

**Evaluation of the
WEST AFRICAN RESEARCH CENTER (WARC)
Dakar, Senegal**

As part of the
West African Research Association's
Department of Education
Title VI Grant,
Cycle beginning FY2013

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February 2014

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1. EXECUTIVE SUMMARY

In February 2014, I undertook an evaluation of the West African Research Center (WARC) in compliance with the requirements for the Department of Education Title VI Proposal (submitted by the West African Research Association [WARA] in 2012 for the cycle beginning FY 2013). This evaluation included on-site interviews with more than 35 individuals in Senegal, review of past WARC audits and evaluations, and additional information available after I returned to the U.S.

It was clear through the interviews with and documents from U.S. scholars, graduate and undergraduate students, researchers, and study abroad program directors that WARC provides a unique, invaluable resource for American education. In fact, many Americans interviewed said that their research in Senegal or West Africa would have been much more difficult or impossible, were it not for the organizational infrastructure and various types of assistance that WARC provides.

Interviewees said that the most valuable aspects of WARC to them, overall, are:

- **Networking** – especially connecting them to their colleagues in Senegal and throughout West Africa
- **Logistical Assistance** – assistance with finding lodging, procuring visas, facilitating research clearances, and getting transportation
- **WARC Library** (and the librarians' assistance) – for U.S. researchers, finding needed scholarly research materials available nowhere else in the world; for West African researchers, access to books, journals, films, and online scholarly resources available nowhere else in Senegal
- **Programs** – WARC's frequent forums, seminars, film series, book launchings, and other programs encourage discussions and exchanges and increase networking among U.S. scholars, among West African scholars, and between U.S. and West African scholars

The only negative finding was in the area of finance. It is clear that cutbacks in federal funding (through the U.S. Department of State and Department of Education) over the last few years have had a severe, negative effect on WARC's ability to serve American scholars, researchers, students, institutions, and study abroad/study tour programs. WARC is working to address this by stepping up its work to secure private philanthropy, but it realizes that this will take time and new expertise.

While I was in Senegal, I reviewed the initial recommendations from the evaluation with WARA and WARC leadership. They were extremely open to suggestions for changes and improvements. Before I left Senegal WARC began to implement the recommendations from this evaluation (WARC has implemented or is in the process of implementing all of the recommendations from previous audits and evaluations).

In short, I found WARC to be a critically important resource for U.S. scholars, institutions, and educational programs, very professionally administered, and admired greatly by U.S. and Senegalese scholars, students, and the public.

2. BACKGROUND

2.1. Scope of Work

In 2012, Dr. Jennifer Yanco, Executive Director of the West African Research Association (WARA), approached me about conducting an evaluation of WARA's overseas center, the West African Research Center (WARC), in accordance with WARA's Department of Education Title VI Proposal (submitted 2012 for the cycle beginning FY 2013). I agreed, and in 2013, Dr. Yanco and I defined the parameters of the evaluation. In early February 2014, I traveled to Dakar, Senegal, to conduct the evaluation.

The WARC sectors and services to be evaluated, per the Project Evaluation (Section H), include:

- Program Activities
- Researcher Services
- Library & Documentation Center
- Personnel
- Physical Plant
- Equipment
- Financial Management/fundraising
- Outreach/Public Relations

2.2. Profile of Evaluator

I am very familiar with American overseas research centers, having been the Associate Director of the American Research Center in Egypt and a consultant for WARA's umbrella organization, the Council of American Overseas Research Centers (CAORC), since 2005. In addition to this evaluation of the West African Research Center, I have visited, worked at, or assisted directly several other American overseas research centers, including:

- American Center for Mongolian Studies (visited, assisted directly)
- American Center of Oriental Research (visited, assisted directly)
- American Institute for Maghrib Studies (assisted the umbrella organization and its three centers)
- American Institute of Iranian Studies (conducted research, visited, assisted directly)
- American Research Center in Egypt (conducted research, directed others' scholarly activities, visited, assisted directly)
- American Research Center in Sofia (assisted directly)
- American Research Institute in Turkey (visited, assisted directly)
- Center for Khmer Studies (assisted directly)
- Palestinian American Research Center (assisted directly)
- The American Academic Research Institute in Iraq (assisted directly)

In addition to having served as a reviewer for various federal agencies and other organizations, at the request of the Women's Learning Partnership, I rewrote their program evaluation manual, *Measuring Change: Monitoring and Evaluating Leadership Programs – A Guide for Organizations* (<http://www.learningpartnership.org/measuring-change>), to create a shorter, more user-friendly version for use in evaluating programs in the developing world.

Please see **Appendix A** for a full description of my experience in administering, evaluating, and consulting for other non-profit organizations around the world.

2.3. WARC Background

2.3.1. WARC History

WARA was founded in the U.S. in 1989 for the purpose of promoting scholarly exchange and collaboration between American and West African researchers and institutions. The principal objectives of WARA are: to provide American and West African scholars access to research resources and expand research opportunities; to create a point of contact for American and West African researchers, allowing the intersection of their respective research traditions; to facilitate collaborative research efforts, projects, and conferences; to reinforce institutions on both sides of the Atlantic; to supplement sources of documentation about the region; to award fellowships to both American and West African scholars; and to disseminate information on West Africa-related research. Since 2001, the American headquarters of WARA has been based in the African Studies Center of Boston University.

WARA opened its overseas research center, WARC (in French: Centre de Recherche Ouest Africain [CROA]), in 1992 in Dakar, Senegal. WARC is also the headquarters for l'Association de Recherche Ouest Africaine (AROA), which is the Senegalese counterpart of the WARA board, with its own by-laws. WARC is housed in a series of spacious buildings provided by the Senegalese government, in the Fann-Résidence area of Dakar near l'Université Cheikh Anta Diop de Dakar (UCAD).

WARC provides an institutional presence for programs sponsored by post-secondary U.S. institutions in the region, as well as providing research support to individual researchers and a venue for scholarly exchange. It is a member of the Council of American Overseas Research Centers (CAORC) and is the only American overseas research center located in sub-Saharan Africa.

WARC collaborates with, receives support from, and implements important programs for the U.S. Embassy-Senegal and continues to receive support through other Department of State programs (e.g., WARC receives support through the Department of State's Bureau of Education and Cultural Affairs grant to CAORC; is part of Scholar Rescue, an IIE program; helps implement Fulbright-Hays Groups Projects Abroad for member institutions; and opens its facilities to Fulbright researchers and visiting faculty).

2.3.2. WARC Services

WARC provides facilitative services to affiliated U.S. scholars, researchers, graduate and undergraduate students, and study abroad programs from various U.S. universities, as well as services to local Senegalese and West African scholars and students.

For American scholars, these facilitative services include establishing official affiliation with WARC, assistance in obtaining research authorization from the government of Senegal, providing visiting researchers with contacts among West African researchers/scholars who share their interests, and assistance in procuring visas, finding housing (with Senegalese families, apartment rentals, or hotels), transportation, and other logistical matters.

For American postsecondary institutions, WARC provides a permanent institutional presence and lends continuity and stability to programs they sponsor or implement in West Africa. With its growing library collection; schedule of scholarly events, lectures, conferences, seminars, and workshops; and now its new state-of-the-art facilities for conferences and seminars, WARC has become a regional hub of research activity for American, Senegalese, West African, and international scholars.

WARC maintains a library for scholars, a new video-conferencing center, seminar and class rooms, shared office space (if needed and as available), a computer room with Internet access, photocopy, laser printer, and fax services, a translation service for official documents, wireless Internet service throughout its facilities, and a restaurant/café with gardens and terrace for informal meetings as well as seminars and lectures. It serves as a forum for the exchange of ideas and research in both formal and informal contexts. It also provides information to West African scholars and students about official U.S.-based academic testing.

2.3.3. WARC Activities

WARC organizes regular scholarly workshops, seminars, book launchings, art exhibits, etc. In the past, WARC has organized the Bouki Blues Festival in Senegal, with partial financing from the U.S. Embassy-Senegal, and has hosted several summer institutes and tours for American teachers and students (see **Appendix C**). WARC acts as host institution for grants initiated by WARA, which include its Pre-Doctoral and Post-Doctoral Fellowships, West African Research Center Travel Grants, Graduate Student Summer Internships, Library Fellowships, and Residency Fellowships (see **Appendices D and E**).

Over the years, WARC has developed a significant regional network with institutional and individual contacts throughout West Africa. WARC provides essential support to U.S. educational objectives and to its public diplomacy mission in Senegal and West Africa by facilitating and expanding opportunities for educational and academic linkages and exchanges.

Because of WARC's infrastructure and its wide range of contacts in West African academic and cultural communities, it is frequently sought after as a host institution for U.S. colleges and universities wishing to conduct professional development for faculty and teachers, and advanced study tours for students or faculty. In 2013 alone, 119 faculty and students participated in these programs at WARC (including 87 participants in the IHP – Cities in the 21st Century, Union University, Fulbright Hays, and Saginaw Valley State University programs; and 32 students in study abroad programs from Michigan State University, the University of Minnesota Studies in International Development Program, and Wells College). These programs provide American educators with first-hand experience in Africa and opportunities to study and exchange with their peers in Senegal, to live with Senegalese families, and to study under first-rate scholars from the region. For students, this experience often changes the course of their development, inspiring them to go into area studies and to later take up posts as educators and diplomats, in international business, or as development or NGO workers. Teachers build curricula around their experience which they go on to share with their students, providing current and accurate information about Africa. Faculty return to the U.S. better prepared to teach courses with Africa content and with a range of materials with which to do so. These programs educate the American public about Africa and build the capacity of U.S. schools and higher education institutions to teach about Africa and to reach out to their communities with accurate information about this increasingly important world region. These programs have a ripple effect as each participant returns to his or her home community with new knowledge and understanding to share.

For example, in 2011, WARC served as the host institution, arranging all programmatic details, for a Groups Project Abroad for Appalachian State University that brought twelve K-12 teachers and two faculty members to Senegal for a four-week program. Participating teachers attended lectures by outstanding African intellectuals, met with teachers from Senegal, and developed curricula based on their experience in Senegal. The teachers and faculty returned to the U.S. and their classrooms with new knowledge and insights that they are sharing with their students and colleagues. WARC also serves as the host institution for various faculty development and student tour programs, such as American

University, Georgia Southern University, Harvard University, Howard University, Ohio State University, Pace University, Rutgers University, Saginaw Valley State University, South Dakota State University, Texas A & M, and the University of North Carolina-Chapel Hill, among others.

WARC promotes scholarly research on West Africa and the Diaspora and works to foster cooperation between U.S.-based and West African researchers, students, and artists. WARC has the active participation and cooperation of both West African and U.S.-based scholars in identifying and meeting the needs of both communities by:

- Encouraging collaborative research between U.S.-based and West African researchers, universities, and relevant institutions through research fellowships and organizing colloquia, seminars, and workshops on topics of both general and scholarly interest
- Making available to visiting and West African researchers a research library, computer facilities, and a computer network capable of sustaining significant research efforts
- Providing up-to-date data and information on West Africa and the African Diaspora
- Offering a space where U.S., local, and foreign researchers may conduct and share their work, and create a transnational community of scholars and researchers
- Promoting interdisciplinary approaches and considerations of gender in the study of West Africa and the African Diaspora
- Gathering, cataloging, and disseminating internationally the results of research on West Africa
- Providing logistical support for American scholars, offering local institutional affiliation, and facilitating research clearances throughout West Africa
- Serving as an operations base for WARA/WARC and member institutions' projects, expeditions, summer seminars, linkage programs, and educational exchanges in West Africa
- Maintaining relations with language institutes, research facilities, libraries, and specialists in Senegal and throughout West Africa
- Developing cordial relations with relevant officials in Senegal and throughout West Africa
- Creating and maintaining a documentation center and current periodicals to complement existing archival and library collections. WARC's Library holdings are part of CAORC's [Digital Library for International Research](#) and are continually being updated
- Developing opportunities for internships with local and regional West Africa organizations.
- Providing orientation and programs of joint interest

WARC carries out its activities in collaboration with several other American, Senegalese, West African, and international entities —institutions of higher education in the U.S. (various universities and organizations such as the U.S. Library of Congress, the Ford Foundation, ACLS, IIE Fulbright, and Title VI Resource Centers), with West African institutions of higher education (especially UCAD), with the U.S. Embassy-Senegal, and with international organizations such as CODESRIA and the African Union (via the African Commission on Human and Peoples Rights), among others. Currently or in the recent past, WARC has hosted or administered the following programs:

- Several U.S. university study abroad programs (serves as the host institution and provides comprehensive curriculum and administrative services)
- International Fellows Program, Ford Foundation (WARC was Senegal program headquarters and organized orientations and placements worldwide for fellows)
- ACLS African Humanities Fellows Program (host institution)

Shortly after WARC hosted Guillaín Mathé as part of the IIE Scholar Rescue Program, he and other researchers based in the North Kivu region of the Eastern Democratic Republic of Congo (DRC) established the (African) Great Lakes Peace Initiative Center. This academic and philanthropic association provides a framework within which African intellectuals will play their part in the concerted global effort to put an end to the humanitarian tragedy in the DRC and create conditions for sustainable peace in the region.

- IIE Scholar Rescue Program (host institution)
- Fulbright Association of Senegal (use of WARC for meetings, events)
- Department of State Alumni Association (headquartered at WARC; WARC Director is president)
- Fulbright Hays Seminar Abroad Program (host institution for two sessions: the first for college and university teachers, the second for K-12 teachers)
- Fulbright-Hays Group Projects Abroad (host institution)
- NEH Summer Institutes (WARC has organized and hosted)
- The Center for Research in Social Policy (CREPOS) (headquartered at WARC)
- IHP *Cities in the 21st Century Program* (coordinated and hosted in Senegal)

To promote research and dialogue on peacebuilding and conflict resolution in West Africa, WARC and WARA conceived and implemented the *West African Peace Initiative*, which included regional conferences, a fellowship program, and a journalism institute for West African journalists reporting on conflict. The Initiative's major outcomes include a new peer-reviewed journal, *African Conflict and Peacebuilding Review*, and an interactive website www.westafricapeace.org, which documents project activities and promotes ongoing discussion and exchange for participants and others with an interest in peacebuilding in the region.

In early 2011 WARC began collaborating with the U.S. Library of Congress (LOC), WARA, and CAORC to initiate the West African Acquisition Project, a new model for acquiring materials from West Africa. West Africa had long been a region from which the LOC and other U.S. research institutions have had considerable difficulty obtaining materials. The LOC did not have the funding to open a new field office in West Africa and had mixed success using traditional means to acquire materials there. The new model builds on existing U.S. research networks in West Africa to acquire needed materials from several countries throughout West Africa. The project has succeeded so impressively that the LOC is now considering it as a more cost-effective model for other regions of the world where there is need.

In 2012, WARC collaborated with the U.S. Embassy-Senegal and WARA to launch the Dakar American Applied Research and Training (DAART), which worked with 11 selected young leaders from seven West African countries to help them develop new skills and design creative solutions to the challenges facing their countries and their communities. Throughout 2012, DAART drew on the considerable wealth of academic and practical knowledge accumulated by U.S. and West African scholars and activists to reinforce the capacity of youth leadership, community activism, and entrepreneurship in critical fields such as environmental management, women's political participation, and civic engagement.

WARC has been involved in several library digitization projects with U.S. university libraries:

- The African Language Materials Archive (ALMA) is a web-based electronic archive of original materials published in West African languages funded collaboratively by Title VI Resource Centers for Africa. Initiated as a joint effort of WARA, CAORC, Columbia University Libraries-African Studies, and UNESCO, ALMA works with colleagues in a number of countries to identify materials published in African languages, contracts with authors, and acquires publications that are then digitized and become part of the e-book collection of CAORC's Digital Library for International Research.
- The West African Digital Library (WADL) is sponsored by MATRIX, in cooperation with the African Studies Center at Michigan State University, as part of the African Online Digital Library.
- With funding from the U.S. Embassy-Senegal, WARC helped digitize works from the collection of the prominent West African historian of the Senegambia, Boubacar Barry.

- WARC actively participated in CAORC's Digital Library for International Research (DLIR), a multi-center, consolidated, web-based digital library that includes unique scholarly research resources from our member centers' and their local partners' libraries, and which made core parts of these collections accessible online. DLIR was primarily funded through the Department of Education TICFIA program; in 2011 funding for DLIR was terminated mid-way through the grant period because of federal budget cut-backs.

WARC is currently collaborating with the American Institute for Maghrib Studies, the West African Research Association, and the Saharan Studies Association on a new cross-Saharan studies initiative. The *Saharan Crossroads Initiative*, begun by WARA and UCLA in 2004, fosters academic exchange and research collaboration among scholars from America, North Africa, the Sahel region, and sub-Saharan Africa through conferences, publications, a Saharan studies library in Algeria, and a research fellowship program.

