a large scale sampling of o-oazas (some 1600, if I remember correctly). The questionnaire focuses on kinship, family, ~~and~~ social structure and rituals, but contains other interesting data. They have also collected data from a small sample of o-oazas on a more intensive scale. The data have been worked through the Remington punch card system and ~~would~~ seemed to be generative of a number of important generalizations.

The reason why I stress this is that Izumi asked whether or not some kind of fellowship could be arranged for Nagashima~~x~~ at MSU. The ideal time for that fellowship to begin for Nagashima would be September 1964. But, his present program is quite flexible so he can leave anytime...I was wondering if you could see some way of inviting him to MSU through a grant of some kind--International Programs, Dept. of S&A, etc.

I am enclosing a vita he prepared. He is married now and his wife expects a child in Feb. His wife is a graduate in history, Japanese history, that is. Nagashima states that he would like to help us on our project, ~~and~~ but eventually he would like to do some work in West Africa. Here the Nigerian program might be fitted into his studies.

or phone

In any case, if you can find time, would you ask Kay to go to/the graduate office and have them send off an application for entrance into graduate school? We can discuss the matter of fellowship, etc. later. He already has a MA degree so that PhD work should not take too long with the new program we have at MSU.

Let me know your reactions to this letter as soon as you can.

Regards to all,

Iwao

*This started out
as a letter to
Perry*

2/2/64

CA DCA

-Perry Ed

MR-165

MICHIGAN STATE UNIVERSITY GROUP

M-R51

53

8 July 1964

MEMO FOR RECORD

SUBJECT: A Proposal for the Future Activities of the MSU Group

All of the recommendations which the High Commissioner, President Hannah, Dean King, and others have made with respect to the University of the Ryukyus are sound as far as they go. But, they do not strike at the heart of the matter and to some extent are based on an assumption that the actions stemming from these recommendations would have the "multiplier effect" of pushing the University to greater heights. To me the recommendations are striking at the symptoms of the disease rather than the disease itself. Here is what I think is wrong with the present University:

1. The High Commissioner has decided to establish a separate English Language Center because by establishing an independent Center, he could goad the University into taking a more competitive attitude toward the teaching of English. As matters have worked out so far, the results have been contrary to his expectations. Instead of the University taking a greater interest in the teaching of English throughout the Ryukyus, the University has continued on its own self-determined course, practically indifferent to what the Center is attempting to do. The English Language Department has not volunteered to help the Center's heavy burden of upgrading teachers in the grade schools and of improving instructional methods. The English Department has become more entrenched in its own narrow sphere of concern, namely teaching English to college students. Furthermore, as you know, MSU's image on the campus has suffered in this respect because many faculty believe that MSU "has sold them down the river."

2. In part the present attempt to establish a continuing education service is also motivated by the same factor, namely to establish a pace-setting institution which would stimulate the University to want "to get into the act" of continuing education. Based on the experience of the English Language Center, I do not think this strategy would work. I predict, if the present course is followed, we will end up with the University becoming indifferent to continuing education and letting the Continuing Education Service run its own program.

3. At present an inordinate amount of educational work is being carried on by me with regard to the Continuing Education Service. This educational program is directed at USCAR and particularly at Mrs. Fink who knows practically nothing about this program. In any event, the time spent on this project has little direct relevance to the problem of improving the institutional structure and administration at the University of the Ryukyus (which I think is the primary function of our mission, according to our contract).

4. More important is the fact that we should be investigating how the University's affairs are actually carried out and how poorly or how well it is training the students it is supposed to be educating. Even my superficial observations indicate that the administrative policies and the educational plans are patchwork programs put together with the functional equivalents of baling wire, paste, and hocus-pocus. If you ask me, I shall be happy to supply you with specific examples of what is implied here. Assuming that what I write here is accurate, the implication is that "handpicking a new president," "changing the tenure of the president," and "strengthening the Board of Directors" would not in themselves bring about the reforms that are necessary here. Presumably it is the High Commissioner's hope that the above measures will start a chain reaction that ultimately would achieve the desired reforms in educational programs and administrative structure of the University. I doubt this very much. Such a plan for reform gambles too heavily on one or two individuals having the necessary charisma and leadership to do the job. The probabilities are against such limited number of individuals providing the necessary push to change the general faculty lethargy, student unrest, and community indifference. Here is what we should do:

a. Ask Civil Affairs Washington for a small budget to engage a six-man educational mission from the United States to conduct a careful survey of the university programs and organizational structure. This mission should complete its survey in four weeks. The members will be specialists drawn from these areas:

- (1) Business affairs;
- (2) University administrative structure (the departmental level and above);
- (3) Student affairs;
- (4) Basic science curriculum (physics, chemistry and mathematics);
- (5) Biological science curriculum; and the
- (6) Social science curriculum (economics, political science, sociology, psychology).

b. After the mission report has been submitted, with recommendations, then the Coordinator should visit Okinawa to see what could be done to review the recommendations and implement those that seem acceptable to the parties concerned. At that time decisions should be made as to which kind of long-term MSU consultants should be sent to Okinawa. The purpose of the MSU consultants would be to implement and follow-up one particular dimension (e.g., administrative, student affairs, etc.) of the recommendations made by the six-man Educational Survey Mission. It is my opinion that the present arrangements in selecting MSU consultants and in assigning their duties are haphazard. There is no policy which interprets what the English Language Consultant, for example, does with what is done by the Biology, Engineering, and the Business Administration Consultants.

c. Following an on-the-spot inspection of the Mission's recommendations and analyses, I would prepare a master plan for reforming the University. Such a plan would be made following:

- (1) A special contract with D/A that MSU wishes to have a budget in which MSU will determine how it would be used to facilitate the reforms. In this way, we would avoid some of the cumbersome checks and balances in the present USCAR organization.

I believe that MSU will be here working with the University of the Ryukyus long after the present High Commissioner retires. Someone, therefore, needs to consider the relation between MSU and the University of the Ryukyus and we should not do things in panic that we might later regret.

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

HCRI-MSU GP

13 August 1964

MEMORANDUM FOR RECORD

SUBJECT: Faculty Lounge

1. Yesterday I received a call from Mr. Katsura, University architect, regarding the faculty lounge. He told me that Mr. Buttons OF USARYIS Engineers called and asked to have specifications ready for bids.

2. Since several weeks had already passed before any word was received on this, and since in the meantime the High Commissioner Caraway had left, Katsura was worried as to whether or not the lounge would be carried through as proposed. This telephone call from Buttons reassured him somewhat. As he was so concerned, I asked Mrs. Fink in Education to send a D/F to Colonel Napier regarding the status of this project. I suppose the telephone call from Buttons is a response to this D/F. In any event Katsura, his staff, and I met with Acting President Ikehara to report to the latter the status of the project. It was decided there that a 2:00 o'clock meeting would be requested of Mr. Davis (Davis is Buttons' supervisor).

3. This meeting took place yesterday afternoon and the following points were established (all of which were communicated to Katsura):

a. That the bid the Kohatsu Company had submitted to USARYIS on this building is a little too high, something like \$18,000. This comes to about \$15 per square foot. Buttons says that for a shell of a building \$10 a square foot ought to be sufficient.

b. Another piece of information, not related to Katsura, was that Buttons feels that only about \$15,000 is available and that \$3,000 would have to be picked up elsewhere if the present plans, which includes the building airconditioning ~~at~~ unit and two patios are to be constructed at one time.

c. The strategy Mr. Buttons is attempting here is to let the bids to three or four other contractors to see whether or not the latter can build this lounge at a lower cost. If so, then we need not scrounge around for additional funds.

d. Katsura was then instructed to let out the bids to four companies and he promised that the bids would be in his office by the morning of August 18th, so Mr. Buttons can pick up the submitted bids in the afternoon of the same day.

4. I learned from Buttons that before General Caraway left he had plans drawn up for the interior design of the lounge, which included tables, chairs, rugs, etc. and that the design called for a \$3,000 expenditure. Buttons was optimistic that these funds and the furniture would be made available. He brought this out because he thought that if funds for the building were to be short perhaps the university could make some contributions. He said that the university was expecting to furnish the interior of the building, not knowing that the plans had already been drawn elsewhere for this. In any event, the kind and amount of university contribution to the faculty lounge was tabled until we hear from the contractors who are submitting their bids. It may not be necessary for the university to make any contributions.

5. Buttons says that this has been the most difficult project he has ever worked on because the Chief of Staff is a frustrated engineer and there are other people who had their hands in this project. There were just too many cooks in the broth, he says.

IWA0 ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

HCRI-MSU GP

August 13, 1964

MEMO FOR RECORD

SUBJECT: Selection of High School Students to Attend the 1964 Olympics
in Japan

1. As an example of extra curricular activities of the MSU Group, I cite the attached memorandum dated 10 August 1964; from Education.
2. This meeting took three hours of one afternoon discussing the methods by which three high school students will be selected to attend the games at the invitation of General Caraway.

Encl

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

August 25, 1964

MEMO FOR RECORD

SUBJECT: The Commercial School

1. Yesterday afternoon I met with Mrs. Fink and Major Larsen on the problem of the so-called commercial high school. I was filled in on the details beginning with the Congressional hearing in which General Caraway presented the idea, and that a team of USCAR people had decided the location would be the Yogi District.

2. In any event, this program ran into a snag and many hours of futile negotiations took place between USCAR Education and GRI Education. USCAR claims the great need for trained stenographers, business machine operators, accountants, etc. in the expanding industrial and business community of Okinawa and feels that the present high schools and other institutions are not providing such training in adequate amounts. On the other hand, GRI Education resists the commercial school idea on the basis that this is USCAR interference with educational matters.

3. The situation has now reached an impasse and it seems like Mrs. Fink and Major Larsen are about ready to give GRI Education an ultimatum, to wit: the construction of the buildings, the organization, curriculum and staffing of the school will be under U.S. control (such provisions also violate Mr. Ahagon's sensitivity on control of educational matters).

4. The stake is a budget item of \$150,000 for the building; \$40,000 for equipment, including business machines, typewriters, etc., and a \$20,000 salary for instructors.

5. The three of us have decided that if the GRI Education rejects this ultimatum, the invitation be extended to either the University of the Ryukyus or the Okinawa University to sponsor the said school. Accordingly I have been delegated to test the potential

MICHIGAN STATE UNIVERSITY GROUP

August 25, 1964

MEMO FOR RECORD

SUBJECT: Meeting with Business Manager Maeshiro

1. This morning I met with Mr. Maeshiro following a conference with President Shimabukuro. The following items were the principal subjects discussed:

a. I asked Mr. Maeshiro if one apartment in the Matsugawa housing could not be completed before the scheduled date of September 17th in order to accommodate the Goists who will arrive on September 13th.

b. That there are in the present plans for FY 1966 \$25,000 worth of audio visual equipment.

c. That USCAR will probably go along with the request now being processed of GOJ aid funds of \$27,000 for the library.

d. That the so-called commercial school might be up for grabs.

2. I need to say more about this last item. I presented the idea to Mr. Maeshiro that in the event GRI Education and USCAR Education reach an impasse on this school matter would the University be at all interested in taking over sponsorship. The response was favorable. He said that presently there was no problem in having what he called an "attached school" (Fuzoku School). He stated that inasmuch as this is a politically hot issue and the school idea has been receiving bad publicity in the press, it would behoove us to keep this under cover. He said he would quietly research ^{this} and let me know as soon as he finds out something substantive on this matter.

one problem is

MICHIGAN STATE UNIVERSITY GROUP

26 August 1964

MEMORANDUM FOR RECORD:

SUBJECT: Faculty Lounge

1. I learned from Mr. Maeshiro that he had discussed the matter of the faculty lounge with Mr. Katsura yesterday. (see my M/R, 25 August 1964).

2. Maeshiro states that while he looked for the \$14,000 or so needed to build the two patios around the proposed faculty lounge, he couldn't find any at the present time. However, both he and Katsura felt that money would be available, if not in the next few months, at least by the end of the fiscal year. Thus, Maeshiro said that he could give a firm guarantee that the university could take over the responsibility for building the two patios.

3. I am now trying to get in touch with Mr. Buttons to relay this message.

Iwao Ishino
Chief of Party
MSU Group

MICHIGAN STATE UNIVERSITY GROUP

August 27, 1964

MEMO FOR RECORD

SUBJECT: Speech Writing for General Caraway

1. Last night in talking with Mr. Osborne I got an insight into an event that perhaps colored so much of the political turmoil that took place during the last months of General Caraway's administration. The conversation started out innocently but it eventually led into a discussion of his role - speech writing for the two Generals (Caraway and Watson).

2. The particular speech that Mr. Osborne remembered well was the speech he gave before the Golden Gate Club in March 1963. Mr. Osborne says that this speech, often referred to as the "autonomy speech" was rewritten, as General Caraway often did, while maintaining some of the basic ideas that Osborne incorporated. According to Osborne, his version of the "autonomy speech" suggested that there are many degrees of autonomy and to a large extent the Ryukyans do exercise autonomy. General Caraway, however, took a different tack on this and claimed that autonomy was absolute, - one either had it or did not have it. This speech exploded in General Caraway's face and he was criticized by Washington and by the press by this change in Osborne's original draft.

3. It is hard to say how much a single speech can influence a course of events and how politicians will pick up one word and make it a rallying cry but in this instance, the term "autonomy" has plagued General Caraway in his terminal phase of his administration.

4. The new General (Watson) according to Osborne, so far has not drastically rewritten the latter's initial drafts of speeches.

IWA0 ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

October 1, 1964

MEMO FOR RECORD

SUBJECT: Meeting with Staff: Dr. William S. Gamble
Dr. Robert J. Geist
Mr. Frank S. Roep
Mr. Daniel Whitney (absent)

DR. ISHINO: This is a good opportunity to get together and I will lay down some general guidelines for the operation of this office. As I told you, I don't believe in running a tight schedule, each of you is a professional man and as such, know how to organize your time. If you have to go to the PX or get haircuts in the daytime, it is fine with me. My one requirement is that you keep the office informed - tell Mr. Nakamura where you are going to be in order that we can get in touch with you if the need arises.