Through the *Saharan Crossroads Initiative* and other programs, over the past several years WARC has helped organize and participated in several major international and regional conferences:

- U.S. and Senegal: *Building Networks for the Preservation and Dissemination of Historic Archival Materials in the Sahel* (April and July 2007; funded through UNESCO Information for All Program)
- Morocco: *Saharan Crossroads: Views from the North* (June 2009, with WARA and the American Institute for Maghrib Studies [AIMS])
- Senegal : *Peace Making in West Africa: Historical Methods and Modern Applications* (Dec. 2009, with WARA)
- Sierra Leone: *Faith Communities and their Roles in Conflict Resolution* (Dec. 2010, with WARA)
- Niger: *Saharan Crossroads: Views from the South* (July 2011, with WARA and AIMS)
- Cape Verde: *Narratives, Facts and History: Documenting Peace and Conflict in West Africa* (Dec. 2011, with WARA)
- Algeria: *Saharan Crossroads: Views from the Desert-Edge* (to be held in summer 2014, with WARA and AIMS)

3. METHODOLOGY

3.1. Preparatory Steps

I reviewed the following prior evaluations and audits of WARC:

- U.S. Department of State, Bureau of International Information Programs, U.S. Speaker and Specialist Grant, West African Research Center (WARC), Dakar, Senegal, 1-14 December 2004, by Jeanne Jeffers Mrad, submitted 31 January 2005
- Rapport d'audit Des Comptes du West African Research Center (WARC), conducted by Université Cheikh Anta Diop de Dakar (UCAD), Direction de l'Audit et du Contrôle Interne, Novembre 2008
- West African Research Center (WARC), Audit des Comptes, Période du 1^{er} octobre 2010 au 30 septembre 2012, Lettre de recommandations sur le contrôle interne et sur les comptes (Management Letter), prepared by Mr. Ibrahima Fall, Deloitte/Senegal

I requested, received, and reviewed copies of all WARC visitor surveys from FY2013; the FY2013 quarterly surveys that WARC provided to CAORC; and the CAORC annual reports for WARC on fellowships and library usage (FY2009-2013) (see **Appendix E**).

It should be noted that I had also spent approximately two weeks at WARC in January-February 2011, observing the LOC West African Acquisition Project and assisting WARC in creating an initial plan to develop its fund raising activities in the private sector. During that time I spoke with a number of U.S. scholars and students, WARC staff, and Senegalese professionals, scholars, and students to gain an understanding of WARC's role and stature in U.S. and West African academia. I also attended several standing-room only lectures and seminars at WARC during my two-week stay. Thus this evaluation also includes my observed differences at WARC between 2011 and 2014.

3.2. On-Site Approach

During seven working days in Senegal, I talked with or interviewed more than 35 individuals in order to understand what they viewed as WARC's value to U.S., Senegalese, and West African scholars and students and the respective academic communities, any drawbacks or problems they had encountered at WARC, what additional services WARC could provide for scholars and the academic communities, and any suggestions they might have for improvements.

All meetings were held at WARC, unless otherwise noted below. Most meetings lasted from one to two hours each. I conducted all meetings personally, with translation assistance (French/English) by Dr. Mary Ellen Lane, CAORC Executive Director, as necessary.

Interviewees were told that any comments could be kept confidential or anonymous, if they so desired. All interviewees were remarkably open and sharing of their thoughts about WARC, its benefits to them and their colleagues or constituencies, and suggestions for changes or improvements.

During February 8-15, I conducted the following meetings:

Meeting with Senegalese professors/researchers using WARC facilities:

- Professor Marème Ly (Professor of American Literature, UCAD)
- Professor Daha Ba (Professor of History, UCAD)

Meeting with Senegalese graduate student/researchers using WARC facilities:

- Boucar Ndiaye (graduate student, American Literature, UCAD)
- Mamouna Kolphane (graduate student, English Department, UCAD)

Meeting with WARC- affiliated resident U.S. researchers using WARC facilities:

- Marilee Tichenor (graduate student, University of California-Berkeley, in Medical Anthropology, on funding from Berkeley and SSRC)
- Elizabeth Fretwell (graduate student, University of Chicago, learning Wolof, on internal university funding)
- Amy Porter (graduate student, University of Wisconsin, in Educational Policy Studies, on a Boren Fellowship)

Meeting with Dr. Aminata Diaw Cissé, Principal Administrator, CODESRIA, and Dr. Ebrima Sall, Executive Director, CODESRIA (at the CODESRIA office)

Meeting with Dr. Abdoulaye Diallo, Director, L'Harmattan–Senegal

Meeting with Mr. Kayode Atilade, ACLS Fellow at WARC (University of Ibadan, Nigeria)

Lunch meeting with:

- Kristin Kane (U.S. Embassy-Senegal PAO)
- Sandra Clarke (U.S. Embassy-Senegal DCM)
- Dr. Ibrahima Thioub (President of AROA)
- Professor Penda Mbow (Professor of History, UCAD; longtime friend of WARC; advisor to Senegalese President Macky Sall)
- Professor Abdoul Aziz Kébé (Arabic Department, UCAD)
- General Mamadou Mansour Seck (retired Senegalese military officer and author)
- Dr. Abdoulaye Diallo (Director, L'Harmattan–Sénégal)
- Professor Louis Mendy (member of fellowship review committee, WARC Travel Grant Program)
- Professor Boubacar Barry (West African historian of the Senegambia)

Meeting with Mr. Ibrahima Fall, Deloitte/Senegal (conducted 2013 WARC audit)

Multiple meetings (individually) with WARC staff:

- Dr. Ousmane Sène, Director of WARC
- Abdoulaye Niang, Administrative Director
- Mariane Yade, Coordinator of Researcher Services and Programs
- Adama Diouf, Head Librarian
- Amadou Dieng, IT Coordinator

Meeting (collectively) with WARC housekeeping & security staff:

- Arame Diom (housekeeping)
- Fatou Mbaye (housekeeping)
- Amy Thiombane (housekeeping)
- Mamadou Bah (security)
- Ibrahima Diedhiou (security)
- Seydou Sana (security)

Multiple meetings with Dr. Jennifer Yanco, Executive Director, WARA

In Toubacouta, Senegal, I held several individual and collective discussions of preliminary findings, participant suggestions for improvements, and possible ways to implement those suggestions with:

- Dr. Mary Ellen Lane
- Dr. Jennifer Yanco
- Dr. Ousmane Sène
- Mr. Abdoulaye Niang
- Ms. Mariane Yade

Additionally, after my return to the U.S. from Senegal, I conducted e-mail and/or telephone discussions with several U.S. academic study abroad program administrators who are consistent users of WARC services, including:

- Cindy Felbeck Chalou, Associate Director of Operations, Office of Study Abroad, International Center, Michigan State University
- Dr. Deidre Dawson, Professor of Language and Culture, and Advisor and Co-Director, African Studies in Senegal Program, Residential College in the Arts and Humanities, Michigan State University
- Dr. André Siamundele, Dakar, Senegal International Study Abroad Program, Wells College
- Dr. Heidi M. Soneson, Program Director, Minnesota Studies in International Development (MSID)-Senegal, Learning Abroad Center, Global Programs & Strategy Alliance, University of Minnesota

4. MAJOR FINDINGS AND RECOMMENDATIONS

I focused discussions with interviewees and gathered further information about WARC, on the following thematic areas:

4.1 WARC Program Activities

WARC'S stated overall program goals are to promote research and scholarly exchange between West African and U.S. scholars and institutions and to support the production and dissemination of knowledge on West Africa and the Diaspora. WARC accomplishes this by:

4.1.1 Providing an institutional presence and lending continuity and stability to programs sponsored by postsecondary U.S. institutions

Goals

- To provide support and resources to U.S. study abroad/study tour programs operating in Senegal
- To connect U.S. students with their counterparts from Senegalese universities
- To contribute to the development of expertise on the region
- To provide other U.S. organizations with a home base and administrative support

Findings

WARC consistently serves as the host institution and provides comprehensive curriculum and administrative services, as well as access to its many resources, to three to four study abroad programs annually from U.S. universities (currently Michigan State University, the University of Minnesota Studies in International Development Program, and Wells College), serving an average of 40 to 50 students annually. The programs' directors interviewed were uniformly in agreement in praise of WARC, especially the expertise, services, and networks provided by Dr. Sène and Mariane Yade (see **Appendix F** for their written comments).

As the director of a study abroad program..., I have made at least 7 or 8 visits to WARC since 2002, and every time I am struck with the professionalism, dynamism, and hospitality of the WARC director, Dr. Ousmane Sène, and his staff. Dr. Sène obviously is always looking to make improvements where he can, and this shows.

Dr. Deidre Dawson, African Studies in Senegal Program, Michigan State University

The study abroad programs' own evaluations show that their participating U.S. students demonstrate:

- A greater awareness of cultural differences
- Increased readiness to embrace and enjoy cultural diversity
- Enhanced understanding of international development and poverty-related issues
- A better understanding of developing world realities (both development opportunities and constraints)
- Greater commitment to and a solid preparation for engagement in social entrepreneurship, volunteer programs, and pursuit of their studies and specialized research projects in Africa and the developing world
- Increased spoken and written skills in at least two languages (French and one of Senegal's national languages)
- A greater understanding of a different face of Islam and Muslim societies which they experience in Senegal, where members of both Christian and Muslim faith communities live as neighbors and share in one another's religious celebrations

WARC also helps develop and hosts faculty development programs, usually during the summer; these programs are part of the study tours WARC receives every year from May to July. WARC recently worked with Howard University Professor (and former WARA President) Mbye Cham on a proposal to the National Endowment for the Humanities for a K-12 teachers' institute, entitled *Islam in African Literature and Film: Spotlight on Senegal*, to take place in the summer of 2015 (proposal pending). Other recent programs included: 2012 – World View (with the University of North Carolina at Chapel Hill); 2011 – Fulbright Hays (with Appalachian State University); 2010 – Fulbright Hays (with Professor Samba Gadjigo, Mount Holyoke College, and Professor Mbye Cham, Howard University); 2009 – Fulbright Hays (with Dr. Jennifer Yanco, WARA, and Professor Wendy Wilson Fall).

WARC's LOC West African Acquisition Project is providing a cost-effective method to enable the U.S. research community to access materials in West Africa. WARA and WARC are now initiating a cooperative acquisitions program with university libraries in the U.S. – The West African Collaborative Acquisitions Project (WACAP) – which will begin on July 1, 2014 and will be headquartered at WARC.

WARC also facilitates the work of the African Language Materials Archive (ALMA) and other projects by scanning, digitizing, preserving, and presenting online previously unavailable oral, photographic, video, and archival materials about Muslim practices from archives and researchers in Senegal and Ghana; and by surveying, conserving, and digitizing medieval as well as contemporary manuscripts in Ajami – African languages written in Arabic script – that are endangered by harsh climatic conditions and are critical to understanding the West African region and its history and cultures. These projects preserve and disseminate authentic African language materials for use by African language instructors, teachers, readers, language learners, and scholars in the U.S. and elsewhere.

Recommendations

Because WARC has established standard courses, tours, and exchanges for study abroad programs, it would be relatively easy for WARC to expand its services to additional study abroad programs, if it can access additional resources (see Section 4.7). This would not only serve increased numbers of U.S. academic institutions and students, but would also increase WARC's earned income revenue.

4.1.2 Promoting scholarly research on West Africa and the Diaspora, building scholarly networks, and serving as a point of contact for researchers from throughout West Africa and their colleagues from the U.S. and elsewhere

Goals

- To provide U.S. and West African scholars with a rich program of lectures, film screenings, and presentations, as well as constantly improved informal meeting spaces
- To expand the pool of U.S. students, researchers, and the general public who are able to have first-hand exchange experiences with West African scholars

WARC is a place for meeting and reflection. All intellectuals in Senegal know WARC. Dr. Sène has a huge network, and every time an important book is published in Senegal, WARC has a dedication and seminar on it.

Prof. Daha Ba, History, UCAD

Findings

U.S. scholars, study abroad programs, and students consistently rated WARC's extensive networks and connections among West African scholars, artists, and intellectuals, academic and NGO institutions, government ministries and personnel, and logistical resources among the highest of their own priorities and highest ranked in terms of quality support they receive from WARC. West African scholars and students also ranked this networking as vital to their own scholarship and continued professional advancement.

Several interviewees credited Dr. Sène’s status as a faculty member at the Université Cheikh Anta Diop in helping them make needed connections with their Senegalese counterparts. Dr. Sène’s prominence in Senegal is a clear advantage for WARC. He was selected as one of only 15 civil society leaders to meet with President Obama on his visit to Senegal, and Senegalese President Macky Sall has invited Dr. Sene to his home for private consultations.

WARC’s frequent roundtables, lectures, seminars, and colloquia are regarded by U.S., Senegalese, and West African scholars, leaders, and others as the most valued open forum in Dakar for healthy intellectual exchange and civic discussion; several interviewees said that these dialogues foster scholarly networking, collaborative research, and mutual understanding. See **Appendix H** for a list of WARC’s 2013 presentations, which provides a representative sample of these types of events that WARC carries out annually.

Several of the U.S. graduate students said that because of their studies and first-hand experience in the region, their future career plans include not just academia but also public service or international development.

Recommendations

Because all interviewees rated WARC’s networking capabilities as their highest priority and one of WARC’s greatest benefits, this should be expanded wherever and whenever possible. Several interviewees made suggestions (see below), most of which WARC began to implement before I left Senegal.

Interviewees’ suggestions:

- Display U.S., Senegalese, and international WARC-affiliated researchers’ names, disciplines, and contact information in a common area, so that their counterparts can contact them independently for discussion and exchange in their areas of interest. This may also benefit both U.S. and Senegalese scholars and students by enabling the U.S. academics to participate or lecture in UCAD classes (in process).*
- Gather the names, areas of interest, and contact information for Senegalese individuals who utilize WARC’s café/cafeteria (i.e., individuals who are not currently affiliated with WARC), to link them to U.S. students in their disciplines (in process).
- Increase the range of disciplines of scholars and students from UCAD who come to and utilize WARC’s facilities and services (currently, they mainly come from UCAD’s English or American Literature departments) (in process). This will help U.S. researchers (through increased breadth and depth of networking) as well as Senegalese scholars and students.
- Promote and host an informal “social hour” at a regularly scheduled time each month, so that U.S. and Senegalese scholars and students know there is a time and place where they can get together informally to find out about each other’s interest and research (in process). This would also help “mix” U.S. graduate and undergraduate students (who currently do not necessarily see each other).
- Host more lectures and events on current issues and intellectual topics or new research orientations.

*All paths lead to WARC – for many of us,
WARC is a second office, second home.*
Prof. Marème Ly, American Lit., UCAD

*Before I left Senegal, I discussed preliminary findings and recommendations with WARC leadership and staff. They were very open to these discussions and immediately began working on implementing any suggestions that they could; “(in process)” throughout this report means that WARC staff began working to implement these recommendations before I left Senegal.

4.1.3 Encouraging collaborative research between U.S.-based and West African researchers, universities, and relevant institutions

Goals

- To collaborate on educational initiatives and facilitate programs in Senegal or elsewhere in the region

Findings

It became clear from discussions with U.S. and Senegalese scholars, graduate students, and professionals that WARC is being increasingly sought out as a partner for educational initiatives and to facilitate programs in Senegal or elsewhere in the region. This is a testimony to WARC's growing stature as a well-organized and effective center of scholarly activity.

For example, since 2011, WARC has hosted presentations of new publications by the Dakar-based publishing house L'Harmattan-Senegal. Once or twice each month, an average of 150 to 200 people gather at WARC to participate in what is widely regarded as the most valued open forum in Dakar for healthy intellectual exchange and discussion. Several interviewees saw these book presentations as significant advantages to their own work and to their networking within Senegal and with their colleagues. Dr. Abdoulaye Diallo, Director of L'Harmattan-Senegal, said that step-by-step, this program has grown in significance – now the Prime Minister, cabinet ministers, the former UNESCO Secretary, and other prominent Senegalese individuals regularly attend.

*WARC has become the place where if an author publishes a book, the presentation **must** be at WARC. If it is at WARC, then your book is perceived as important.*

Dr. Abdoulaye Diallo, Director,
L'Harmattan-Senegal

As noted above (2.3.3 WARC Activities), WARC regularly collaborates with other institutions to develop new cross-institutional programs to benefit American research and scholars, such as:

- Its ongoing collaboration with the American Institute for Maghrib Studies, the West African Research Association, and the Saharan Studies Association on the *Saharan Crossroads Initiative*, which fosters academic exchange and research collaboration among scholars from America, North Africa, the Sahel region, sub-Saharan Africa, and the rest of the world through conferences, a Saharan studies library in Algeria, and a research fellowship program.
- The U.S. Department of State approached WARC to create, design, and implement the *West African Peace Initiative*, a multi-faceted project designed to promote research and dialogue on peace building and conflict resolution in West Africa. It included regional conferences, a fellowship program, youth conferences and a journalism institute for West African journalists reporting on conflict. This collaboration also resulted in a new scholarly journal – *African Conflict and Peacebuilding Review* (ACPR), published by Indiana University Press.
- The U.S. Department of State approached WARC to create, design, and implement DAART, a capacity building program for young African leaders working in various areas including the arts, politics, agriculture, environment, education, and working with marginalized communities.
- The Library of Congress approached WARC to create, design, and implement West African Acquisitions Pilot Program, which is serving as model for other potential LOC collaborations elsewhere around the world.

Recommendations

These collaborations are crucial to increase American scholarship in and on West Africa and should be not only continued but prioritized (in process). Given the impact of these collaborations, WARC should seek partners for new projects addressing issues of concern to various sectors of the scholarly communities.

WARA should increase outreach to its member institutions, encouraging more of them to work with WARC to organize summer study tours and faculty development seminars.

4.2 WARC Researcher Services

Goals

- To support U.S., Senegalese, and West African scholars conducting research in West Africa through WARC’s logistical and professional services, facilities, and documentation resources

Findings

WARC provides a range of scholarly resources (research library, Internet access, open work space) for all; in addition, WARC provides a number of special services to official WARC-affiliated scholars, such as accreditation services, scholarly research contacts and networks, formal opportunities to present and share research, and logistical arrangements including assistance in locating housing through its network of home-stay families, airport pickups, and local transportation (see Section 4.5 for a description of WARC’s facilities). The WARC LOC West African Acquisition Project Coordinator also recently created a website (<http://www.histoire-senegal.com/>) to provide even more information on Senegalese history to researchers worldwide.

WARC has great opportunities: if you don't use them, you have no alibi.

Boucar Ndiaye (graduate student,
American Literature, UCAD)

Several U.S. scholars noted that Mariane Yade, WARC’s Coordinator of Researcher Services and Programs, was in e-mail contact with them before they left the States and that her services in arranging for them to be met at the airport, find housing, and make contacts were invaluable to their being able to “hit the ground running,” to making their research more productive, and to being able to complete their research in the short time they were in Senegal. They all cited WARC’s logistical support and infrastructure within Senegal as crucial for their research. One researcher said that Ms. Yade had also found several qualified candidates for her when she needed a research assistant.

I came to Senegal without infrastructure support, but my advisor then told me about WARC. This made my entrée to Senegal easier and more productive.

Amy Porter, grad student, Univ. of Wisconsin

U.S. and Senegalese scholars and students, and U.S. study abroad program directors, all cited the benefits of WARC’s wide and deep network within Senegal (see Section 4.1 for additional comments).

WARC asks all visitors (including U.S. study abroad and study tour participants) to fill in a visitor survey which captures not only their affiliation and contact information (for reporting and follow-up purposes), but also asks them to evaluate and rate the services WARC provides. I reviewed all visitor evaluations for FY2013; all gave WARC services a rating of 4 or 5 (on a 5-point scale) and cited the WARC Library, lectures, and research assistance as the greatest benefit (see **Appendix G** for comments from the surveys).

The number, geographic range, institutional type, and disciplines of U.S. scholars who seek affiliation with WARC (see **Appendix D**), as well as the increasing number U.S., Senegalese, and West African researchers who use WARC facilities (see **Appendix E**), including the WARC Library, attests to WARC’s success in this area.

Recommendations

Although U.S. scholars especially cited the assistance of Mariane Yade, WARC’s Coordinator of Researcher Services and Programs, as essential to their success, it was clear that in the past at least a

few researchers had taken advantage of her time and good nature to do things they could have done themselves. Ms. Yade should be clear about limiting the assistance she provides to basic logistical support (especially initially), so that she can prioritize implementing WARC's Fund Development Plan (in process). Unless WARC implements this plan and develops new or increased revenue streams through increased private fund development, it faces the harsh reality that it may need to lay off staff, which would be to the great detriment of all the researchers it assists.

4.3 WARC Library & Documentation Center

Goals

- To serve the scholarly needs of U.S., West African, and other visiting scholars, researchers, and students

Findings

WARC's Library consists of more than 5,000 titles, professional journals, periodicals, theses, and dissertations. While the focus of this multi-disciplinary collection is West Africa, WARC also has a significant collection of materials on American history and literature.

In 2013, the WARC Library acquired some 500 new titles, including books, journals, and multi-media materials. It is used heavily by U.S., Senegalese, West African, and international BA, MA, and PhD candidates and professionals (40 to 60 users a day, often many more during exam periods). Significantly, it may be the only *lending* academic library in Senegal. Several interviewees call the Library "the backbone of WARC" partly because of its free and open access to its resources. The WARC Library regularly surveys its users (American, Senegalese, international) to determine their usage of its various resources, to ensure it is meeting their needs, and to solicit their input for improvements and new titles to acquire.

Aside from WARC, there is no exhaustive academic library in Senegal. WARC has primary sources not available anywhere else in Senegal. Before WARC, we were in the 'desert years'; now we are in the 'green' or 'blooming' years. Having access to JSTOR at WARC gives us a 'well of ideas.'

Prof. Marème Ly (American Literature, UCAD)

U.S. scholars and students said they value WARC's Library for its collecting of theses and dissertations by West African graduate students (one U.S. scholar said that these materials were available nowhere else in the world – nor would they know of these resources unless they had personally visited WARC's Library). All researchers – both American and Senegalese – interviewed said that the WARC Library's calm and orderly atmosphere was essential to their work, and they all cited the professionalism and assistance of the WARC Librarian and Assistant Librarian.

West African scholars and students consistently said that the availability of JSTOR and other online research databases at the WARC Library was a primary benefit of WARC to West African academia (WARC is the only location in Senegal where JSTOR is publically available). These resources, along with free Wi-Fi access, were noted by researchers and students to be of critical importance. West African and American researchers also cited WARC's highly qualified professional staff, who assist them in using the Library's resources and locating additional necessary materials.

The WARC Library is an enormous service for the research of students and professionals...I especially appreciate the assistance of the librarians, who are always ready to aid researchers and visitors.

Boubacar Faye, Ph.D. student, UCAD

Before WARC gained access to JSTOR, the WARC Library had helped about 90 researchers complete their dissertations; since adding free access to JSTOR and other online scholarly resources, the Library has helped about 150 advanced graduate students conduct research for and complete their Ph.D. dissertations and 25 graduate researchers complete their M.A. theses. Many of these researchers are

now being hired by NGOs, the U.N., the U.S. and other embassies, the private sector, and as academics and teachers throughout West Africa.

Major recent renovations at the WARC Library have included reconfiguring the Library space to make it more user-friendly, creating separate study rooms for scholars/graduate students and undergraduates (per the Mrad Report recommendations), replacing shelving, lighting, tables and chairs for patrons, and a new circulation area. As part of upgrading the circulation system, WARC began using Library World and purchased equipment for barcoding all holdings to facilitate circulation. In 2010, 2012, and 2013, WARC awarded WARC Library Fellowships to U.S. graduate students in Library Sciences. These fellows worked with WARC Library staff to further improve the professionalism of the WARC Library.

The WARC Library Fellowship provides practical experience for U.S. Africana librarians and helps to keep the WARC Library up to date as much as possible with new developments in electronic resources and tools for library management. However, as noted above, until 2011, WARC actively participated in CAORC's Digital Library for International Research (DLIR), which made core parts of WARC's collection accessible online. **The termination of Department of Education TICFIA program funding for the DLIR because of federal budget cut-backs has been a severe detriment to U.S. scholars and students**, who now must individually travel to Senegal to get information about and access the WARC Library's West African holdings. Through the DLIR program, the WARC Head Librarian also received regular professional training to help her keep up-to-date in librarianship trends. This training has also now ceased.

It was clear from observation and from interviewees' remarks that the WARC Library is rapidly reaching its physical limits in terms of the number of students it can serve (see **Appendix E**) and space to house its growing collection.

Recommendations

WARC should continue to ensure that it collects theses and dissertations by West African graduate students and expand this practice when and as it is able to do so. If the Department of Education is able to fund the TICFIA program fully again, getting information about these theses and dissertations into the DLIR would be of primary importance for American scholars and for others who wish to or can only explore WARC's resources remotely.

It was noted that the WARC Librarian and the LOC West African Acquisition Project Coordinator do not regularly exchange information, nor does the LOC Project Coordinator know what acquisitions would be a priority for the WARC Library. It was recommended to WARC that these staff meet regularly to exchange information and find areas for collaborating and enriching each of the programs (they have now set up a regular time to meet and have been meeting since I left Senegal).

One interviewee noted that WARC's Library could benefit by collecting more materials on regional (rather than just national) concerns. WARC's Librarian will talk with the LOC West African Acquisition Project Coordinator about collecting priority items for regional research for the WARC Library through the LOC program (in process).

To enable the WARC Head Librarian to receive continued professional training, CAORC will examine the possibility of enrolling her in the Center for Research Libraries' webcast trainings (in process).

Senegalese scholars noted that WARC's Library does not have a great deal of secondary sources in French. To increase acquisition of these and other new resources for the WARC Library, WARC should

set up a 'wish list' on amazon.com so that donors can purchase and send priority acquisitions to the Library (in process; first acquisitions received).

Senegalese scholars interviewed were not fully aware of WARC's film library, or that WARC would welcome them to utilize these films in their teaching (and to show these films for their students in the WARC video-conference center). I discussed this with Dr. Sène, and before I left Senegal, he sent several UCAD professors a note to this effect (as well as reminding them of the availability of WARC's Library and other scholarly resources for their own research and for their graduate students) and asked them to share this information with their colleagues in other disciplines. After I left, Dr. Sène met personally with scholars at UCAD and reminded them that the WARC Library is open to them for their research work, their course preparations, and any other academic pursuits; that WARC is very willing to share its 200+ DVDs of African and American films with them for their teaching purposes; that he would like to set up a meeting with UCAD professors teaching American Studies to discuss research and teaching issues on the U.S.; that he was willing to share his personal library with them through a lending scheme; and that he wanted to be sure that they all were comfortable and familiar with WARC's resources.

As noted above, the WARC Library is rapidly reaching the limit in terms of space. It is recommended that WARC investigate potential sources of support to increase the Library's physical space (in process, with the support of CAORC for professional grant-writing services).

4.4 WARC Personnel

Goals

- To employ staff who have the qualifications to and do meet the needs of WARC and its patrons
- To ensure that all WARC staff have written job descriptions, know their duties, and have regular evaluations
- To promote from within, whenever possible and feasible, given aptitude, training, and experience
- To pay WARC staff a reasonable, living wage, as WARC financial conditions allow

Findings

U.S. and Senegalese scholars and students and U.S. study abroad program directors were uniform in their praise of the WARC staff and their helpfulness (see **Appendices F and G**).

Study abroad program directors also noted that Dr. Sène was able to "bridge cultures" because of his experience in the U.S. and Senegal and his long history of working with study abroad programs. Almost all interviewees (both U.S. and Senegalese), including U.S. study abroad program directors, noted that Dr. Sène's broad and deep connections within Senegal and West Africa were invaluable to their work or programs and to WARC in general.

Of all the programming that I do in Africa, I find Dr. Sène the most responsive, efficient and reliable person with whom I work. I cannot say enough to praise his professionalism.

Cindy Felbeck Chalou, Office of Study Abroad, Michigan State University

Many interviewees, especially the U.S. researchers, commented on how responsible and responsive the WARC personnel are and how quickly they address any concerns raised. In fact, as noted above, based on our initial discussions about the evaluation findings, the WARC staff began to implement many of the suggestions made immediately.

The Deloitte audit that was completed in summer 2013 noted the lack of an office procedures manual and the lack of written job descriptions for some staff. The first issue was addressed, and an office

manual is in the draft stage. The issue of written job descriptions was addressed in late 2013, and all staff indicated that they do have written job descriptions, that they understand their duties, that they have regular evaluations based on their job descriptions, that they feel there is opportunity for advancement within WARC (and cited several examples), and that they have regular staff meetings. Further, all staff indicated that although they all know what is specifically expected of them, they feel they are a team and they step in to cover for one another if someone is out for any reason. They also noted that they feel comfortable speaking up if they see a problem, if they have a suggestion for improvement, or if they have any concerns.

WARC staff also said they felt that both Dr. Sène and the U.S. Director (Dr. Yanco) care about them personally and listen to them, which they felt was extraordinary for Senegal. The staff told me that it was very unusual in Senegal for staff to meet with an evaluator and that in Senegal, not all staff even meet with an organization's director under normal circumstances. They felt this illustrated how extraordinary WARC staff relations were.

The only problem identified in this area was salary. Because of drastic cut-backs in support from U.S. federal agencies (mainly Department of State/Bureau of Educational and Cultural Affairs and the Department of Education/Title VI grant and TICFIA program support for the WARC Library via CAORC's DLIR project), WARC staff have not received any cost-of-living increases in their salaries for 10 years,[†] and staff training opportunities (to help them in their current work or for advancement) have been eliminated. These cut-backs in support have had a serious impact on WARC and its ability to serve U.S. and Senegalese scholars, students, and programs.

Staff however all said that they were "in solidarity" that they are proud of working at WARC, of those they work with, and of Dr. Sène – who they said is always open and encouraging with them.

Recommendations

Both Dr. Sene and Dr. Yanco acknowledged that WARC staff were substantially underpaid – and identified this as "WARC's weak spot." They are committed to implementing a fund development plan (see below, Section 4.7) that will bring in additional private support (via corporations in Senegal and the U.S., foundations, and increased philanthropic donations, among other sources).

However, because WARC is so critical to American study abroad programs, faculty, scholars, researchers, and students, CAORC, WARA, and WARC should continue to urge restored or increased support for WARC from various U.S. government agencies, including the Department of State and Department of Education.

4.5 WARC Physical Plant

Goals

- To provide a pleasant, welcoming, appropriate venue for scholars to conduct research, meet and collaborate with other scholars, and attend events (colloquia, workshops, seminars, etc.)
- To have spaces and facilities that meet the needs of scholars (e.g., library, shared office space, computer room, etc.)
- To maintain the physical plant so that WARC's capital investment does not depreciate

[†]Occasionally WARC has paid bonuses to staff, when revenues allow. However, staff salaries have stayed stagnant for at least 10 years.

- To utilize some spaces (e.g., the new DAART video-conference center) to bring in new sources of earned revenue

Findings

WARC's physical plant consists of:

- An attractive entry courtyard with a garden, café/cafeteria (serving mainly coffee, tea, and lunches), and two large, pleasant patio spaces (where WARC holds major local and international conferences, local seminars, lectures, receptions, and other scholarly and artistic events)
- A research and film library with stacks, separate rooms for scholars/graduate students and undergraduates, laptop computers (with access to JSTOR), and a separate room for the WARC Librarian and Assistant Librarian
- A Study Abroad Program office
- Two offices that can provide shared office space (multiple desks) for visiting scholars and/or visiting U.S.-based study abroad personnel
- A suite of four bathrooms, and an additional bathroom suite with 4 stalls, a sink, and a shower
- An executive office suite (with separate rooms for reception, the Executive Director, the Administrative Director, and the Coordinator of Researcher Services and Programs)
- A separate office for the LOC West African Acquisition Project
- Two classrooms (with white boards and AV capabilities)
- A large seminar room (with AV capabilities and a table that seats about 16 comfortably)
- A computer room with an on-site IT person, 17 desk top computers (all in working order), and copier/printer
- A new DAART video-conference center (with a large conference room, two offices, and two bathrooms)
- A separate office (with exterior access) for AROA

All the rooms are attractively decorated, air-conditioned (most also have ceiling fans), clean (many repainted within the last year), and well cared for. There is no evidence of any insect or vermin infestation. There are several well-designated exits to the outside (in case of fire or security concerns). There is a good layout between public and more restricted (office, computer room) spaces. Consistent wireless Internet access is available throughout WARC's physical plant, and many scholars and students take advantage of this (although some researchers noted that the Wi-Fi in Senegal can be inconsistent).

Almost every interviewee commented on the attractiveness and appropriateness of the various WARC spaces. U.S. graduate students in fact said that the appearance and cleanliness of the facilities made it very welcoming for them personally and as a place to meet or bring their colleagues.

Some Senegalese academics noted that WARC welcomes them and their classes to hold seminars or special classes (e.g., film showings) using WARC facilities (one said that he had hosted a seminar with a visiting Israeli military historian) and that their students enjoy coming to WARC.

WARC staff felt that the WARC physical plant had improved greatly under the direction of Dr. Sène. They said that they all felt compelled to keep the facilities clean and neat, even if that was not their job (they said that they all feel responsible for the "look" of the facilities – *"When we see Dr. Sène pick up even a discarded tissue, how could we not do the same?"*).

Recommendations

The new bathrooms in the DAART video-conference center did not have any provision for hand drying; as soon as this was pointed out to WARC staff, they immediately put up hooks with clean hand towels.

WARC should continue to maintain the facilities and grounds to their current high standards. All WARC staff indicated that they realized this high level was essential to WARC's current and future success.

4.6 WARC Equipment

Goals

- To provide scholars and students with basic equipment needed to conduct research (laptop or desk top computers, printers, copiers)
- To maintain the equipment so that WARC's capital investment does not depreciate

Findings

Several U.S. researchers commented that the desk top computers in WARC's computer lab were slow, but also noted that they brought their own laptops with them, so that this was not really a problem for them. They said the laptops in WARC's Library were more recent and of higher quality. Some interviewees also noted that the Internet is sometimes slow, but also said that this is a problem in Senegal in general, and that the Internet at WARC is somewhat more reliable than elsewhere (they also noted that this problem is not something WARC can "fix").

WARC's IT Coordinator provides U.S. (including study abroad) and Senegalese students with technical help and Internet accessibility. This is important especially for the U.S. students, since some may need to reconfigure their laptops to access the Internet in Senegal.

WARC is in the process of acquiring video-conferencing equipment for its new DAART facility. This will make WARC one of the few facilities in Senegal with video-conferencing capability and will be a major benefit for U.S. and Senegalese scholars and students (e.g., it will enable them to watch and participate in U.S. and international academic conferences while in Senegal).

Recommendations

WARC will need to ensure that their IT Coordinator gets appropriate training on the new video-conferencing equipment it is acquiring (in process – WARC will check with local companies that may be able to provide this training, either as an in-kind donation to WARC or for a fee).

WARC should continue to upgrade its equipment (especially the computer room's desk top computers) as funding becomes available or through in-kind donations, if possible.