On the matter of staff, we have three personnel here. First of all Mr. Nakamura. For this semester I have asked him not to teach because there are four of us placing demands on his time. I don't think he could keep up a teaching schedule. We have need for another language aide if we can find one, so if you have any ideas suggest you give them to me. Since we are all in a competitive spot for his services, it would be advisable to think ahead how best to allocate his time. He hasn't been able to do all the things assigned to him in the past with just me and with three others it will get worse.

No doubt there will be conflict among us with regard to Nakamura's time and someone has to make an administrative decision, so I will exercise administrative decision on this point. This means essentially that for any large segments of Nakamura's time let me know ahead of time. For teaching courses we need to schedule his time. We should make a schedule showing where he will be.

Mrs. Hiyane is available for typing. Here again I think it would be advisable to indicate to her the priority of work you have for her. Such priority would be immediate, a day

MICHIGAN STATE UNIVERSITY GROUP

October 1, 1964

MEMO FOR RECORD

SUBJECT: Meeting with Staff: Dr. William S. Gamble
Dr. Robert J. Geist
Mr. Frank S. Reep
Mr. Daniel Whitney (absent)

DR. ISHINO: This is a good opportunity to get together and I will lay down some general guidelines for the operation of this office. As I told you, I don't believe in running a tight schedule, each of you is a professional man and as such, know how to organize your time. If you have to go to the PX or get haircuts in the daytime, it is fine with me. My one requirement is that you keep the office informed - tell Mr. Nakamura where you are going to be in order that we can get in touch with you if the need arises.

On the matter of staff, we have three personnel here. First of all Mr. Nakamura. For this semester I have asked him not to teach because there are four of us placing demands on his time. I don't think he could keep up a teaching schedule. We have need for another language aide if we can find one, so if you have any ideas suggest you give them to me. Since we are all in a competitive spot for his services, it would be advisable to think ahead how best to allocate his time. He hasn't been able to do all the things assigned to him in the past with just me and with three others it will get worse.

No doubt there will be conflict among us with regard to Nakamura's time and someone has to make an administrative decision, so I will exercise administrative decision on this point. This means essentially that for any large segments of Nakamura's time let me know ahead of time. For teaching courses we need to schedule his time. We should make a schedule showing where he will be.

Mrs. Hiyane is available for typing. Here again I think it would be advisable to indicate to her the priority of work you have for her. Such priority would be immediate, a day or two, and the third would entail long term work which she can do in her free time over a period of a month or so. It would help her to indicate priority and deadline when the material is needed.

With respect to Mrs. Otto, she is here on Tuesday and Thursday until 1:00 or 2:00 in the afternoon. If you are in the habit of dictating letters, please call on her.

We also have a dictaphone. The idea was to make a master and mail it to Howard King. Perhaps you can use it to say whatever you want to Perry and he can listen to it on the other end.

Another component is the Thermofax machine. We are renting it for \$9.00 a month and we should take advantage of it. For copies up to 30 use the paper in the same way you use a ditto.

Now, moving on to another topic. The role of a consultant. Yesterday I made a wisecrack at Roop, saying "What did you accomplish for two years in India?" The role of consultant is a tough role. It is a question of defining what you are, where you're supposed to serve and your purpose. I think this particular group has an unusually ambiguous role here in this university and it is not all due to language problems. Henry Nakasone, the Agricultural consultant here last year, ran into all kinds of problems. He speaks Japanese and his parents are from this island. However, he was one of the most frustrated consultants I ever knew. I state this as an example of the difficult situation we have here. Henry had relatives here on both sides. One of the things he constantly repeated was that we are not wanted on this campus. They would rather have the U.S. spend money in other ways than being a consultant.

You would think since we are here as consultants our counterparts would provide office space and ask for our assistance. This isn't the way it works out. However, Mr. Roop, I am happy to hear there is office space for you in the engineering department. Frank you may still keep your office over here but be assigned to two offices.

Mr. Geist I see no reason why the English Language Dept couldn't provide you with office space. It is going to be a slow job of selling ourselves as individuals. I have had problems with the Sociological Dept. I requested they show the Art Dept to Dr. Gamble, but they are worried that it might not be clean enough, etc. It all takes time. The problem is when to move in and when to stay away. If we do run into trouble, it isn't personal, it is how the system operates. Obviously, if there weren't problems we wouldn't be here in the first place. It is because of these kinds of deficiencies on the part of the university that we are here.

In the future on Tuesdays and Thursdays we will try to fill you in on the political context in which we operate. In the past three or four years Education in general has been under pressure from the local downtown politicians and I would like to trace this through with you - how it affects the university.

GAMBLE: Perhaps I should say a word or two about design. I would like any suggestions as to what you would like done in changing the decor of the office.

ISHINO: I have asked Bill Gamble to see if he can improve the decor of this office by using local materials and showing what can be done.

GEIST: Is it likely that we will occupy these two offices? You said previously that we had been asked to vacate this space.

ISHINO: Since then Miyagi and I have become great friends and he says we can stay here as long as we want. I have gained some social capital.

ROOP: I want to be over there in the Engineering Dept. I tried before but there was no where to go. I think in sitting over here you divorce yourself from the main stream. I found before that I had to go out to see people, nobody came to see me very much.

When I was here before I had to undergo two or three days of orientation with USCAR. Does this still go on or has it dropped by the wayside? I visited each department in USCAR to see what each department did. I also went to USARYSIS. So far I have not been briefed.

ISHINO: With the change in command it hasn't been followed through recently.

ROOP: Did the university ever get a new charter. This was always on the verge of being submitted to the legislature. However, it never came down there. It was worked on each year.

ISHINO: This year it came up again. It was about the time that General Caraway was leaving and there were all kinds of changing in the posture of the Ryukyu with the new HiCom. It is still a problem.

ROOP: Has General Watson been up here?

ISHINO: No, not yet.

ROOP: Have we a copy of the present contract?

ISHINO: There is a memorandum on this. The contract agreement has not been finished yet. Here it is the 1st of Oct. The reason it isn't finished is that so many people have had their hands in it and a number of modifications have slowed the contract.

ROOP: Will USCAR furnish us with official transportation?

ISHINO: I haven't used it much as a general rule. It is such a pain in the neck I just take my own car. It is not worth the anxiety, they are too unreliable. What did you have in mind?

ROOP: I used to use it when I went from Naha to Kadena on vocational programs. We used to apply a day ahead.

ISHINO: Push as hard as you can on those things.

ROOP: What happened to the vocational program?

ISHINO: I haven't followed it through. Generally lack of funds.

ROOP: I spent quite a bit of time on this. At one time I had 50 students scattered around. They worked during the summer. There were placed in jobs with the post engineer, etc. Caraway was in favor of this program.

We used to have very good relations with the GRI Education Dept. That was back before Ahagon took over.

ISHINO: The relationship between USCAR and GRI Education is very strained at the moment. It has repercussions down the line. I hope we can establish a better bridge by bypassing that channel.

IWAO ISHINO
Chief of Party

#51

MICHIGAN STATE UNIVERSITY GROUP

MEMO FOR RECORD:

8 October 1964

SUBJECT: Fossil Hunting

1. This office looks into a wide range of matters. For instance, the other day we were asked to identify a fossil "dinosaur" on an island a few miles off the coast of Itoman in southern Okinawa. Nakamura was unable to round up the university biologist for this trip, so I went alone.

2. On Monday, October 5th, I went down to the Tomari Port and got on the ship, Chitose, a police boat. After an hour's ride on the Chitose, we approached the said island at this point we transferred to a small boat. The motor boat had 400 pounds of explosives on it and when we got close enough to the reef, we waded in with our shoes for another 25 yards or so. While the men on the explosive team were collecting shells and getting ready for the demolition, I went to look at this fossil.

3. Just below the high tide mark was this tremendous fossil from 18 to 20 feet long inbedded in coral. I am not quite sure whether the bones are old enough to be fossilized but I chipped a couple of small pieces to bring back for analysis. I also took photographs of the so-called fossil. My own impression is that this animal is a whale. It died on the shore of this island and eventually the coral grew up around the bones. Nevertheless, the bones are old enough to have the fossilized coral completely surrounding the bones except for the top surface.

4. As soon as we get word from the biologist who will look at the bone fragments telling us how old they are, I will determine the next step to take. Meanwhile, let me say that this cost me not only one day's work but ruined a pair of shoes and resulted in a half dozen blisters on my feet.

IWAO ISHINO
Chief of Party
MSU Group

M/R 260

MICHIGAN STATE UNIVERSITY GROUP

2 November 1964

MEMORANDUM FOR RECORD:

SUBJECT: Historical Materials for the MSU Project; Interview with Raymond Hatch.

There are a number of things which Raymond Hatch recalled during his visit here that should be recorded for posterity, for a understanding why things worked the way they do, and for a guideline to future course of action. They include:

1. History of the English Language Center. Back in August 1964, Ahagon got up before the teacher training session at the English Language Center and told the audience that the idea of the English Language Center was his idea and that General Caraway took the ball away from him because Caraway refused to go along with his plans for the English Language Program. He, Ahagon, was now demanding that the English Language Center be returned to his jurisdiction. (Mrs. Fink knows of this particular talk—maybe I wrote a MR on this, I don't recall at the moment).

Now, talk last night and again this morning with Hatch revealed the following: That Ahagon did in fact suggest the necessity for moving rapidly on the English language program. That he went so far as to budget a system of remunerating English teacher substitutes while the main English teachers were in the Center being re-tooled. That Ahagon was moving so fast that Hatch feared that the University would be completely left out of the picture. Moreover the plans were to build the Center in the Matsugawa district. Hatch thought that the Center should go near the University so that UR students could also use the Center's facilities. The slow-up was made necessary because the University (namely Asato) had a difficult time trying to convince the University that it ought to get involved in the program.

I told Hatch that nothing like this was seen in the records by me. I told him that all I've heard was that the University was dragging its feet and that is why Jim Ney had to step in to get the show on the road.

This information was given to Mrs. Fink yesterday morning when Hatch and I went to see her on a courtesy call. Apparently she did not recognize the import of this information or she did not care. It is my opinion that incident might have been the beginning of the split between USCAR and GRI Education.

2. The Brookover Report. Here again Hatch reported that MSU was responsible for dropping the ball on an important matter. He states that in 1962 the people in Civilian Personnel were enthusiastic about such a manpower survey and that we were not able to follow through on the survey.

3. Problems of an Advisory Team. Hatch recounted a story about his experiences with the Administrative Council of the University when he was with Mrs. Fink and I yesterday morning. He said he made 8 or 9 basic recommendations for the Administrative Council which virtually ignored his recommendations. Since he knew that the Univ is trying to emulate the Jpse universities, he thought he would go to Japan and talk with them about his recommendations. (Look up his list of rec's in the files). He did and found to his surprise that the three presidents (including that of the Univ of Tokyo) agreed with his recs and that they were indeed working in the same direction. He then went to the Asia Foundation and asked for money to invite the Presidents down to UR for consultations. Hatch thought that the advice of these Presidents would be more persuasive to the Adm Council than if the suggestions came from him. After returning to Okinawa, he met with Adm Council and suggested that the Univ. invite the three Presidents. The Administrative Council refused to do this and Hatch was disappointed.

4. University Law. Hatch told me in private that when Gen. Ondrick was here, he was asked to work on the University Law and to come up with a draft. Eisenstadt in Legal Dept was also to work on it. The general directions that both of them were give were as follows: Do a reasonably good job, but any satisfactory job on the law would do.

5. Systematic Downgrading of the USCAR Education Dept. It was in a private conversation that Hatch observed that USCAR Education was being systematically downgraded. He felt that this kind of reduction of the effectiveness of the Education Dept has certain ramifications for the MSU Group.

This then led to a discussion on the future of the MSU Mission. Back in the days when Shanon McCune was CA, he asked Hatch to write down ideas concerning the proper role of the MSU group. Hatch didn't get around to doing this until Warner took over the CA's job. I told him that I had seen the letter and told USCAR about my reactions to it. I told him that feared that it would split the MSU group into two parts, one on campus and the other in Headquarters. He agreed with me.

This conversation took place as we drove back to the University. Earlier we had met with Mrs. Fink and at that time he told Mrs. Fink about his ideas for the MSU Group. This info was given in the context of what he was doing in Thailand. There the MSU project is tied into the Prime Minister's office and not connected with any University. The project's mission was to tie in all phases of the educational system, not merely the university system or any specific university within that complex.

This then led into an idea which Mrs. Fink picked up. Namely that her office staff was under-manned and that really there should be someone comparable to Mr. Jeremy, the Commercial Advisor. This Educational Advisor would then be in a position to affect and to make policy concerning the growth of human resources in Okinawa. This latter point was also related to the need for more accurate info on the current situation with regard to manpower resources and educational development in Okinawa.

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

November 10, 1964

MEMO FOR RECORD

SUBJECT: Interview with Dr. Higa, Chairman of the Board of Directors,
University of the Ryukyus, 29 October 1964.

1. On the above date Business Manager Maeshiro and I went to Nago to interview Dr. Higa, the newly elected Chairman of the Board of Directors. I requested this meeting because at a reception honoring the new Chairman, a suggestion was made that he would like to get together with the MSU Group pertaining to problems of the University.

2. Dr. Higa is a large person, approximately five feet ten inches and weighing 195 pounds. He could pass for a sumo wrestler in physical appearance. He is also, from what Maeshiro tells me, a kind of political boss in the Nago area. Everyone knows him. He runs a rather large clinic, is active in the mayor's office, and is currently interested in a land development project on a mountain side overlooking Nago bay. On this project he has a small menagerie which consists of a couple of monkeys, white mice, a snake pit with a habu in it, and squirrels, which looked like chipmunks to me. He has a large experimental orchard where there are fourteen varieties of palm, a half dozen macademia trees, papaya, pine trees of various kinds, and banana. In this place there is also a beautiful Japanese garden with an interesting collection of large stones from the northern district. Nearby there is also a tea house and about one mile down the road is a series of cottage motels. These cottages are individual units set in the forest and would make ideal honeymoon suites.