4.7 WARC Financial Management/Fundraising

Goals

- To have a stable, diversified funding base
- To meet or exceed all relevant financial requirements by funders
- To achieve a clean fiscal audit by a professional external auditor annually
- To increase earned income, corporate support, and philanthropic donations

Findings

In mid-2013, WARC engaged in a full, comprehensive audit not only of its financial records but also of its administrative and financial policies and procedures, utilizing a major professional auditing firm (Deloitte/Senegal). I met with the auditor, Mr. Ibrahima Fall, and reviewed the management letter he issued, which contained a number of recommendations. Mr. Fall stressed that he found no evidence of fraud or financial mismanagement throughout his audit, and that his recommendations (see below) were that WARC formalize many of its practices and controls and achieve better documentation. He also said that many of his findings were not unusual in the Senegalese non-profit world.

Mr. Fall applauded WARC for engaging in the audit (he said that many NGOs in Senegal that are the size of WARC never have audits) and for being so accepting of his recommendations. He noted that he returned to WARC four weeks after he completed the audit and found that WARC was already implementing several of his recommendations. His recommendations included:

- Restructuring WARC's accounting system (utilizing QuickBooks)
- Hiring a part-time bookkeeper to support the WARC Administrative Director
- Establishing written job descriptions and implementing regular evaluations
- Writing a WARC policy and procedures manual
- Ensuring that WARC secures invoices for all expenditures
- Establishing a new procedure for petty cash and other cash transactions

All of these recommendations are currently being implemented or have been implemented.

WARC leadership recognizes the need to increase and diversify its funding base. While I was in Senegal I reviewed the Fund Development Plan I had drafted for WARC in 2011; at that time, WARC had no available staff to implement the plan. However, Mariane Yade has the aptitude and interest to do so, and this has been made a priority for her (as it is for Dr. Sène).

As noted above (Section 4.6), WARC is in the process of acquiring video-conferencing equipment for its new DAART facility. This will make WARC one of the few facilities in Senegal with video-conferencing capability, which will enable WARC to market this benefit to corporations, NGOs, and other institutions in Senegal and thus potentially create a new source of earned income.

WARC leadership recognizes the need to diversify or increase current activities that bring in revenue, while still keeping its activities within WARC's mission. For example, WARC is limited in its ability to serve U.S. academic institutions with study tour programs, because WARC must rent a van (expensive in Senegal) for each program, and thus must charge the program the full cost (which limits the number of institutions that are able to afford such programs). If, however, WARC had its own van, WARC could decrease the costs to study abroad programs, expand the number of study abroad programs it serves, and increase its revenue.

Recommendations

WARC should continue to implement the recommendations made by Mr. Ibrahima Fall/Deloitte (in process).

WARC and CAORC leaders should work to identify ways to secure a van for WARC (by donation, donated or discounted lease, or some other method) (in process).

WARC leadership should also identify and implement potential new sources of earned income revenue (e.g., marketing the new DAART video-conferencing center to companies) (in process).

WARC should revise and then implement the Fund Development Plan (in process; CAORC has committed to support outside professional consultative services to assist WARC in this).

[I] wanted to congratulate you on the wonderful string of programming at WARC [for Black History Month]. This is a great example of creativity and linking U.S. and Senegalese youth.
Jeanne Koopman, Boston University

4.8 WARC Outreach/Public Relations

Goals

- To provide programming that meets the needs of its various audiences (U.S. and Senegalese scholarly, public, civil society, and other audiences)
- To ensure that WARC's activities and services are well known and well regarded by its various constituencies

Findings

Along with its regular programs of lectures, film screenings, L'Harmattan-Senegal book launchings, and presentations (see above, Section 4.1), WARC also conducts additional outreach through its extensive public programming for Black History Month. U.S. researchers also said they were especially impressed with WARC's outreach throughout West Africa through the DAART program.

Several interviewees commented on Dr. Sène's public prominence and promotion of WARC through outreach activities in Senegal. They noted that almost every week Dr. Sène appears on Senegalese national TV or radio and/or in the local press to discuss and explain activities and issues of concern to the U.S., such as popular movements of the "Arab Spring" and the death of Osama bin Laden, thus creating greater understanding of the U.S. among the people of Senegal and West Africa. Dr. Sène and the WARC staff also spend approximately 200 to 300 hours annually responding to inquiries from the Senegalese public.

I think the most valuable aspect of WARC is that it provides a space for open debate. Senegal is a democracy, but it is very important to have a space where people can debate in an objective way, without pressure. Especially within this last year, this has been an added value of WARC.
Dr. A. Diaw Cissé, Principal Admin., CODESRIA

News about WARC's outreach events is also circulated throughout West Africa by attendees (see, e.g., <http://www.sunumbir.com/pages/entre-intellectuels-modeles/pr-souleymane-bachir-diagne-et-pr-felwine-sarr.html>).

The WARC housekeeping and security staff said they take especial pride in WARC's increasingly good reputation and standing in Senegal. One security staff person (who has been with WARC for 14+ years) said "WARC wasn't known in Senegal before Dr. Sène took over – now people in Senegal talk about WARC. Initially, only about 10 to 15 people came to WARC lectures – now we have a full house and have to bring in extra chairs to seat everyone."

Dr. Sene is a public intellectual who is making WARC a force in the country.
Dr. Ebrima Sall, Exec. Dir., CODESRIA

Recommendations

While public outreach might seem to be a lower priority (in terms of achieving WARC's mission) than directly assisting U.S. and other scholars, it is clear that without this extensive outreach, WARC would not be as successful as it is in securing the needed connections that the U.S. and other scholars cite as essential to their work. Therefore it is recommended that WARC continue to increase its public outreach activities and continue to raise its public profile in Senegal (in process).

5. ACKNOWLEDGEMENTS

I am extremely grateful to the WARC staff, especially Dr. Ousmane Sène, WARC Director; Abdoulaye Niang, WARC Administrative Director; and Ms. Mariane Yade, WARC Coordinator of Researcher Services and Programs, all of whom hosted me so graciously, arranged for interviews and information so quickly, and offered their services so generously during my stay in Senegal. All of the resources and support they provided for the evaluation were exceptional and represent the excellent quality that their visitors and others have come to expect from WARC.

I am also grateful to Dr. Jennifer Yanco, WARA Director, for asking me to conduct this survey and for providing additional information whenever requested; to Dr. Mary Ellen Lane, CAORC Executive Director, for her outstanding leadership of CAORC and the centers and for providing excellent translation services whenever asked; and to the staff at CAORC, who provided additional statistics and information about WARC.

I thank all the interviewees and others who gave freely of their time and spoke so honestly about WARC.

6. APPENDICES

APPENDIX A: PROFILE AND QUALIFICATIONS OF EVALUATOR

Since 1982, Dr. Nanette Pyne has specialized in non-profit administration and fund development, beginning with her work as Associate Director of the American Research Center in Egypt, Cairo, where she supervised and facilitated the work of visiting U.S. scholars and archaeological projects and directed the research center's Cairo office.

On returning to the United States in 1984, Dr. Pyne joined the Seattle Art Museum's team as they initiated the new downtown museum building project, with responsibility for government, foundation, and corporate grants for both annual operations and the capital campaign. Promoted to Development Manager in 1986, she supervised general membership, corporate membership, exhibition underwriting, major donor solicitation, annual fund appeals, special events, and travel programs, while continuing to research, write, administer, and report on all grants. In 1990 she was made the Museum's Associate Director, directing all fund development, admissions, facilities rental, café and catering activities; Phase III of the successful capital campaign to finish the \$64 million new facility; the \$6 million campaign to renovate and endow original museum facility; the \$30 million endowment campaign; and museum administrative services for both facilities.

In 1995 she joined the team at the Virginia Mason Medical Center Foundation, with responsibility for capital giving, endowment, and equipment fund development programs from individuals, foundations, government, and corporations. Promoted to Senior Director of the Foundation in 1998, she oversaw the Foundation's operations and major and planned giving activities and administered the Medical Center's and Research Center's philanthropic grants.

In 2003 she joined Global Partnerships, a non-profit organization that advocates for business-like solutions to global poverty and operates programs in Latin America that help people overcome poverty through economic opportunity (such as micro-credit loans).

In 2005 Dr. Pyne became a full-time consultant, assisting non-profit organizations and private foundations in the areas of fund development, grant making, grant writing, case statements, report writing, evaluation, project development and management, board development, administration, budgeting, and financial analysis. She also edits books for various U.S. university presses and other organizations.

Dr. Pyne has served as a reviewer or panelist for: the National Endowment for the Humanities, Institute of Museum and Library Services, Smithsonian Institution, American Research Center in Egypt, Council of American Overseas Research Centers, Fulbright Commission, and National Philanthropy Day Awards Committee (Northwest) (multiple times for each). She has also made professional presentations for the Art Museum Development Association, University of Washington Masters in Museum Studies Program, University of Washington Fund Raising Certificate Program, Middle East Studies Association, and Northwest Development Officers Association, among other organizations. For 20 years she served as a Board member for the University of Washington's Jackson School of International Studies.

As a consultant she has assisted the Council of American Overseas Research Centers (and several of its 24 overseas centers), the Smithsonian Institution, Women's Learning Partnership for Rights, Development, and Peace, the International Center for Middle Eastern-Western Dialogue (the "Hollings

Center”), Highline Medical Center Foundation, Middle East Policy Council, National Park Foundation, Thomas Edison Foundation, International Development Law Organization, Global Partnerships, Initiative for Global Development, Northwest Maritime Center, Seattle Community Colleges District, Saint Martin’s University, Naples Botanical Garden, and Camp Fire U.S.A Central Puget Sound Council, among other non-profit organizations.

APPENDIX B. LIST OF ACRONYMS

ACLS	American Council of Learned Societies
AIMS	American Institute for Maghrib Studies
ALMA	African Language Materials Archive
AROA	Association de Recherche Ouest Africaine
CAORC	Council of American Overseas Research Centers
CODESRIA	Council for the Development of Social Science Research in Africa
CREPOS	Center for Research in Social Policy
CROA	Centre de Recherche Ouest Africain
DAART	Dakar American Applied Research and Training
DCM	Deputy Chief of Mission – U.S. Embassy
DLIR	Digital Library for International Research
IHP	International Honors Program
IIE	Institute of International Education
LOC	Library of Congress
MSID	Minnesota Studies in International Development
NGO	Non-governmental organization
PAO	Public Affairs Officer – U.S. Embassy
SSRC	Social Sciences Research Council
UCAD	Université Cheikh Anta Diop de Dakar
WADL	West African Digital Library
WARA	West African Research Association
WARC	West African Research Center

APPENDIX C. LIST OF U.S. INSTITUTIONS FOR WHICH WARC ORGANIZES STUDY TOURS

2011 Study Tours

Institution	# of Participants	Participants' Nationality	Date of visit	Activities	WARC Ratings (1-5; 5 highest)
International Honors Program - Cities in the 21 st century	35 students 4 faculty	35 U.S. 1 Spain 1 Zimbabwe 1 Belgium 1 South Africa	March 13 - April 16	<ul style="list-style-type: none"> • Orientation • Lectures & related site visits • Trip to Toubaouta • Wolof classes 	1- 2- 3- 4- 16 5- 23
Union University (Union College, Albany College of Pharmacy and Health Sciences, College of Albany)	16 students 3 faculty	16 U.S. 2 South Korea 1 India	June 14 - July 8	<ul style="list-style-type: none"> • Orientation & city tour • 6 Lectures • Mini-internships • Visit markets – Bandia game reserve • Trip to Gorée Island – Touba – Tene Toubab village – Keur Moussa & Pink Lake – Joal- Fadiouth-Saly & Toubab Dialaw 	1- 2- 3- 4- 5 5- 14
Fulbright Hays – Appalachian State University	12 current and pre-service teachers 2 lead faculty	14 U.S.	July 3 - 31	<ul style="list-style-type: none"> • City tour • Lectures • Trips to Gorée – Keur Moussa – Ndongol – Touba- Toubab Dialaw – Toubaouta – Joal – St. Louis • School visits in Dakar • Group seminars with leading faculty • Visit mosques, markets, etc. 	1- 2- 3- 4- 5- 18
Saginaw Valley State University	13 students 2 faculty	15 U.S.	May 28 - June 18	<ul style="list-style-type: none"> • Orientation & city tour • 4 Lectures & related site visits • Trip to Gorée – Keur Moussa Monastery & Pink Lake – Touba • Classes led by accompanying faculty • Internships for 2 students 	1- 2- 3- 4- 3 5- 11

Quotes:

“Superb facilitation of a rich + rewarding experience. Thanks to WARC for a remarkable experience.”

Michael Lane co-director, Fulbright Hays program

Summer 2012 Study Tours

Institution	# of Participants	Participants' Nationality	Date of visit	Activities	WARC Ratings
International Honors Program- Cities in the 21 st century	34 students 4 faculty	34 U.S. 1 Ethiopia 1 Netherlands 1 China 1 South Africa	March 12 - April 17	<ul style="list-style-type: none"> • Orientation • Lectures & related site visits • Trip to Toubaouta • Wolof classes 	1- 2- 3- 4- 13 5- 22
University of North Carolina	5 students 1 faculty	6 U.S.	June 21 - August 6	<ul style="list-style-type: none"> • Orientation & city tour • 4 Lectures • Trips to Gorée – St-Louis – Tivavouane – Touba • Sites visits in Dakar • Language partners from UCAD • Classes led by accompanying faculty 	1- 2- 3- 4- 5- 2
World View	16 teachers or school administrators 2 lead faculty	18 U.S.	June 19 - 30	<ul style="list-style-type: none"> • City tour • 3 Lectures • Trips to Gorée – Toubaouta – Bandia game reserve • 4 school visits in Dakar • Panel discussion with Senegalese teachers • 1 day with Senegalese teachers at their homes • Visit mosques, markets, young Muslim association, etc. 	1- 2- 3- 4- 5- 18
Georgia Tech University	9 students 2 faculty	11 U.S.	June 2 -21	<ul style="list-style-type: none"> • Orientation & city tour • 4 Lectures & related site visits • Trip to Gorée – Keur Moussa Monastery & Pink Lake – Touba • Classes led by accompanying faculty • Internship for 2 students 	1- 2- 3- 4- 4 5- 6

Quotes:

“The program is very grateful to WARC for being such a great host and place to hold a study abroad program at. The Director, Mr. Ousmane Sène, and all his staff worked tirelessly to facilitate the visits, lectures and class meetings in a timely manner and with professionalism.”

Mamaram Seck, UNC

“WARC staff is, as always, extremely helpful, efficient and professional. Mariane did an exemplary job of negotiating the arrangements for our group study and gave us exceptional value for our limited resources. Our lectures were very good and all arrangements- hotel, bus, etc.- were very well handled. Lunch in Sokone and the wrestling match are only two examples of the logistical strength and great warmth and heat that characterize WARC’s great Director and excellent staff. UNC truly could not ask for a better collaborator & friend.”

Barbara Anderson, African Studies, UNC-Chapel Hill

Also posted on their website:



In June 2012, 17 North Carolina educators traveled to Dakar, Senegal to learn about education, religion, and politics there, as part of a group study planned and lead by UNC’s African Studies Center and World View. Participants ranged from kindergarten to community college teachers, included near-retirement “education elders,” first-year novices, principals and administrators; and they came from towns across the state, from Asheville to Edenton. While some were experienced travelers, this group study of contemporary Africa included many participants who had never been abroad before. All participants dove into this learning experience, and they left Senegal with a deepened understanding of this complex and vibrant country in West Africa.

Barbara Anderson, Associate Director for UNC’s African Studies Center and co-leader of the trip, designed this group study to help teachers and administrators gain authentic understanding of important aspects of contemporary Africa. Her second time leading a trip of this nature, Anderson remarked at the unusually engaged nature of this group study to Africa. “Participants were curious, respectful, and fun-loving; but most especially, they were deep learners!” Anderson was able to draw on UNC’s years of collaboration with academics, activists, and professionals in Senegal in order to give participants both intellectual and experiential foundations for the trip. Julie Kinnaird, World View’s Assistant Director for Outreach, attended to group logistical needs and excelled at taking participants into alleyways, kitchens, and shops, where travelers interacted with Senegalese in friendly, intimate, and unusual ways.

Summer 2013 Study Tours

Institution	# of Participants	Participants' Nationality	Date of visit	Activities	WARC Ratings
International Honors Program- Cities in the 21 st century	32 students 4 faculty	32 U.S. 1 Zambia 1 Hungary 1 Canada 1 Romania	March 10 - April 13	<ul style="list-style-type: none"> Orientation 7 Lectures & related site visits Trip to Gorée & Toubacouta Wolof classes Classes led by accompanying faculty 	1- 2- 3- 4- 20 5- 5
Howard University	3 students	3 U.S.	May 28 - June 27	<ul style="list-style-type: none"> Orientation & city tour Two 39 hours courses (Intensive French – Senegalese / Francophone West African Cultures) 1 Lecture Trip to Gorée – Touba – Joal – St. Louis & Toubab Dialaw Attend wrestling match 	1- 2- 3- 4- 4 5-
Saginaw Valley	4 students 2 faculty	6 U.S.	June 2 -21	<ul style="list-style-type: none"> Orientation & city tour 3 Lectures without tour 4 Lectures with tour Attend wrestling match in Dakar Visit Ifan museum Trip to Gorée – Joal & Toubab Dialaw 	1- 2- 3- 4- 1 5- 5
Union University (Union College, Albany College of Pharmacy and Health Sciences, College of Albany)	15 students 3 faculty	17 U.S. 1 Haiti	June 19 - July 11	<ul style="list-style-type: none"> Orientation & city tour 6 Lectures Mini-internships Visit markets – Bandia game reserve Trip to Gorée – Touba – Tene Toubab village – Keur Moussa & Pink Lake – Toubacouta & Toubab Dialaw 	1- 2- 3- 4- 10 5- 7

Quotes:

“WARC is good institution well established here. There are many great facilities and everyone was welcoming... Overall great work environment and I would come back to study here.”