3. Now about what we did: We were ushered into his house by his wife. The house is next to the clinic but not very impressive in view of the fact that he is a leading citizen of the town. However, he plans to move his house on to the new development project. We chitchatted about the local political situation, and at that very moment the revisionists were demonstrating in front of the ORI Legislature building - this demonstration being shown on TV. Dr. Higa was saying that the demonstrators would get no place and that it was a waste of time.

4. After a few minutes he excused himself and returned with a note book. It was very clear from that moment on that this was not going to be an interview but an audience and he was telling Maeshiro and me indirectly what he planned to do as Chairman of the Board of Directors. This was

the old 'oyabun' characteristic coming out. Since this was his house, I let him play his game his way. So for the next 35 minutes or so we listened to him expound on his ideas and desires. These are as follows:

a. He would like the university to develop a comprehensive five-year plan. Maeshiro said, "But we have one!" Higa then said the present plan was primarily planned on buildings and not planned on total university development. He told Maeshiro to get to work on this. The idea for the five-year plan, he said, stems directly from his courtesy call on Civil Administrator Warner

b. He felt the Board of Directors is poorly informed on the activities of the university. He would, therefore, like the university to print a calendar of events which would list every major event and activity of the university.

c. The Board of Directors have been isolated pretty much from representing the university in external relations and the university officials have been taking the initiative in this regard. He feels the Board should act as an active liaison unit between the MSU Group and the various agencies of USCAR and GRI. With respect to GRI he was very specific. He said that the university seemed to be running to GRI with specific problems (my examples would be such things as an extra \$5,000 for covering the expenses due to increase in enrollment in April.) His point was that GRI would have an unbalanced picture of the university if they only get this kind of "special crisis" view of the university. He instructed Maeshiro to make appointments so meetings of this kind can be held. He stated the university should prepare a systematic public relations program with the GRI as target on long range planning on positive services which the university provides the community, and make a clear cut statement of its general object or goal.

d. He requested Mr. Maeshiro to schedule a meeting between the Board of Directors of the Foundation and the Board of the University. These two groups, he said, are in a position of leadership and policy making with regard to the university, but they have never been brought together in a face-to-face grouping, and coordination is desirable.

e. He stated that as members of the Board they make decisions which affect the university as a whole. He stated they wanted to make the best decision but could only make good decisions if they have the best available information. So far, he said, the Board has been poorly informed, especially on broad issues, and only specifically informed on specific points up for decision in the Board meeting. He felt Board members should be given regular bulletins and he urged that the university send each member of the Board bulletins issued by the various colleges and by the university administration and by the Dean of Students' office. These come out regularly. He would also like to see the university issue either a weekly or monthly bulletin as a whole. (This has been my complaint about the university, and I have told Maeshiro so.)

f. Along these lines about information, he stated it would be desirable, from their point of view, to have the university produce a Facts Book in which pertinent information and data about the university are brought together.

g. Turning to me, he asked me about the possibility of sending a couple of members of the Board of Directors abroad in order to ascertain how universities elsewhere operate, stating perhaps the Asia Foundation or USCAR could be approached for funds on this particular project.

h. He made some recommendations for changing the procedure at the regular Board meetings. He stated the total time is occupied by the items on the agenda. He suggested it might be possible to cut down the business part and leave about one-half a day open for educational purposes. He stated the way to cut down on the business part would be to send to the Board members the agenda for the coming meeting and pertinent information about the agenda so that when the board members arrived for the meeting their minds would be made up to some extent. As things presently stand, board members coming to the meeting know only vaguely what the agenda is and must take time to read the various supporting documents during the meeting. In this one-half day period thus gained, Mr. Higa would like to see board members meet with some members of the faculty and members of GRI and discuss problems of mutual concern.

i. The medical program was also discussed as a possible new area development for the university. I made a point of stating that I am currently studying this problem but felt that basic sciences taught here must be strengthened before pre-med can begin.

j. He turned his attention next to the problem of students, particularly with respect to their dormitories. His concern was about the recreational facilities in the dormitories for students. For example, he asked whether or not the dormitories have a TV, a piano, and whether there is a facility to play ping-pong. He said some might consider these items frills, but to a limited extent they are absolutely necessary for good spirit and morale in most cases. He said he was also interested in hearing the report on the progress being made on the faculty lounge. I told him that I didn't think there was any serious question but that it would be built.

5. We reached a saturation point here. It was around 5:30 p.m. so we adjourned to see Dr. Higa's development project, mentioned above. This tour took about one hour. After that we returned to Nago and he took Mr. Maeshiro and I to dinner at the local restaurant, following which Maeshiro and I returned to Naha about 9:30 p.m.

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

December 17, 1964

MEMO FOR RECORD

SUBJECT: Expansion of the University Grounds

1. For several years now it has been obvious to practically every administrator on this campus that there is a dearth of land on which to construct additional buildings, but so far nothing has been done except to complain about the shortage. This memo proposes a solution to this problem.

2. One solution I have suggested, and one which Mr. Kuba of the Economics Dept is currently examining, is the idea that the present university grounds be diverted to cultural and communal functions and the university establish an entirely new campus elsewhere, perhaps in Southern Okinawa where currently land is available at a reasonable price. This new university location would pose a rational design for all the functional buildings and better allocation of library, classroom and office space.

3. The question comes up as to what should be done with the present location. The present grounds do not utilize the valuable resource that the land represents, namely, that this is a historical site and that it sits on top of a hill with a panoramic view of Naha City, Naha Port, and the surrounding area. Both of these valuable resources have not been capitalized upon because of the poor location of classroom buildings and lack of accessibility to the university. If these buildings were utilized by museums, artists, ~~tourist~~ ^{managers} businessmen, hotels, and cultural groups, the historical value and the panoramic view could be capitalized more effectively than the university community does at the present time.

4. The foregoing ideas have been presented to the Naha City Planning Commission as well as to the Mayor, both of whom favored the idea but lack the necessary qualifications to take action on this proposal. The next step, as I see it, is to do an economic feasibility study indicating what it would cost to move ~~the~~ ^{other} industry into ~~this~~ ^{the} present site and what it would cost the university to move to a new location. Also, whether or not resources are available to underwrite this program. Professor Kuba of the Economic Dept is seeking funds at present for this feasibility study.

5. It occurs to me that another solution is possible. This solution involves a partial transfer of the university to a new location. The question is, Which part of the present university organization should be moved? My suggestion would be to establish a separate campus for the proposed school of General Education. This would be a natural break in the university structure because the General Education curriculum is designed for the first two years of college education. Furthermore, there is adequate precedent for this in Japan. The outstanding State university and the leading private university have both established second campuses located some miles from the main campus. Each of these universities, the Tokyo University, and the Keio University, has a second campus primarily for students in the General Education curriculum and students who are in the two-year program.

6. It is particularly appropriate at this time to consider the proposal made in paragraph 5 above. The reason is that currently in the USCAR 1966 budget, a proposal to build a ^{300,000} ~~2,000~~ dormitory is included. If the university decides to establish a second campus for General Education, it seems to me appropriate to locate this new men's dormitory on the same physical site as the School of General Education. Such an investment should pave the way for classroom facilities to be built ~~by~~ ^{with} GOJ or GRI funds.

7. The proposal for a General Education campus should make possible a long range program to add new structures to the new campus site and to gradually phase out the present Shuri campus site as a location for the main activities of the University of the Ryukyus.

8. If the proposal made in paragraph 5 above is accepted, another possibility emerges. At the present time, enrollment in this university is restricted to a given number - I believe last year it was 800 or so. It seems to me that if this proposal is accepted, the number of high school graduates accepted in the university could be increased to as much as 1200 students. When the junior year comes around for these students and it becomes necessary to reduce enrollment in order to meet the "carrying capacity" of the upper division classes, the students can be weeded out. In other words, the original 1200 students, by the end of the junior year, can be reduced to the normal 800 students based on grades and student adaptability to the university environment. Weeding students out on basis of classroom performance is a better way of judging top quality than the present system of written examination held for one or two days at the beginning of the school year.

The above subproposal has certain advantages:

- a. It can help to meet the increasing demand for college education on the part of the Ryukyans.
- b. It provides for a more scientific or rational basis for selecting the better students, and
- c. The limited teaching and equipment resources can be utilized to greater advantage.

As to Item b. above, more needs to be said. Here I would propose that as many as possible be permitted to enter the General Education curriculum. My suggestion would be to give the top five percent of the graduates of the high schools in the Ryukyus a carte blanche to enter the university. Anyone in the next category, between five percent and twenty percent of the top graduating class, could enter the General Education curriculum of the university provided they pass an examination. Students thus accepted for admission in the university would have to maintain a certain grade level performance if they were to continue in the university. Thus, from the standpoint of the university, it would in effect have a chance to look over each student in the General Education curriculum for a two-year period.

IWAO ISHINO
Chief of Party
Michigan State University Group

MICHIGAN STATE UNIVERSITY GROUP

December 28, 1964

MEMO FOR RECORD

SUBJECT: Fiscal Year 1965-66

1. On Wednesday, December 23rd, I was in Mrs. Fink's office. She came in late from a morning therapy treatment at the hospital but she was popping with news. I was supposed to see Bill Ross off at the airport so I was getting a little anxious to get away from the office. However, there was so much to cover that I never was able to get away in time to see him off.

2. In substance, the main points are as follows:

a. It is proposed that the Home Economics Dept of the University of the Ryukyus will be given \$100,000 for a new building, the funds coming out of FY 1965.

b. A proposal submitted by the Economic Development (USCAR) pertaining to a marine laboratory will be rejected and substituted by a proposal to construct a natural science building for \$300,000 for FY 1966. This science building will be requested in addition to the \$300,000 for the men's dormitory.

c. PH&N Dept is proposing that some \$500,000 be given to the university for developing a pre-medical, pre-dental and nursing program, but this idea was tabled by Mrs. Fink and I because we felt that before any serious medical training program could be instituted here at the university there needs to be a substantial improvement in the basic natural science curriculum. Otherwise, it would be like building a super-structure on a shifting foundation.

3. The above results of our conference (incidentally this was also attended by Frank Roop) went through several intermediary steps before we arrived at the above conclusions and it was necessary to make telephone calls to Major Larsen, Comptroller Dept, and to Col. Dehne, PH&N Dept. One of the important factors in my recommendation to Mrs. Fink about the use of these USCAR funds was the knowledge that there was a five-year plan of construction for the university, and that if USCAR was to contribute monies for this, it should conform to this plan. Otherwise, it would run into difficulties. For example - on this five-year plan, the Home Economics building is scheduled for FY 1968. If, as proposed in paragraph 2 above, the Home Economics

building is to be constructed in FY 1965 there is bound to be jealousies and eye-brows raised among the deans and faculties at the university. The MSU Group and I, in particular, would be put into an embarrassing position of seeming to flaunt the established five-year plan of the university. On the other hand, I don't want to reject the gift. So, the technique in selling this idea to the university is as follows:

The Home Economics Dept will get a new building because these funds are uncommitted at the end of FY 1964. If somebody raises this question: Why weren't the funds devoted to some other building project? the answer is: Other buildings would require substantially more than \$100,000 which is available and, therefore, USCAR Comptroller felt that the Home Economics Dept is a natural for the use of these funds.

4. Mr. Maeshiro, the Business Manager, was called in around 11:00 o'clock and we sprung this information on him. He informed us that they had already had some plans with regard to the natural science building. In this current year, something like \$120,000 was being given by GRI to construct the first and second floors of the building and in FY 1966 an additional \$160,500 would be given.

(Later on in the afternoon of the 23rd I met with Mr. Maeshiro and he corrected the figure for FY 1965 - the figure should be \$78,000.)

Since Mrs. Fink was under pressure to write a justification for the Civil Administrator on putting the above proposed items into the budget, she was more concerned about this matter - the fact that both GRI and USCAR are proposing to contribute to the same building. I suppose Mrs. Fink feels that if USCAR is going to give money to the natural science building, this would naturally preclude the acceptance of the GRI allocations. Or perhaps Mrs. Fink felt that the GRI fund for the building could be diverted into equipment for the building. The equipment costs for the natural science building will be substantial.

5. The information about the GRI plans for the building program at the university was a surprise to me and to Mrs. Fink. Perhaps I should have known about it because I received a mimeographed copy of the 1965 budget proposal. In any event, if this proposal goes through it seems to me the USCAR contributions to the University's building program will be restored. (Note that in 1964-65 nothing was given by USCAR.)

IWAO ISHINO
Chief of Party

D R A F T

November 10, 1964

MEMO FOR RECORD

SUBJECT: Some notes for Mr. Perry's visit.

1. In the few months that I have been Chief of Party, there have been a number of events which taken separately might have no unique meaning, but when put together and viewed from a certain perspective, they seem to have great implication for the future of the MSU Group here in Okinawa. I would like to list some of these events:

a. ~~The English Language Center~~; ~~This Center~~ was established outside the jurisdiction of the university. The public has criticized USCAR for this, but, nevertheless, as seen from DR. Hatch's report, the university has been dragging its feet on this particular project.