Aisha Brownlee, student, Howard University

“WARC continues to impress me with its helpful, professional staff, excellent lectures and facilities, and opportunities for scholarly exchange.”

Dr. Scott Youngstedt, faculty, Saginaw Valley State University

Summer 2014 Study Tours

Institution	# of Participants	Participants' Nationality	Date of visit	Activities	WARC Ratings
International Honors Program- Cities in the 21 st century	33 students 4 faculty	33 U.S. 1 Uruguay 1 Mongolia 1 Canada 1 Belgium	March 3 – April 4	<ul style="list-style-type: none"> • Orientation • 7 Lectures & related site visits • Trip to Gorée & Toubaouta • Wolof classes • Classes led by accompanying faculties 	
Ohio State University	13 students 1 faculty	14 U.S.	May 5-30	<ul style="list-style-type: none"> • Orientation • (WARC in charge of finding host families and providing classroom space) 	
South Dakota State University	10 students 2 faculty	TBD	May 11- June 3	<ul style="list-style-type: none"> • Orientation & city tour • 10 Lectures • Mini-internships • Field visits • Trip to Gorée –Toubaouta & Touba Dialaw 	
Harvard	10 students 1 faculty	TBD	May 14- July 14	<ul style="list-style-type: none"> • Orientation & city tour • 2 Lectures • Visit village des arts, schools • Trip to Gorée –Touba – Popenguine – Toubaouta – Touba Dialaw & Joal • Classes led by accompanying faculty 	
University of North Carolina at Chapel Hill	10 students 1 faculty	TBD	May 16- June 30	<ul style="list-style-type: none"> • Orientation & city tour • 4 Lectures • Trips to Gorée – St. Louis – Tivavouane –Touba • Sites visits in Dakar • Language partners from UCAD • Classes led by accompanying faculty 	
Georgia Institute of Technology	10 students 2 faculty	TBD	June	<ul style="list-style-type: none"> • Orientation & city tour • Wolof course • 4 Lectures • Trips to Gorée – Keur Moussa & Pink Lake – St. Louis – Toubaouta –Touba • Classes led by 	

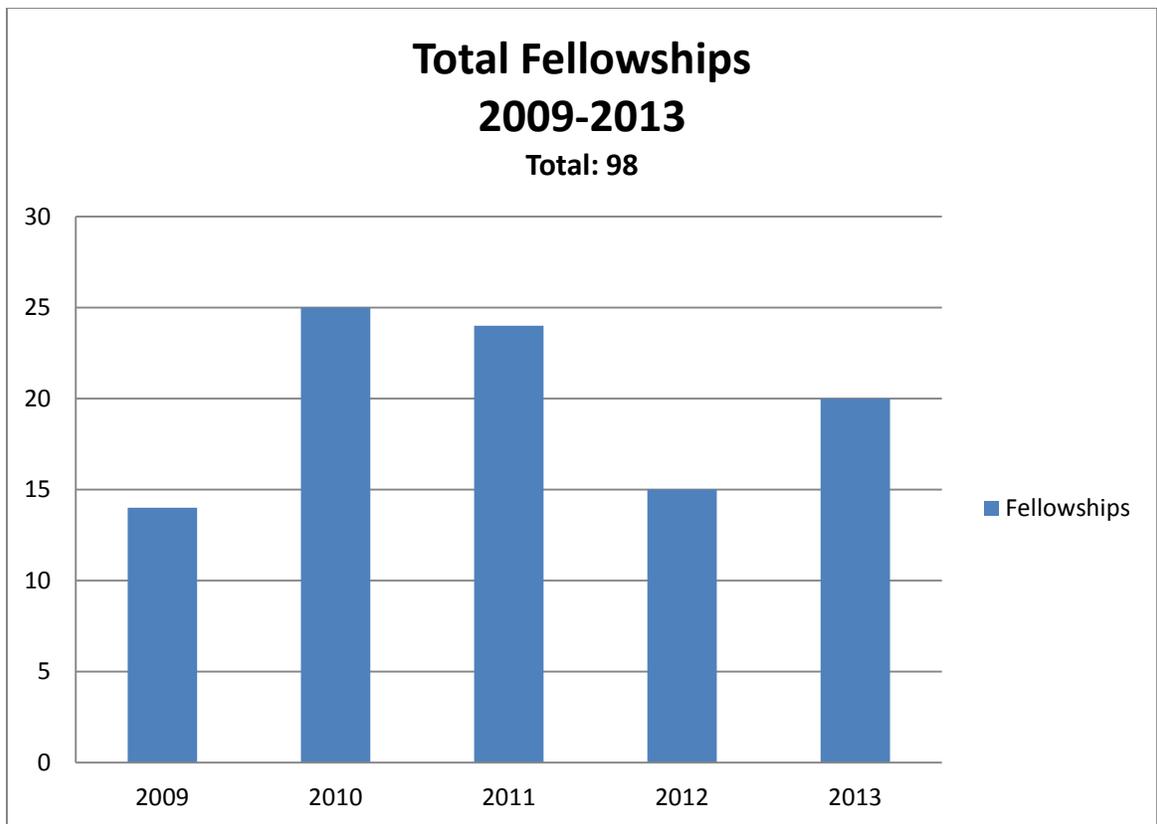
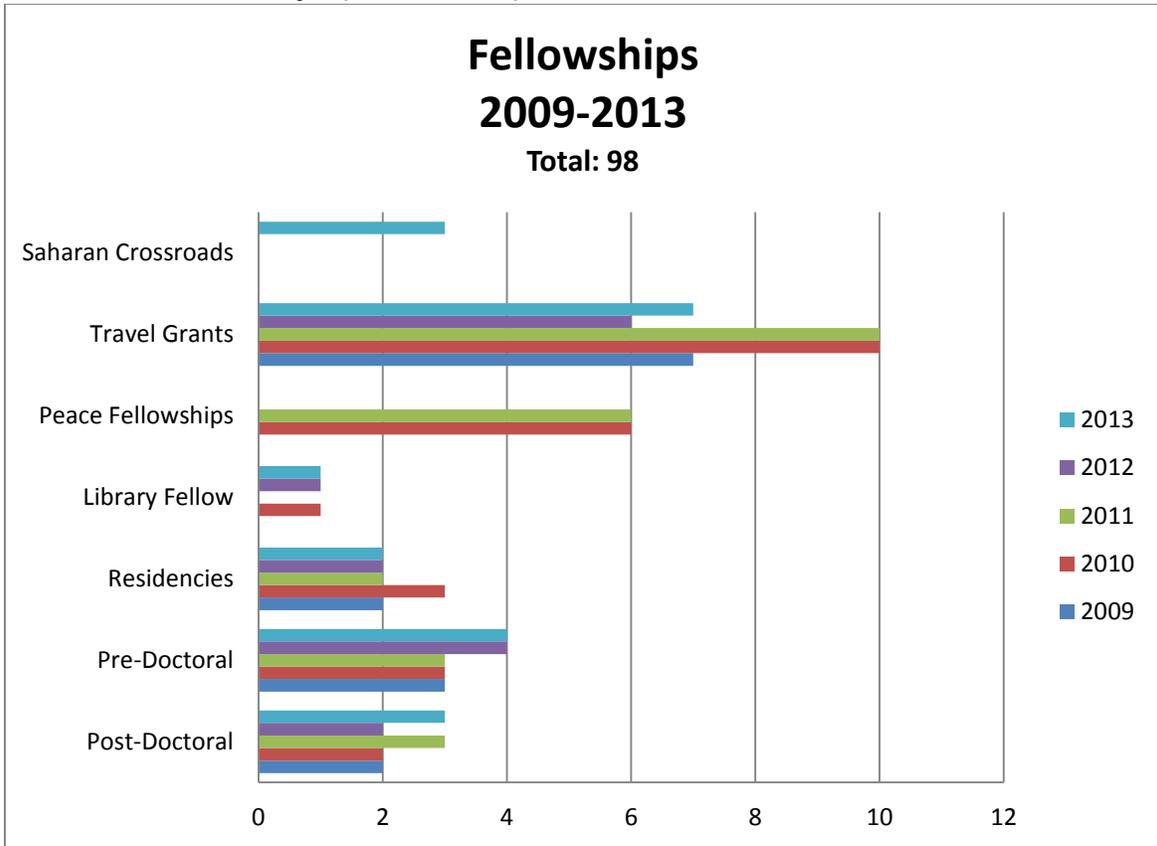
				accompanying faculty <ul style="list-style-type: none"> • Attend wrestling match in Dakar 	
Texas A&M	4 students 1 faculty	TBD	June - July	<ul style="list-style-type: none"> • French course • Travel to rural villages to do research • Training of assistant researchers at WARC 	
Semester program					
American Councils	TBD	TBD	August 31 - December 6	<ul style="list-style-type: none"> • Design curriculum & recruit instructors • Intensive French class • Wolof course • Provide language partners • Mini internships • Orientation & city tour • Trips to Gorée – Touba – Keur Moussa & Pink Lake – Joal Fadiouth – Toubacouta & Toubab Dialaw 	

APPENDIX D: LIST OF U.S. AFFILIATED RESEARCHERS FY2013

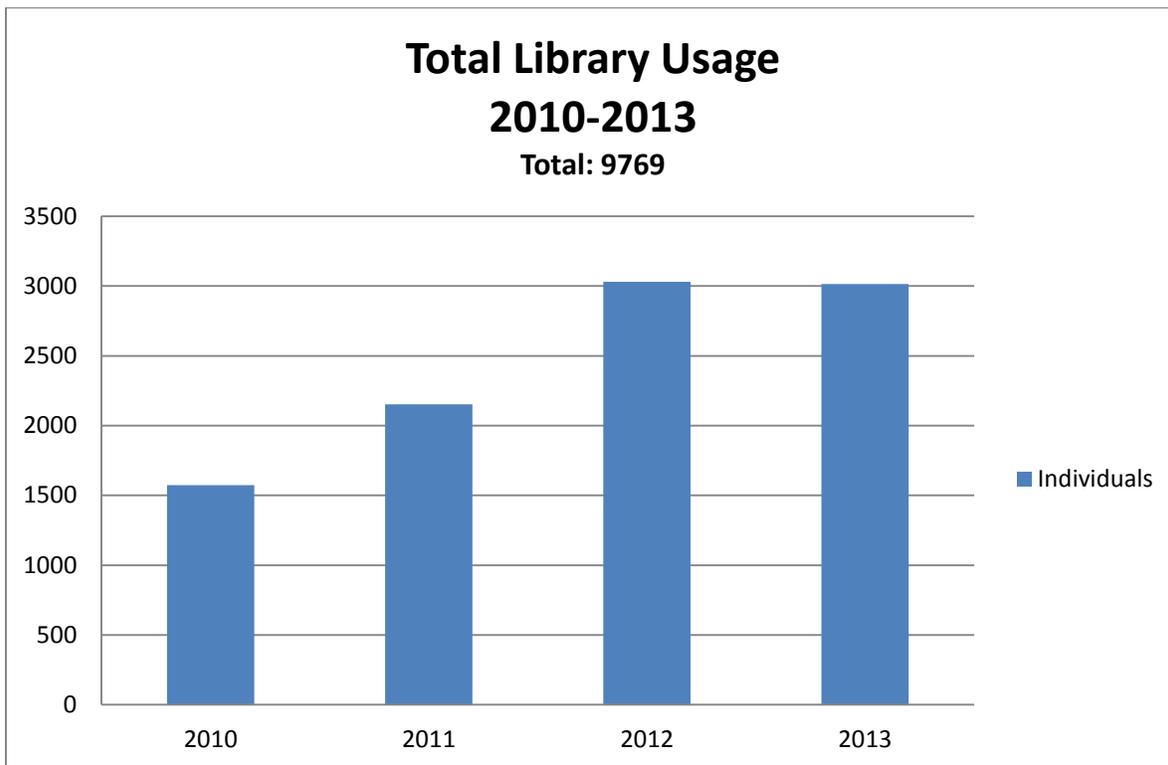
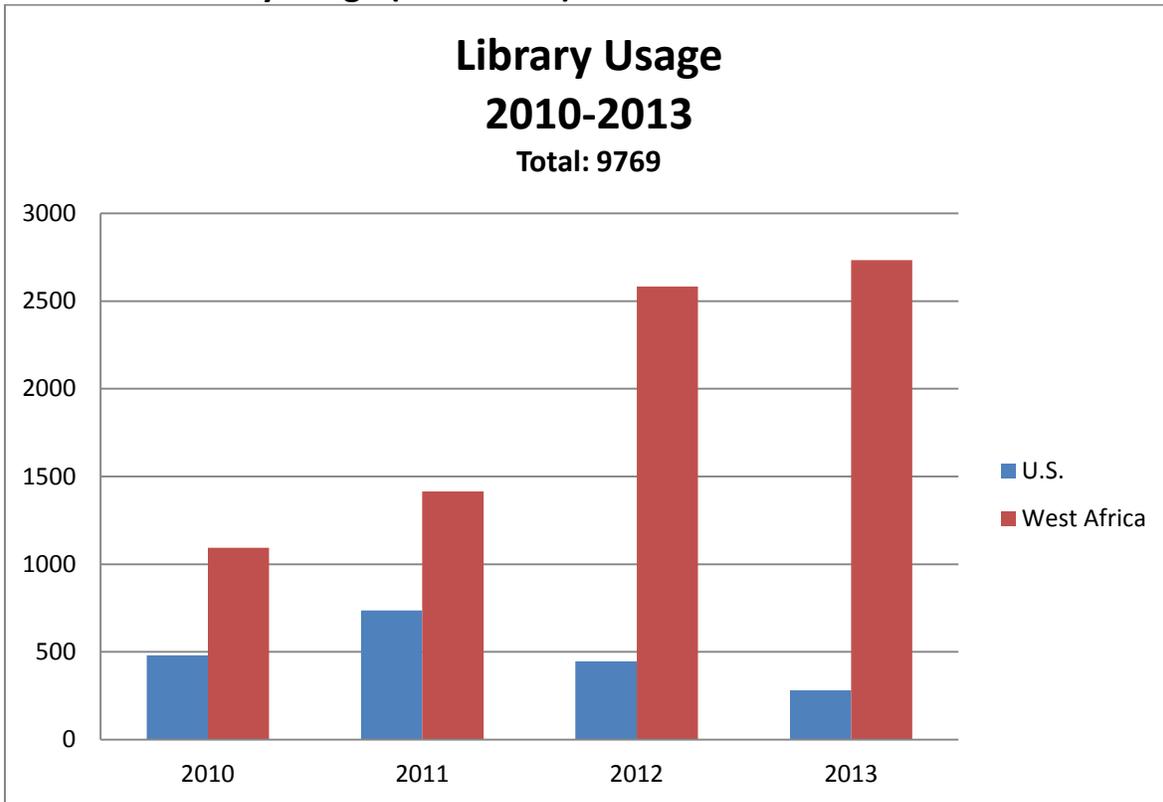
Name	Type	Academic Status	Discipline	Institution or Affiliation
Debra Boyd	U.S. Visiting Scholar	Doctorate	Religious studies	Winston-Salem State University
Eloise Briere	U.S. Visiting Faculty	Doctorate	Other	SUNY at Albany
Heidi Brown	U.S. Researcher	Doctorate	Foreign languages and literature	Ohio State University
Devin Bryson	U.S. Researcher	Doctorate	Foreign languages and literature	Illinois College
Faelynn Carroll	Undergraduate Student	Undergraduate	Foreign languages and literature	Loyola University-New Orleans
Jani Cash	Graduate Student	Professional Degree	Area Studies	SUNY at Albany
Nancy Clark	U.S. Visiting Faculty	Doctorate	History	Louisiana State University-Baton Rouge
Matthew Colford	Undergraduate Student	Undergraduate	Political Science	Stanford University
Barbara Cooper	U.S. Researcher	Doctorate	History	Rutgers University-New Brunswick
Therese D'Auria Ryley	Graduate Student		Anthropology	University of Florida
Judith Dolce	Graduate Student	Professional Degree	Other	SUNY at Albany
Gretchen Ehle	Professional	Doctorate	Global/International Relations & Studies	Meridian International Center
Cullen Goldblatt	U.S. Researcher	Doctorate	Literature	University of California-Berkeley
Jill Grana	Exchange Program Administrator	Professional Degree	Education	Meridian International Center
Sarah Hardin	U.S. Researcher	Doctorate	History	Allegheny College
Kevin Hickey	U.S. Visiting Faculty	Doctorate		Albany College of Pharmacy
Marissa Jackson	U.S. Researcher	Professional Degree	Law	Columbia University
Bai Kamara	Visitor	Professional Degree	Other	International Youth Foundation
Sara Beth Keough	U.S. Visiting Faculty	Doctorate	Geography	Saginaw Valley State University
Michelle Kuenzi	U.S. Researcher	Doctorate	Political Science	University of Nevada-Las Vegas
Anne Marlenga	U.S. Researcher	Doctorate	Education	University of Southern California
Jane Mitsch	U.S. Researcher	Doctorate	Linguistics	Ohio State University

Cheikh Ndiaye	U.S. Visiting Faculty	Doctorate	Other	Union College
Beth Denise Packer	U.S. Researcher	Doctorate	Sociology	EHESS Paris
Amy Porter	U.S. Researcher	Doctorate	Education	University of Wisconsin-Madison
Lark Porter	U.S. Researcher	Doctorate	Foreign Languages and Literature	University of Wisconsin-Madison
Elena Rodriguez	U.S. Researcher	Professional Degree	Public Policy	University of Texas at Austin
Lorelle Semley	U.S. Researcher	Doctorate	History	College of the Holy Cross
Catherine Slavy-Sutton	U.S. Visiting Faculty	Doctorate	Foreign Languages and Literature	Davidson College
Katie Smith	Travelling Faculty	Doctorate	Other	International Honors Program - Cities in the 21 st Century
Amy Suntoké	U.S. Researcher	Professional Degree	Public Policy	University of Texas at Austin
Homer Sutton	U.S. Faculty	Doctorate	Foreign Languages and Literature	Davidson College
Nikolas Sweet	U.S. Researcher	Doctorate	Linguistics	University of Michigan-Ann Arbor
Carrie Underwood	Travelling Faculty	Doctorate	Other	International Honors Program - Cities in the 21 st Century
Sarah Westwood	Graduate Student	Other	History	Boston University
William Worger	U.S. Visiting Faculty	Doctorate	History	University of California-Los Angeles
Scott Youngstedt	U.S. Visiting Faculty	Doctorate	Anthropology	Saginaw Valley State University
Seth Zeren	Travelling Faculty	Doctorate	Other	International Honors Program - Cities in the 21 st Century

Five Year Trends - Fellowships (2009-2013)



Four Year Trends – Library Usage (2010-2013)



2009

14 Fellowships:

2 POST-DOCTORAL FELLOWS:

- *Dr. Carmela Garritano* (English Department, University of St. Thomas)
“A History of African Popular Video: Ghanaian Cinema, Grassroots Globalization and Cosmopolitan Desires”
- *Dr. John Glover* (History Department, University of Redlands)
“The Layenne Sufi Order of Senegal”

3 PRE-DOCTORAL FELLOWS:

- *Katherine Ann Wiley* (Anthropology, Indiana University)
“Beyond Getting By in Mauritania: Haratin Women’s Economic Practices and Identity Formation”
- *Kwame Essien* (History Department, The University of Texas at Austin)
“The African Diaspora in Reverse: The Tabom People in Ghana, 1935-2008”
- *Amy Lynn Moran-Thomas* (Anthropology, Princeton University)
“The Paradox of Non-Communicable Epidemic: A Generational Perspective on Diabetes Care in Northern Ghana”

2 RESIDENCIES:

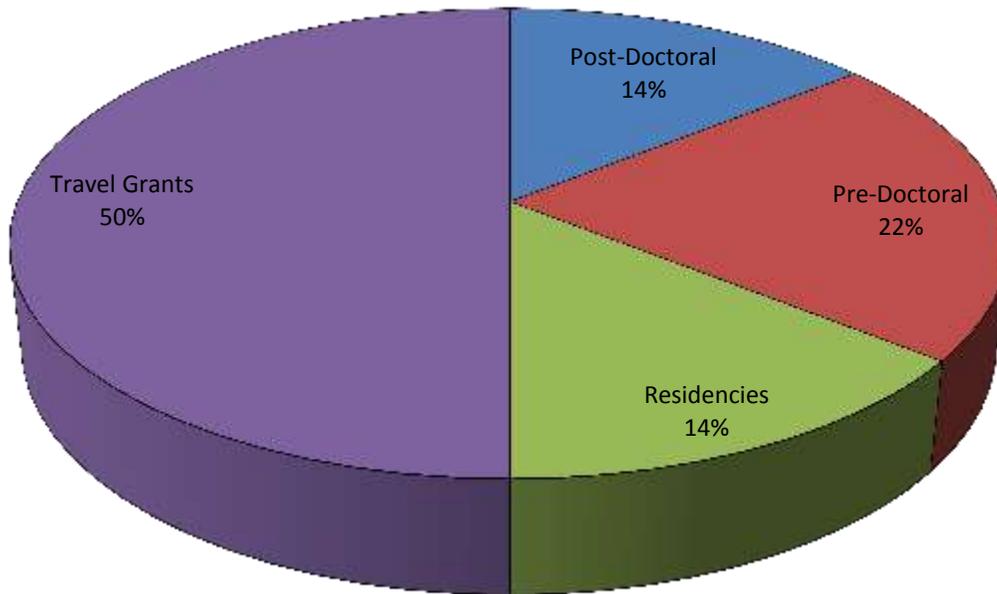
- *Dr Usman Ladan*, History Department, Ahmadu Bello University, Nigeria, in residence at Ohio University
- *Dr. Alain Sissao*, Institut National des Sciences de Société and Centre National de la Recherche Scientifique et Technique, Burkina Faso, in residence at Santa Clara University

7 TRAVEL GRANTS:

- *Jenny Fatou Mbaye* (London School of Economics and Political Science, United Kingdom) for research in Senegal and Burkina Faso.
“Hip Hop Music in West Africa: From Cultural Entrepreneurship to Social Change”
- *Jude Emeka Icheke* (University of Kwazulu-Natal, South Africa) for research in Nigeria.
“An Investigation into the Involvement of the Roman Catholic Church in the Management of HIV/AIDS Pandemic in Nigeria: The Case of Calabar, Cross River State”
- *Jean-Louis Sanka* (Université Cheikh Anta Diop, Senegal) for research in The Gambia, Guinea-Bissau, and Senegal.
“Enquêtes de Terrains sur le Sujet ‘Politiques Publiques et Territoires en Afrique de l’Ouest, Dynamiques et Mutations Territoriales et les Réseaux Socio-Économiques, Analyse à Partir des Frontières Sud Sénégalo-Gambienne et Sénégalo-Bissau Guinéenne”
- *Francis Kwame Boison* (Deaf Empowerment Foundation, The Netherlands) for the presentation of a paper in Ghana.
“Patterns of Sign Language in Ghana”
- *Dr. Olarinmoye Oluwatosin Modupe* (Lagos State University, Nigeria) for participation in the United States at the USGS Best Environmental Monitoring Program.
- *Khady Tamba* (University of Kansas) for research in Senegal on Sereer-Siin
- *Séhou Ahmadou* (Université de Yaoundé) for the presentation of a paper at the University of Toronto for the “Tales of Slavery: Narratives of Slavery, the Slave Trade and Enslavement in Africa” conference co-sponsored by WARA.
“Lamido Iyawa Adamou de banyo (Nord-Cameroun): chef traditionnel, parlementaire et esclavagiste (1902-1966)”

2009 Fellowships

Total: 14



2010

25 Fellowships:

2 POST-DOCTORAL FELLOWS:

- *Kathryn Rhine* (Anthropology, University of Kansas)
“Vitalities: The Gendered Politics of Kinship and AIDS in Nigeria”
- *James Straker* (History/Comparative Literature, Colorado School of Mines)
“After Sekou: Youth, Vulnerability and Possibility in Post-Revolutionary Guinea: 1984-2001”

3 PRE-DOCTORAL FELLOWS:

- *John Scott-Railton* (Urban Planning, UCLA)
“Maladaptation of the Changing Climate: Why Household Strategies may have Worsened Flooding in Dakar, Senegal”
- *Joanna Upton* (Applied Economics, Cornell University)
“Policy, Networks and Process: Why Food Supply Mechanisms in West Africa Fail”
- *Jessica Wilbanks* (Creative Writing, University of Houston)
“God’s Arrows: Documenting the Oral and Written Narratives of Pentecostal Christians in Southern Nigeria”

3 RESIDENCIES:

- *Dr. Joe Anthony Dominic Alie*, Fourah Bay College, Sierra Leone, in residence at Kalamazoo College for research in history
- *Yelimane Fall*, Université Gaston Berger, Senegal, in residence at Boston University for research in foreign languages
- *Dr. Ahmed Nuhu Zakariah*, Emergency medicine and Director of the national ambulance service of Ghana, in residence at the University of Florida-Jacksonville

1 LIBRARY FELLOW:

- *Megan Goins* (Africana Studies/Library Science, NYU)

10 TRAVEL GRANTS:

- *Amy Niang* (University of Edinburgh) for research in Burkina Faso and Mali.
“State and Social Processes in Pre-colonial West Africa: Elements of Power, Office Devolution and Agency in the Mossi States”
- *Edem Kodzo Ekpe* (University of Central Florida) for research in Ghana.
“Evaluating Biocomplexity: Livelihoods Support Activities and their Effects on Forest Biodiversity in Southeastern Ghana”
- *Bala Saho* (Michigan State University) for research in the Gambia.
“Islam, Gender and Authority: Social and Religious Transformations in the Muslim Courts of the Gambia, 1905-1965”
- *Gladys Asiedu* (Kansas State University) for research in Ghana.
“Unheard Voices: Impacts of HIV/AIDS-related Stigma on Individuals and Families in Ghana”
- *Asi Ndum* (Brandenburg Technical University of Cottbus) for research in Cameroon.
“Bottom-up Approach for Sustainable Solid Waste Management in Cameroon”
- *Oluwaseun Olawale Kolawole* (University of Ibadan, Nigeria) for research in Ghana.
“Contamination of Public Water Supplies”
- *Taiwo Akanbi Olaiya* (Obafemi Awolowo University, Nigeria) for research in Ghana.
“A Comparative Study of Tax Administration and Burden of Governance in Nigeria and Ghana, 1990-2009”
- *Jummai Othniel Yila* (Asian Institute of Technology, Thailand) for research in Nigeria.
“Migration, environment, and livelihood in North Eastern Nigeria: A gender-based analysis of vulnerability and adaptability to climate change among peasant households in semi-arid Nguru District, Nigeria”

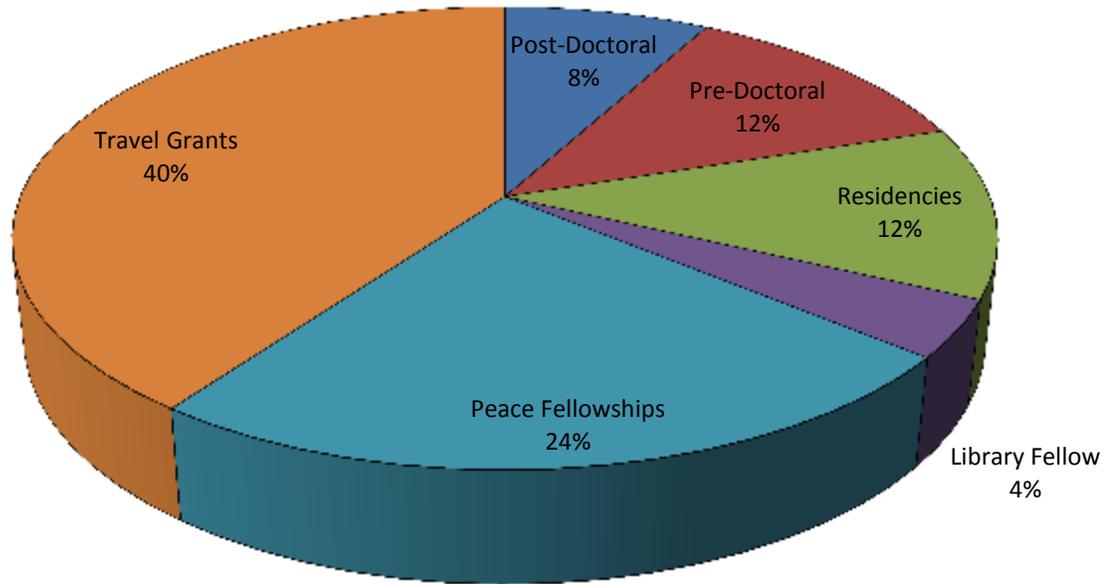
- *Gbenanmin Lidwine Prisca Tossa* (Université Cheikh Anta Diop de Dakar, Senegal) for research in Senegal. “La Protection Juridique de l’Enfant au Travail en Afrique de l’Ouest Francophone: Cas du Benin, Burkina Faso, Senegal, et Togo”
- *Brahima Ouattara* (Université Cheikh Anta Diop de Dakar, Senegal) for research in Mali. “Commerce à Longue Distance et Pénétration de l’Islam en Côte d’Ivoire au XVe-XIXe Siècle”

6 PEACE FELLOWS WITH THE WEST AFRICAN PEACE INITIATIVE:

- *Moussa Diaw* - “La Crise Politique et Institutionnelle en Mauritanie”
- *Bi Zamblé Théodore Goin* – “Etude Évaluative du Niveau de Connaissance et de Formation en Matière d’Éducation à la Culture de la Paix”
- *Aka Simon Kassi* – “Frontières: Le Comportement des Agents de l’Ordre dans la Traversée des Personnes et des Biens”
- *Abul Maigizo Chris Kwaja* – “Private Military/Security Companies and Post-Conflict Peacebuilding in the Manu River Union of West Africa: Challenges”
- *Mariétou Mbaye* – “Ateliers d’Ecritures ‘Pour la Paix’”
- *Ifeanyichukwu Onwuzuruigobo* – “Old Wine in New Bottles: IKO MMEE and the Management of Conflicts in Alguleri and Umuleri”

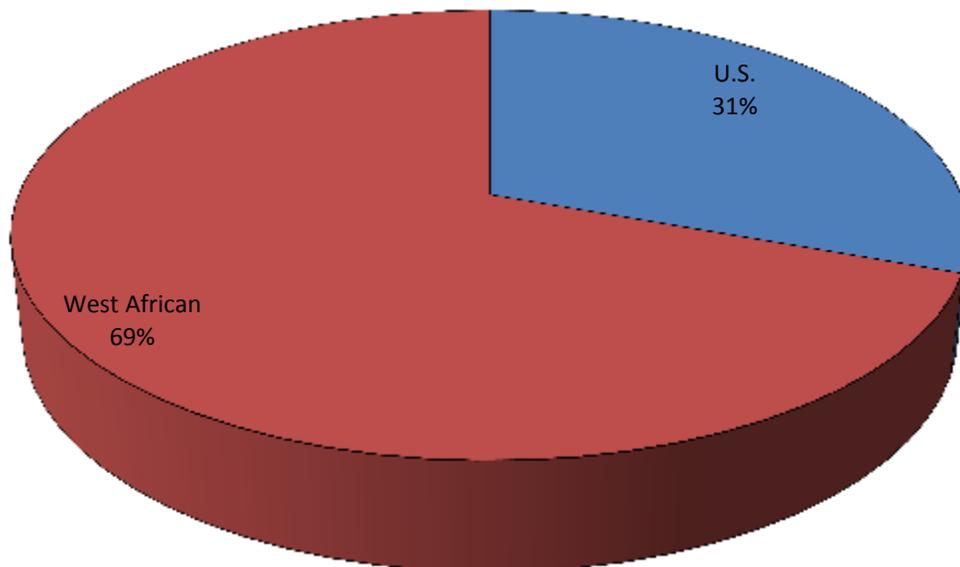
2010 Fellowships

Total: 25



2010 Library Usage

Total: 1573



2011

24 Fellowships:

3 POST-DOCTORAL FELLOWS:

- *Dr. Klieman Kairn* (African History, University of Houston)
“Before the ‘Curse’: Petroleum, Politics, and Transnational Oil Companies in the Gulf of Guinea, Africa, 1890s-1980s”
- *Dr. Donna Patterson* (History, Wellesley College)
“Expanding Professional Horizons: Pharmacy, Gender, and Entrepreneurship in 20th Century Senegal”
- *Dr. Gitti Salami* (Art History, University of Kansas)
“Postcolonial Yakurr Studies: An Aesthetics of Mud, Soot, and Sharp Blades”

3 PRE-DOCTORAL FELLOWS:

- *Jau-Yon Chen* (African Studies, Howard University)
“Migration as a Strategy of Development: The Case of Senegal”
- *Lauren Nicole Coyle* (Anthropology, University of Chicago)
“Dual Sovereignties in the Golden Twilight: Law, Land, and Labor in Ghana”
- *Šara Stranovsky* (World Arts and Culture, University of California, Los Angeles)
“Batuko, Community and International Exchange in Santiago, Cape Verde”

2 RESIDENCIES:

- *Dr. Moses Abiala*, University of Ibadan, Nigeria, in residence at Kent State University for research in soil microbiology
“Molecular Characterization of Phyto-Beneficial Soil Actinomycetes in Nigeria”
- *Dr. Mbuh Judith Veshiyi*, University of Buea, Cameroon, in residence at the University of Wisconsin-Madison for research in parasitology
“Molecular Signaling between Larval Liver Flukes and their Snail Intermediate Host”

10 TRAVEL GRANTS:

- *Akouaba Isabelle Anani* (Universite d’Abomey – Calavi, Benin) for research in Senegal.
“The Rights and Liberties of Individuals in Francophone West Africa: Benin, Burkina Faso, Côte d’Ivoire, and Togo”
- *Yaya Badji* (Université Cheikh Anta Diop, Senegal) for research in Mali, Mauritania, Guinea Conakry.
“La Gestion Politico-Administrative des Risqués Alimentaires, Contribution a l’Étude des Politiques Publiques des États de l’OMVS”
- *Gorgui Dieng* (Université Cheikh Anta Diop, Senegal) for research at Ohio State University.
“The Cold War and the ‘Failure’ of African Independence”
- *Abibatou Banda Fall* (Université Gaston Berger, Senegal) for research in Senegal and Mali.
“Biomasse Energie et Stratégies d’Ecodéveloppement au Sahel: Étude compare Senegal/Mali”
- *N’Da Valentine Kouame* (Université d’Abobo-Adjame, Côte d’Ivoire) for research in Ghana.
“Caractéristiques Technofonctionnelles des Amidons Sélectionnés et leur Incorporation comme Agent de Texture dans la Formulation du Yaourt”
- *Vami Hermann N’Guessan Bi* (Centre Universitaire de Recherche et d’Application en Teledetection) for research in Senegal.
“Business Analysis of the Risks of Erosion and Flood in the Systems of d’Informations Géographiques (SIG)”
- *Omobolanle Marcus Oluwasegun Nosiru* (TAI Solarin University of Education, Nigeria) for research in Nigeria.
“Efficiency and the Determinants of Total Factor Productivity of Nerica Rice in North-Central Nigeria”
- *Christine Iyetunde Ofulue* (Nigerian, National Open University of Nigeria) for research in Nigeria and Benin.
“Language Maintenance and Preservation in Indigenous Languages: the role of translation and functional domains in Gun”
- *Akinola Popoola* (University of Agriculture, Nigeria) for research in Ghana.