~~Back in April or May, perhaps later, GRI Education~~

b. Back in April or May, perhaps later, GRI Education proposed establishing an Education Research Center. Another project which the university might have undertaken because one of its primary functions in this ~~society~~ society is to supply teachers to the educational systems and to keep abreast of current developments. The Educational Center, proposed by Mr. Ahagon of GRI Education, was to be a coordinating center for bringing together knowledge on new educational learning resources and designate these to teachers. This project, however, was blocked by USCAR for reasons unknown to me. Nevertheless, it is something the University of the Ryukyus should have taken the initiative on.

c. There has been a push for the university to assume responsibility for the agricultural experiment station and the farm extension service, both of which are currently operated by GRI. Here again, the university has been invited to get involved in this program but it has not yet taken up the initiative in making this transfer of service a reality.

d. Another point is that back in March or so I ~~have been~~ became involved in the possibility of having the university take over responsibilities for a productivity center. This is another kind of service ~~in training program~~ that the university has been informally invited to take an interest in. Again, as events worked out, this particular project died on the vine and the university is as aloof as ever for interests of this kind.

f. The commercial school is a project that the Civil Administrator has promoted and obtained funds for. It is an idea to train graduates of high school in office and business machines as well as in accounting. The university has been asked to take some interest in this project inasmuch as the GRI Education has been slow to accept the idea of establishing this school under specifications asked by USCAR.

g. For a long time we have been urging the university to get into an evening college program because in this way not only would more students be able to gain benefits of higher education, but also because the ~~pk~~ building facilities can be utilized more efficiently. In spite of optimistic statements I have made thus far on the program, I am really pessimistic and feel that the university is dragging its feet on this particular problem.

h. There was a push back in March 1962 to develop a medical training program at the university but no progress has been made since that time. They began with a fanatically expensive program that nobody would be willing to buy and once that was dropped by GOJ, the university also dropped it. They should have kept pushing the program by devising more realistic and more modest implementing programs. For example, ~~to~~ improved the teaching of chemistry and the teaching of biology courses. But, according to Dr. Belding, no such progress ~~program~~ has been made.

i. The Brookover report on the need of the university to become engaged in a manpower study has been available since the summer of 1962. As yet, the university has not taken the recommendations in that report seriously and seem unconcerned about the need for the university to modify its curricula and training program to fit the needs of the changing society. As I have indicated in a Memo for Record last week, the GRI Education has taken the initiative and is conducting a manpower survey of sorts. This survey will probably be very poor but at least it is a stab in the right direction which the university has not taken.

j. This past summer, MSU was engaged in the orientation program of 25 under-graduates from the Ryukyu Islands. ^{Whether} ~~while~~ it was intended in this manner, this was obviously a slap in the face insofar as the university is concerned. The U. S. Govt is paying on the order of \$3,000 for each of these students for undergraduate training in the U.S. Why shouldn't these students be placed in the University of the Ryukyus? This move, therefore, is a symbolic representation of the fact that USCAR

does not believe that the undergraduate program at the University of the Ryukyus is up to snuff.

k. The Ishino Report on Research urged certain modifications in the so-called research program at the university. As my later memo indicated, the university is not quite prepared to move in the direction recommended. The research here at the university does not have the same meaning that it has at MSU.

2. 1. There is a gap existing between what the community (including USCARO expects of the university and what the university is willing or capable of doing. The problem then is to figure out how this gap between community expectations and university capabilities can be closed. The gap can be closed by moving in these two directions or some combination thereof.

a. Lowering the expectations of the community (i.e.: not to expect the university to move in a direction of a first-rate university but to assume that it will remain a second-rate university).

b. Improving the capabilities of the university.
To pursue each of these alternatives, costs something in terms of effort, money, etc;

- (1) To lower the expectations of the community with regard to the university means essentially that legislative support for the university budget will decline; it means that students will prefer to go to other universities other than the University of the Ryukyus, and it means that good faculty will seek jobs elsewhere and that overall morale will decline.

(2) To improve the capability of the university also requires effort and expenditure of funds will have to be obtained for improving the staff; for improving the facilities, and for making changes in the administrative structure. Each of these problematical suggestions is costly in time, effort, and money.

MICHIGAN STATE UNIVERSITY GROUP

January 4, 1965

MEMO FOR RECORD

SUBJECT: Proposed Second Campus

1. On 1 January, at the High Commissioner's New Year reception, Dean Ikehara brought me up-to-date on the proposed second campus for the University. He said that this has been brought to the attention of the Administrative Council and he felt that most of them are in favor of the general proposal but were not quite sure as to when or how to implement the proposal.

2. In the light of the proposed construction plans for FY 65-66, which would amount to more than one million dollars, Dean Ikehara says now is the time to make the decision and the move, but he felt that further discussion among the council members was required before they take this significant step. Furthermore, such a proposal must take place in the utmost secrecy because if the proposed site leaked out land prices would sky-rocket over night. Furthermore, certain members within and outside the university may have the opportunity to personally gain from this information.

3. In the light of what Dean Ikehara told me about this, I am surprised that Mr. Maeshiro has not given me any clues to the fact that this was discussed at the last Administrative Council meeting.

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

29 January 1965

MEMO FOR RECORD:

SUBJECT: Science Building

I told Mr. Maeshiro the conversation I had with Mrs. Fink with regard to the USCAR proposal to build a science structure in FY 1966.

The problem arose out of the fact that the University has a budget item from GRI funds to build a science building. Then USCAR came along and proposed \$300,000 to build in FY 1966 the same structure. So both agencies are involved. Maeshiro feared that GRI would stop its funds for the building, if it found out that USCAR is getting into the act. There is some reason for pushing the USCAR plan because there is some uncertainty about the ability of GRI to pay for the promised construction costs. (It has a \$3 million deficit, I'm told) In the event that USCAR approves the building, then Maeshiro would like GRI to have the money it promised for the building to be diverted into equipment and laboratory costs.

IWAO ISHINO
Chief of Party

MICHIGAN STATE UNIVERSITY GROUP

#51

February 17, 1965

MEMO FOR RECORD: No. 2/17/65

SUBJECT: Contract for the Faculty Lounge

1. At 1010 this morning Mr. Paul Davis, Mr. Maeshiro and Mr. Katsura of Maintenance and myself witnessed the signing of the contract for the faculty lounge.

2. Insofar as the contracting company, Kohatsu-gumi, is concerned, it had put down its signature several days ago. To obtain the rest of the signatures on this document took literally more than a dozen calls, two conferences, and several auxilliary documents.

3. At this point the ground-breaking ceremony is scheduled for Saturday, February 20th at 1000 hours. The hour was set by Kohatsu-gumi because its workers believe it is more propitious to have ground-breaking ceremonies at the maximum point in the high tide.

cc: Perry

Iwao
IWA0 ISHINO
Chief of Party

M/R 372

MICHIGAN STATE UNIVERSITY GROUP

February 17, 1965

MEMO FOR: Coordinator, Ryukyus Project - No.2/17/65

SUBJECT: Visit of Dr. Kirk Lawton

1. As usual, a visitor draws out facets of information that lie beneath the surface. The two-day visit of Dr. Lawton is a good case in point. This memo will summarize some of the valuable pieces of information that may be useful for future decision making.

2. Dr. Lawton arrived at Naha Air Base around 9:20 p.m. on Sunday, February 14th. (His original ETA was 3:48) Due to motor trouble the plane did not arrive until the time stated. His departure, however, took place on schedule - Tuesday, February 16th, at 6:05 p.m. (We had planned a dinner party for him at Tokyu Hotel. Since his plane was late, we had the party without him.)