“Building Capacity in Agro-Biotechnology to Improve Tomato Yield in Wilt-Endemic Areas of Nigeria and Ghana”

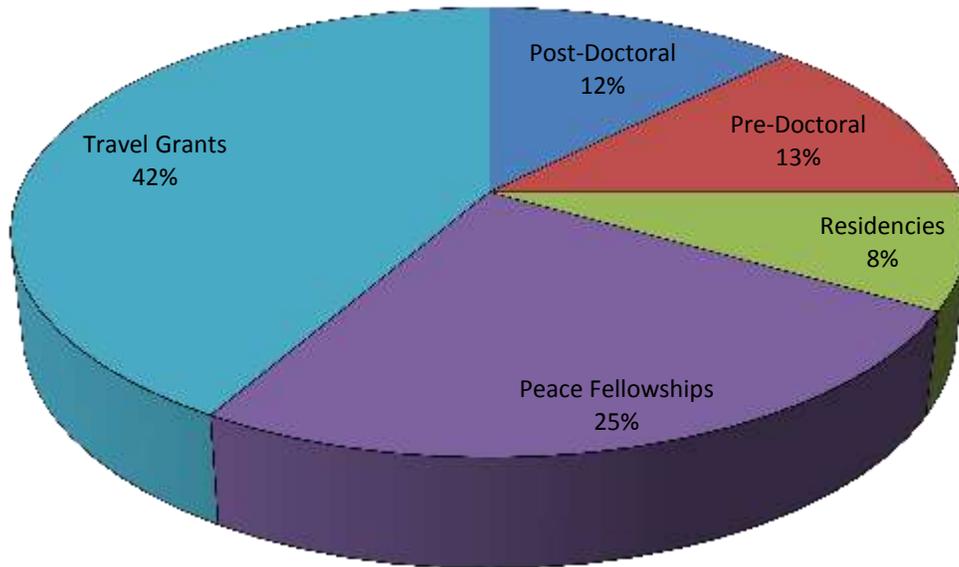
- *Olugu Olugu Ukpai* (Nigerian, University of Reading, UK) for research in Nigeria.
“Female Genital Cutting: Problems and prospects of its socio-legal abolition in Southeastern Nigeria – A demystificatory case study”

6 PEACE FELLOWS WITH THE WEST AFRICAN PEACE INITIATIVE:

- *Oluwaniyi Oluwatoyin* - “DDR and Post-Conflict Peacebuilding in the Niger Delta”
- *Victor Suma and Joe Turay* – “The role of the Media in Peace Building in West Africa”
- *Antonietta Rosa Gomes* – “Le Rôle de la Femme dans la Résolution du Conflit de la Casamance”
- *Severin Kuoame* – “Gouvernance des politiques ‘post-conflits’”
- *Niger Thomas Atim Evenye* – “Women Cut in Arm Conflict: The Cameroon-Nigeria Sovereignty Dispute over Bakassi Peninsula”
- *Sekou Diawara* – “Nko & Peace Mali”

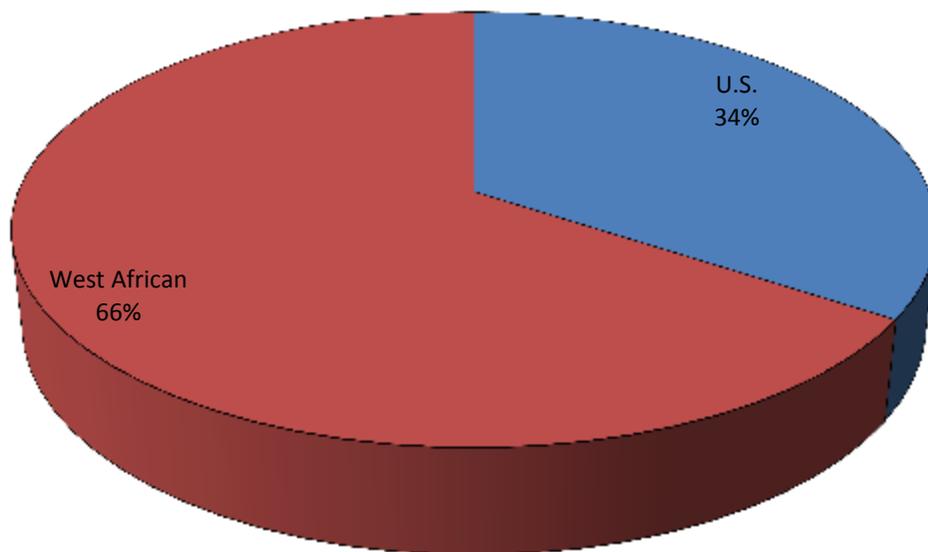
2011 Fellowships

Total: 24



2011 Library Usage

Total: 2152



2012

15 Fellowships:

2 POST-DOCTORAL FELLOWS:

- *Dr. Augustine Agwuele* (Department of Anthropology, Texas State University-San Marcos)
“Non-Verbal Communication among Seeing and Blind Yoruba Speakers”
- *Gloria Chuku* (Department of Africana Studies, University of Maryland, Baltimore County)
“Confronting the Silences: Gender, Ethnicity, and the Biafra-Nigeria War”

4 PRE-DOCTORAL FELLOWS:

- *Yetunde Olaiya* (Architecture, Princeton University)
“The Technopolitics of Postwar Architectural Production in French West Africa, 1945-75”
- *John Hames* (Cultural Anthropology, University of Florida)
“Cultural Nationalism at the Margins: A look at the trans-border radio communities in the Senegal river valley”
- *Brittany Anne Sheldon* (History of Art and African History, Indiana University)
“Visualizing Cultural Identity: Tradition and innovation in wall paintings by women in northern Ghana”
- *Nijah Noel Cunningham* (English Literature, Columbia University)
“Dakar 66: Negritude, Nationalism, and the Idea of a Black Aesthetic”

2 RESIDENCIES:

- *Dr. Siendou Konate*, Université de Cocody, Côte d’Ivoire, in residence at Ohio State University
“Violence in African-American Fiction: A comparative study of violence in Richard Wright’s *Native Son* and *Billy* by Albert French”
- *Kojo Acquah Yankah*, African University College of Communication, Ghana, in residence Ohio University
“A Year for African Journalism”

1 LIBRARY FELLOW:

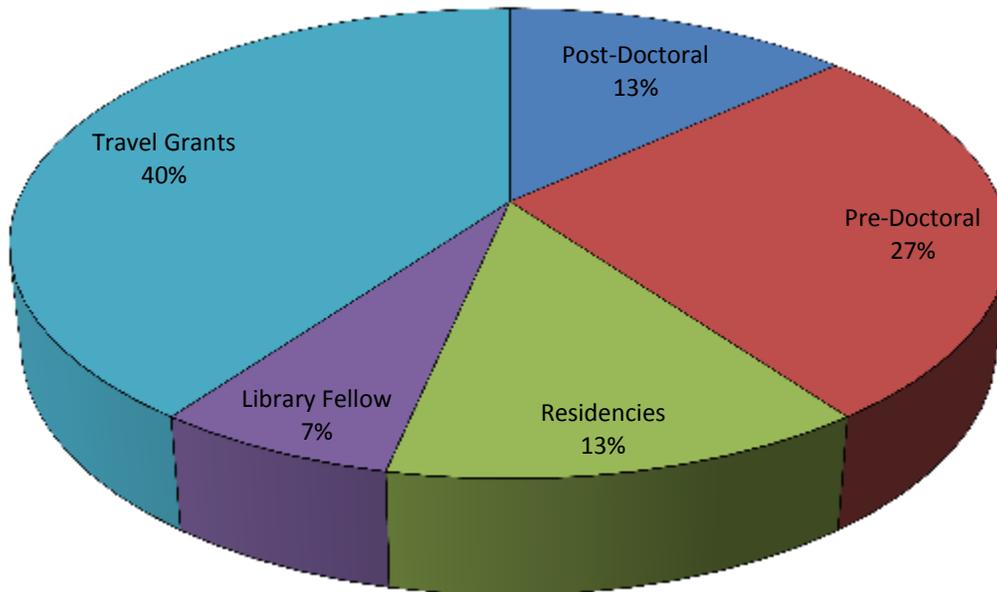
- *Jonathan Adam Clemons* (Library Science & African Studies, Indiana University)

6 TRAVEL GRANTS:

- *Evelyn Sakeah* (Boston University School of Public Health) for research in Ghana.
“Utilizing the community-based health planning and service program to promote skilled attendants at birth in rural areas of the upper east region of Ghana”
- *Oluwatoyin Adepeju Odeku*(Pharmacy, University of Ibadan) for research in Ghana.
“Development of local materials as novel pharmaceutical excipients for drug delivery”
- *Oladapo Kayode Opasina* (Scuola Superiore di Studi Universitari e di Perfezionamento, Sant’Anna, Pisa, Italy) for research in Liberia and Côte d’Ivoire.
“Governance and Public Policy in Post-Conflict Societies: Examining security, political, and socio-economic development in Nigeria and Côte d’Ivoire”
- *Olakunle Michael Folami* (University of Ulster, Northern Ireland, UK) for research in Nigeria.
“The Gendered Construction of Redress in Niger Delta, Nigeria”
- *Gueye Ndiaye* (École Doctorale/EDEQUE/UCAD, Dakar Senegal) for research in Senegal and Guinea Bissau.
“SIG Télédétection et Connaissance de ‘Environnement des Aires Protégées en Afrique de l’Ouest”
- *Hadji Sissokho* (Université Cheikh Anta Diop, Dakar, Senegal) for research in Mali, Guinea, Gambia, and Liberia.
“The Mande Empire and its Influence in the West African Mindset”

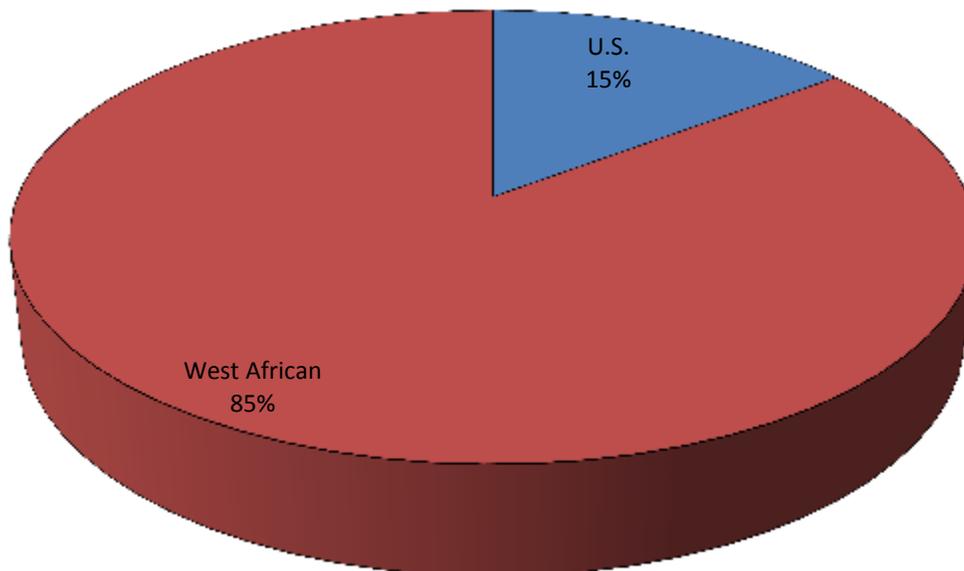
2012 Fellowships

Total: 15



2012 Library Usage

Total: 3029



2013

16 Fellowships:

3 POST-DOCTORAL FELLOWS:

- *Devin Bryson* (Illinois College)
“Fed Up: Creating a New Type of Senegal through Literature and the Arts”
- *Trevor Getz* (San Francisco State University)
“History and its Alternatives in Ghana”
- *Lorelle Semley* (College of the Holy Cross)
“Free and French: The challenge of black citizenship to empire”

4 PRE-DOCTORAL FELLOWS:

- *Karl J. Haas* (Boston University)
“Time and Space, Music and Matter: A musical ethnography of the Kambonsi of Northern Ghana”
- *Elyan Jeannine Hill* (University of California, Los Angeles)
“Mami Wata, Diaspora and Circum-Atlantic Gestural Histories”
- *Katherine Seto* (University of California, Berkeley)
“Fish Wars: Investigating linkages between coastal fisheries resource scarcity and conflict in West Africa”
- *Paul Thissen* (University of California, Berkeley)
“Informal Order: The importance of traditional elites in Chad’s governance”

2 RESIDENCIES:

- *Professor Awang Ollong Kingsly*, University of Bamenda, Cameroon, in residence at Lesley University to study Economics and International Business
- *Dr. Alphonse Raphaël Ndiaye*, Foundation Leopold Senghor, in residence at Boston University to study Ethnolinguistics, Music, and Literature

1 LIBRARY FELLOW:

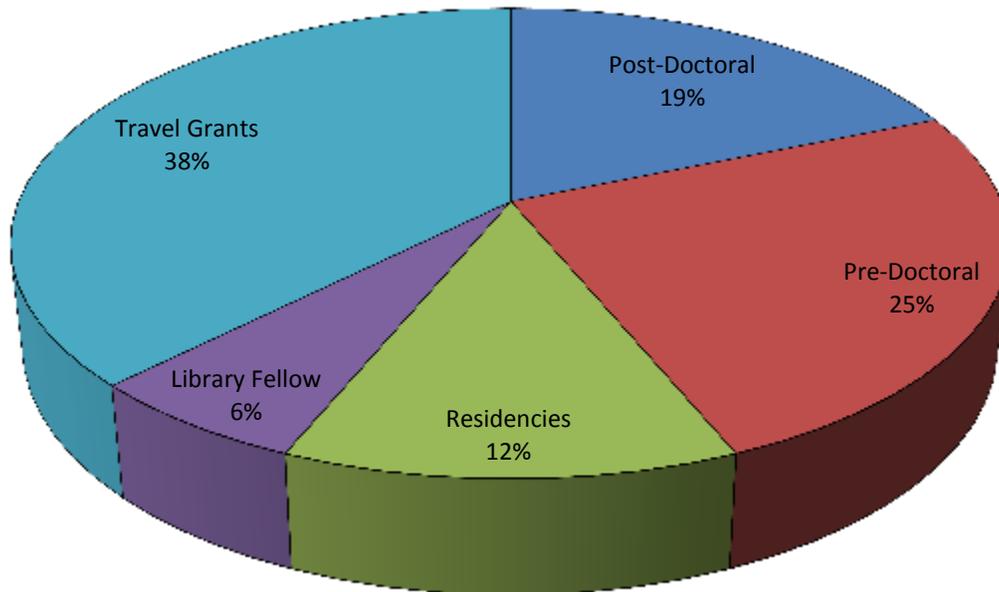
- *Julia F. Keiser* (Library Science, Queens College)

6 TRAVEL GRANTS:

- *Nathaniel Dede-Bamfo* (Texas State University at San Marcos) for research in Ghana.
“Modeling Spatial Accessibility and Potential New Routes in the Afram Plains, Ghana”
- *Vodjo Nicodeme Fassinou Hotegni* (Université Abomey-Calavi) for research in Ghana.
“Using Agronomic and Logistic Tools to Improve the Synchronization, Quality and Uniformity of Pineapple in Benin Produced for Local and International Market”
- *Theresa Owusu-Danso* (University of Massachusetts-Amherst) for research in Ghana.
“Microfinance, Household Indebtedness, and Gender Inequality”
- *Adebayo Oluwale Eludoyin* (University of Exeter, Geography) for research in Nigeria.
“Environmental Sustainability: How relevant is Spatial Information System to groundwater quality assessment”
- *Codjo Emile Agbangba* (Université d’Abomey-Calavi, Biostatistics/Applied Ecology) for research in Senegal.
“Estimation de l’Age et de la Productivité des Populations *Acacia senegal* (L) Willd., dans le Rerlo-Nord”
- *Aremu Olajire Adegoke* (University of Ibadan) for research in Ghana.
“Impurities Profiling of Some Antibiotics Circulating in Nigeria using High Performance Liquid Chromatography”

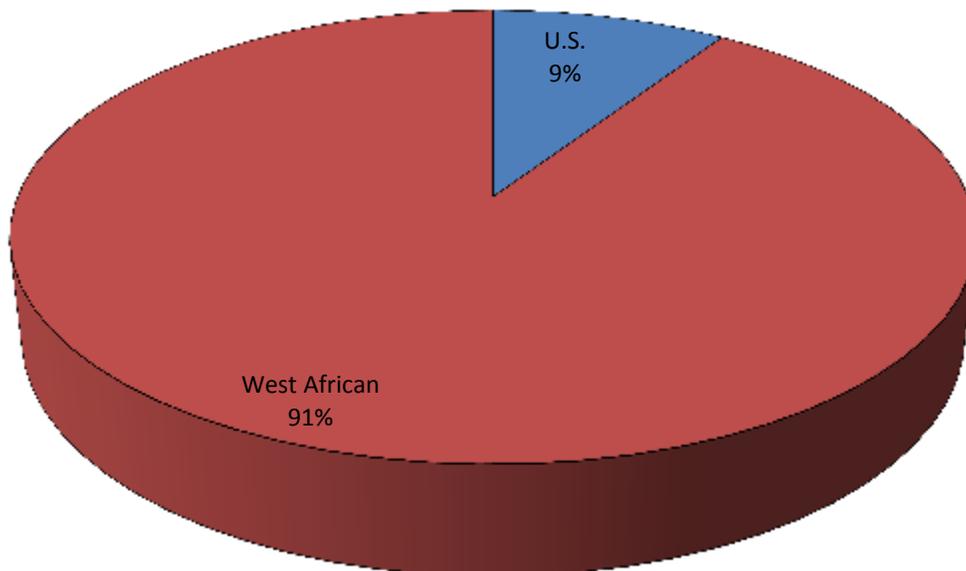
2013 Fellowships

Total: 16



2013 Library Usage

Total: 3015



APPENDIX F. WRITTEN RESPONSES FROM U.S. STUDY ABROAD PROGRAMS THAT UTILIZE WARC

Because U.S. study abroad programs are so essential to WARC's mission, revenues, and outreach, I have reproduced the written responses that several U.S. study abroad program directors shared with me during the evaluation (with the directors' permissions). Several also contributed comments by phone conversation, which are included above in Section 4. Major Findings and Recommendations.