3. Because Mr. Dan Whitney had been in the field and was familiar with aspects of the grass roots level, I asked him to sit in on the interviews Mr. Lawton had. When asked by Dr. Lawton as to what kind of an agriculturist MSU should send out next, Mrs. Fink answered she wanted an expeditor, a person who could bring about changes. She didn't have a very clear idea of what kind of changes to bring about however.

We then called on Mr. Bishop in the Economic Affairs Department, Agri. Section. Dr. Lawton posed the same question to him and he replied we need someone who is a specialist in extension methods and techniques. Mr. Bishop was not very informative on overall agricultural problems in the Ryukyus.

We then moved on to the campus where we had a conference with Mr. Kojima, instructor in extension at the University. Mr. Kojima tried to be helpful in explaining the kinds of training programs he was carrying out at the University. He also showed Dr. Lawton the extension bulletins that the University puts out.

Visit of Dr. Kirk Lawton (Continued)

4. After lunch we met with Dean Takara (Dean of Agriculture, Home Economics & Engineering College) and probed for answers in two areas. One concerned the progress made on the proposed transfer of GRI agricultural facilities to the University; and second, the plans that have been established in preparation for the transfer.

In response to the question on what the Chief Executive was doing about the proposed transfer, Dean Takara said that both before and after nomination to the position of Chief Executive Mr. Matsuoka publicly favored the transfer, but in recent weeks Dean Takara has been getting some feed-back that perhaps Mr. Matsuoka is changing his mind. Apparently there are people, both in the Experiment Station and in the Agricultural Section of the Economics Dept who are opposing the suggestion. The reasons are very understandable. Anything new is a threat to the present status quo and there are many uncertainties in the proposal to change the situation.

The question as to what plans have been made for the proposed transfer has resulted in several interesting pieces of information. The "resistance" comes from both within the GRI as well as from within the University and so in the planning phases some of these "resistance" ~~groups~~ were isolated. For example, there ~~are~~ ^{are} certain individuals in the ^{University's} Agricultural Dept who feel the department is already handicapped by a shortage of equipment and personnel. Due to the academic job on the agricultural site, such as teaching the students and running their own basic research, they hesitate to become involved with the larger problems of extension activities and running experiments for farmer groups.

There is another area in which some study has been made, namely, the area concerned with removing "deadwood" from the roster of the GRI Experiment Station and Extension Services. Here the question was: "Should they do this before the transfer?" The general feeling on the part of the Dean and his special advisers is that they should transfer the personnel from GRI intact and remove surplus individuals and incompetent individuals after the transfer is completed.

On the problem of the budget, some thought has been made at the present time that funds from GRI to the University is a "single line" item. Therefore, the University Administration can allocate its funds in any way that it seems desirable to itself. If the cost of operating the Experiment Station and Extension Service were fused into the general University budget, the people in the Agriculture Dept are fearful that

Visit of Dr. Kirk Lawton (Continued)

some other departments of the university would gain from the increased revenues of the university and the Agric Dept would be short-handed. So, Dean Takara is suggesting that the Agriculture and Extension budget be listed as a separate line item.

Another problem area has to do with the salary scale. Due to the recent salary increases that the faculty received, its pay scale is out of line with those of equal education in the Experimental Station. Therefore, the question arises of what to do about the latter group in the event they are transferred to the university. Should the two pay scales be operated independently, or should they be fused into one system?

After going through such details as this, Dean Takara stated that the GRI group who opposed transfer have come up with a specific compromise offer. That offer was: (1) Let the university run the Extension Service, but not the Experimental Station; (2) Guarantee that the university will receive a larger budget for agricultural research purposes.

Dr. Lawton felt that this wasn't a bad idea because he thought that in many situations the objective could be reached by ~~small compromises~~ ^{increments}. He asked Dean Takara whether he thought it wouldn't be wise to accept this compromise and delay transferring the total system over to the university ^{until} some future date. I would like to paraphrase Dean Takara's reply to this: He said, "I have been working on this problem for 14 years and have tried many approaches to get the Govt to transfer the Experimental Station and the Extension activities to the university. Many compromises have been made along the way but the situation is this: the politicians downtown are all empire builders and they do not like to see any of their ~~vested~~ functions or interests taken away. The real purpose they should keep in mind is the economy of the Ryukyus Islands and the well being of the farmers. It seems to me that any reasonable person holding these objectives could only conclude that the university is the best agency for operating the GRI Experiment Station and Extension Service."

On Monday afternoon the interviews were concluded ^{by} ~~with~~ an ~~interesting~~ ^{very} interesting session ^{with} Dean Higoshi and Professor Matsuda. These people work in Animal Husbandry and their problem is to raise the production of animals in the Ryukyus.

5. That evening Dr. Lawton had dinner with Mr. Kaja of Extension, Mr. Yamazato, Agriculture Economics, Mr. Chinzei of Soils (a former student of Dr. Lawton), Mr. Whitney, and another person whose name I cannot recall.

Visit of Dr. Kirk Lawton (Continued)

6. On Tuesday, February 16th, Dr. Lawton paid a courtesy call on President Shimabukuro. An earlier meeting was not possible because the President was meeting with Mr. Bowersox of the Asia Foundation. The rest of the morning was spent with Professors Ikehara, Miyazato, Oyama, Nakasone, Tomoyosi, and others of the Agricultural faculty. I was not able to sit in on these sessions continually, but the general direction of the discussion was concerned with land utilization, land inheritance, forestry problems, soil conservation, farm bookkeeping, and farm management.

Lunch was held at the Mie-kan restaurant. President Shimabukuro gave the lunch and it was attended by a small group which included the President, Mr. Maeshiro, Mr. Matsumura, Dean Takara and myself. We discussed Public Law 40 program which brought Dr. Lawton to this part of the world. We also covered the problems of trace elements in soil, a specialty in which Dr. Lawton did considerable research. It was on this topic that President Shimabukuro and Dr. Lawton were able to meet on common ground. It was Dr. Shimabukuro's impression that the absence of trace elements posed no problem in growing crops in Okinawa - except for pineapple - but he said that this might be due to the fact that hardly any research has been done here with respect to this problem. In Michigan, basic crops such as cauliflower and brussels sprouts suffer from a brown rot in the cull when trace elements such as boron are missing.

7. The afternoon was spent with Mr. Whitney who briefed Dr. Lawton on the research being done in the villages. Whitney gave Dr. Lawton copies of representative interviews that he carried out in Yabu-son and Kochinda-son. This was followed by a staff meeting in which each ^{member} of the MSU Group summarized what ^{he was} ~~we are~~ doing at the present time, ~~or concerned with at the present time.~~ ^{Finally} We discussed the kind of candidate that might come out here as the Extension Specialist. We all agreed that if we tried to satisfy all the capabilities and qualifications ~~known~~ expected of this new man, he would turn out to be a being something near to God.

IWAO ISHINO
Chief of Party
Michigan State University Group