Dr. Heidi M. Soneson, Program Director, Minnesota Studies in International Development (MSID) – Senegal, Learning Abroad Center, Global Programs & Strategy Alliance, University of Minnesota:

What do you view as WARC's value to U.S., Senegalese, and West African scholars and the respective academic communities?

The University of Minnesota has a study abroad program at WARC and has been at WARC since the early 1990's. This includes two 3-week language sessions, 2 semester programs and 1 academic year program. Approximately 40 U.S. students annually benefit from the classroom space, faculty, internship placements and cultural activities. This opens a world of understanding for young U.S. students about the realities of West Africa and thus fosters cultural understanding and creates future cultural ambassadors. Many students go on to do the Peace Corps or work with international NGO's.

Have you encountered any drawbacks or problems at WARC?

WARC was challenged for many years with needing technology and facility upgrades which is essential for an effective center. I am very glad that this has been addressed. I believe it is essential that these kinds of improvements continue to occur at WARC on a regular basis.

What additional services do you think WARC could provide for scholars and the academic communities?

WARC does an excellent job, and I am glad that they have been able to expand their facilities. The cafeteria is also a welcome component and very valuable for student health and safety. I understand that they also serve as a cultural center for films and gatherings with Senegalese and foreign visitors. I think that this cultural component is excellent and should be encouraged.

Do you have any suggestions for improvements at WARC?

I think that WARC has grown and stabilized under the excellent direction of Dr. Ousmane Sene. Having worked with other WARC directors, Dr. Sene's leadership has been outstanding, and the value of a Senegalese director with extensive U.S. understanding is essential. His passion for Senegal and for U.S. relations and his flexibility to initiate new opportunities are a unique asset. I hope that Dr. Sene can have the staffing and support he needs to continue to create such an excellent center.

Dr. André Siamundele, Program Director, International Study Abroad Program, Wells College Exchange Program in Dakar, Senegal:

What do you view as WARC's value to U.S., Senegalese, and West African scholars and the respective academic communities?

WARC serves has an important role for me and my students as it serves as the main host institution of our study abroad program. Being an institution in Senegal with strong ties with American institutions is just perfect for those who want to spend a semester in Senegal. It gives parents some peace of mind, students can feel comfortable knowing that they are dealing with an institution that has a good knowledge of the American culture.

Have you encountered any drawbacks or problems at WARC?

NO

What additional services do you think WARC could provide for scholars and the academic communities?

More technology and I certainly understand that it means more resources.

Do you have any suggestions for improvements at WARC?

WARC should keep up with the great work it has been doing.

Dr. Deidre Dawson, Professor of Language and Culture, and Advisor and Co-Director, African Studies in Senegal Program, Residential College in the Arts and Humanities, Michigan State University:

What do you view as WARC's value to U.S., Senegalese, and West African scholars and the respective academic communities?

WARC provides an invaluable service to U.S., Senegalese, and West African scholars and the respective academic communities through its seminars, lectures, film screenings, book launchings, classes, and other events which promote scholarship and dialogue about West Africa and Senegal in particular. WARC also has a very well stocked library which is used by foreign students studying in Senegal as well as by Senegalese students and researchers. As the headquarters of several American and Canadian study abroad programs, WARC is an ideal location for foreign students to take their courses and share meals and social interactions with Senegalese scholars, students, and WARC personnel.

It is also a very safe place, and students can even lock up their computers and other valuables there if they choose, which is very handy. The atmosphere is very pleasant, open and relaxing, and at the same time, there is always something interesting going on. The small restaurant provides excellent Senegalese cuisine and coffee, tea, and cold drinks for very reasonable prices, which is also convenient for scholars and students who wish to spend the day there.

Have you encountered any drawbacks or problems at WARC?

As the director of a study abroad program in Senegal for Michigan State University, I have made at least 7 or 8 visits to WARC since 2002, and every time I am struck with the professionalism, dynamism, and hospitality of the WARC director, Dr. Ousmane Sène, and his staff. The care they take of the foreign students is exceptional. Aside from their host families, students view WARC as their "home away from home." I honestly cannot think of any problems or drawbacks I have encountered.

What additional services do you think WARC could provide for scholars and the academic communities?

None, really. If funding and staffing permitted, it might be nice to have a few weekend hours, but this is not a major issue.

Do you have any suggestions for improvements at WARC?

To be honest, none. WARC has recently expanded its facilities, adding a new state-of-the art conference room, and the classrooms are kept up-to date as well. Dr. Sène obviously is always looking to make improvements where he can, and this shows.

[Cindy Felbeck Chalou, Associate Director of Operations, Office of Study Abroad, International Center, Michigan State University](#)

What do you view as WARC's value to U.S., Senegalese, and West African scholars and the respective academic communities?

Dr. Sène's association with WARC has provided a safe, centralized facility where our students can be based. Due to potential strikes at UCAD, it is difficult for our students to directly enroll. WARC provides the best of both worlds – a stable predictable semester of instruction by Senegalese scholars with full exposure to the local culture.

Have you encountered any drawbacks or problems at WARC?

We are dependent on our student evaluations to tell us of possible concerns, but we have found that since the positive aspects of a semester in Senegal often outweigh the negatives, we seldom get full reports from our students. With that said, we have had a few problems with reliability of instructors. On some occasions there are frequent and even possible extended absences. This appears to be more of a personnel problem than a WARC issue.

What additional services do you think WARC could provide for scholars and the academic communities?

Because our students stay with host families, they don't always have access to the Internet. Having reliable and constant Internet access at WARC is critical. I understand that this may be beyond the control of WARC, but reassuring students that they can always reach home or get on-line would be very helpful.

Do you have any suggestions for improvements at WARC?

I only work with Dr. Sène and do not interact with other personnel or elements of WARC, so I don't feel prepared to comment on WARC at large. However, if Dr. Sène is a representation of the organization, I cannot recommend a more helpful and responsive colleague. No matter where Dr. Sène is in the world, he is always quick to respond and always goes "the extra mile". Last year we only recruited two students so I was prepared to cancel the program. However, to ensure continuity, Dr. Sène made significant cuts and made it work. Because of this we were able to bring back the enrollment to 5 students this year. Of all the programming that I do in Africa, I find Dr. Sène the most responsive, efficient and reliable person with whom I work. I cannot say enough to praise his professionalism.

APPENDIX G: COMMENTS FROM FY2013 WARC VISITOR SURVEYS

I reviewed copies of all FY2013 WARC visitor surveys. All visitors who rated WARC (on a 1 to 5 scale, 5 being the highest) gave WARC either a 4 or a 5 rating. All visitors who made comments on WARC services are quoted below (except when multiple quotes were nearly identical):

- Love the Profs. – great blend of Senegalese and Western styles of teaching
- Great facilities; computer lab is very useful
- I've been very pleased and impressed.
- Everything is easily accessible and the people who work here are friendly and helpful.
- Everyone is extremely nice (*trop gentil*) and all the faculty are more than willing to help with anything we may need.
- It is a very nice facility. I never feel like I am lacking anything.
- From what I have seen of the facilities, they're wonderful! I cannot wait to come back and take advantage of the library.
- I haven't yet used them, but the services seem very helpful and available. The staff is also very helpful, kind, and open to any questions.
- Good professional support; the people are very helpful.
- Support: incredible; Mariane, library staff, tech support all friendly & useful. Lectures and seminars: some were dull, some were incredible. Kitchen staff: possibly the most endearing part of the center. Ate 2 meals a day for 10 months here: they're great. Overall, WARC just has a healthy, collegial feel.
- WARC continues to impress me with its helpful, professional staff, excellent lectures and facilities, and opportunities for scholarly exchange!
- Everyone conducts themselves with the highest level of professionalism. I especially appreciate the attention and time the staff gave to my 11-month old son.
- There was a good amount of Internet access. People were very nice. The lectures were interesting and relevant to what we were learning. Mariane was fantastic! Very helpful and nice.
- Speakers were well-prepared. Very interesting lectures. Mariane was wonderful, being knowledgeable and helpful.
- Everything was pretty fantastic. There was some trouble with interpretation, but it was understandable overall. Mariane did a wonderful job setting everything up for us and helping with our tours and research.
- The professional support, lectures, facilities were great. The computer and Internet services were sufficient but could use improvement. Very cordial & friendly atmosphere which was great!!
- WARC is a good institution. There are many great facilities and everyone was welcoming. For the Library, because my discipline is psychology, I wish there was more literature on black psychology in the Library. Overall great work environment, & I will come back to study here.
- Tout à fait content après avoir visité!
- Appréciez le progrès du Centre.

APPENDIX H: WARC'S PRESENTATIONS FOR SCHOLARS AND THE PUBLIC, 2013

Except where noted (e.g., meetings with President Obama), these presentations were held at WARC and attended by American, Senegalese, and West African scholars, researchers, students, civil society leaders, and the public.

December 2013 WARC Book Presentation and Dedication

Trois Romanciers Sénégalais devant l'Histoire: Cheikh Hamidou Kane, Abdoulaye Elimane Kane, Boubacar Boris Diop by Birahim Thioune (*L'Harmattan-Sénégal, 2013*)

December 12, 2013 Spirit of the Drums New Orleans Meets Dakar: A Performance/Workshop

A presentation at WARC by Mr. Kamau Philips and Mrs. Binta Betty McDaniels, on the culture of New Orleans.

December 11, 2013 WARC Book Presentation

Dr. Jennifer Yanco made a presentation on her forthcoming book, *Misremembering Dr. King: Revisiting the Legacy of Martin Luther King, Jr.*, to be published by Indiana University Press.

December 2013 Book Presentation and Dedication

Babacar Diakhaté: Le Contrôle du Licenciement des Délégués du Personnel au Sénégal (*L'Harmattan, 2013*)

The following leaders from the Senegalese media, academia, and judiciary discussed the book: Mademba Ndiaye, a prominent journalist with the World Bank, Professor Isaac Yankoba Ndiaye, law teacher at University Cheikh Anta Diop, Professor Babacar Kante, a distinguished don at University Gaston Berger, and Mamadou Sow, Secretary General of the Senegalese Ministry of Labor and Employment.

November 2013 Book Presentation and Signing

Promesses et Désespoirs d'un Service Public: La Radio Télévision Sénégalaise, by Kadialy Diakhité (*L'Harmattan-Senegal, 2013*)

November 2013 Book Presentation

Fonction Publique Locale : Une contribution concrète autour de l'Acte 3 de la Décentralisation by Mayacine Diagne (*Presses Universitaires Gaston Berger, Saint Louis, 2013*)

September 19, 2013 Women as Members of Parliament: A roundtable on the new publication: *La 12^e Législature au Sénégal: Les Premières Héritières de la Loi sur la Parité*

Senegalese women members of parliament (députées) came to WARC for the launch of the latest publication of le Caucus pour la Parité (Women's Caucus for Gender Parity in Senegal) entitled: "*La 12^e Législature au Sénégal: Les Premières Héritières de la Loi sur la Parité*"

September 18, 2013 Young African Leaders Initiative (YALI) Alumni Reunion Conference

The event, funded by the U.S. State Department and implemented by the Meridian International Center in Washington, DC, was an opportunity for 45 young leaders from around Africa to reunite, to interact among themselves, and to hear addresses by specialists.

July 30, 2013 AidData Presentation

David Hensley gave a presentation at WARC on the Aid Data project, a collaborative partnership between the College of William and Mary, Brigham Young University, and the Development Gateway.

July 24, 2013 **Two New Publications by Professor Mamadou Diouf, Columbia University**

- *Democracy, Tolerance and Sufis in Senegal*, edited by Mamadou Diouf (Columbia University Press, 2013)
- *Les Arts de la Citoyenneté au Sénégal: Espaces Contestés et Civilités Urbaines*, by Mamadou Diouf and Rosalind Fredericks (Karthala, 2013)

July 20, 2013 **WARC Public Lecture**

“Protection des Droits des Migrants en Afrique et dans le Reste du Monde” (Protection of Migrants Rights: in Africa and throughout the World)

July 2, 2013 **Senegalese Minister of Higher Education held a meeting at WARC with the U.S. Ambassador**

June 27, 2013 **President Obama’s Visit to Senegal**

WARC Director Dr. Ousmane Sène was one of 15 prominent leaders from Senegalese civil society selected to meet with President Obama on Gorée Island and to attend the dinner offered by the Senegalese President on the occasion of the state visit of his U.S. counterpart.

June 11, 2013 **WARC Public Lecture**

“Héritage d’Amilcar Cabral et Dynamiques Identitaires en Guinée Bissau”

A public lecture by Professor Tchernô Djalo, Faculdade de Ciencia Politica, Lusofonia e Relacoes Internacionais at the Universidade Lusofona, Lisbon.

May 2013 **Reaching out to American HBCUs**

Howard University Jazz Concert and Summer Program at WARC

In May 2013, WARC hosted Howard University’s talented Jazz Ensemble for a one-month program on Senegalese/Francophone West African Cultures at WARC. The Howard University Jazztet was invited by the U.S. Embassy in Dakar as part of the Saint Louis Jazz Festival.

May 16, 2013 **Jazz Ensemble from Howard University.**

Under the leadership of Howard University’s Professor Fred Irby III, the young American musicians teamed up with faculty from University Cheikh Anta Diop to perform various jazz pieces, to discuss the pieces they performed, and to discuss with the audience jazz, jazz history, and U.S. household names in jazz.

May 2013 **DAART Final Seminar & Retreat**

The two-year State Department-funded Dakar American Applied Research & Training project (DAART) drew to a close in May 2013 with an evaluation seminar and a group retreat for the 11 fellows.

May 23, 2013 **DAART Conference Center Inauguration Ceremony at WARC**

The DAART Inauguration Ceremony, held in WARC’s new Dakar American Applied Research & Training Project Conference Room, was led by his Excellency Lewis Lukens, U.S. Ambassador to Senegal and Mr. Ibrahima Gueye, Secretary General of the Senegalese Ministry of Higher Education and Research. In his remarks, Ambassador Lukens underlined the U.S. Embassy’s ongoing collaboration with WARC and praised WARC for its vitality as a center of academic excellence and now, as a resource for young leaders. Secretary General Gueye emphasized the importance of applying research results to

contemporary problems facing the region and congratulated WARC and the DAART Fellows on their commitment to these goals.

April 24, 2013 WARC Public Lecture and Discussion

In collaboration with the U.S. Embassy in Dakar, WARC hosted a public lecture by Professor Tracy Bach of the Vermont Law School (University of Vermont) on the topic: "Climate Changes in the 21st Century: Challenges and Responses." The lecture, which was moderated by the Director of Research in Biotechnologies at the Senegalese Ministry of Higher Education and Research, Dr. Ismaïla Diallo, with a member of the faculty from the UCAD Institute of Environmental Sciences, Dr. Assane Goudiaby, as respondent, was attended by specialists from the various Dakar-based institutions specializing in environmental and climatic issues as well as by the public.

April 23, 2013 South African Institute of International Affairs/WARC Workshop

This workshop (which follows up on an earlier workshop held at WARC in June 2011) primarily focused on three major papers presented in 2011 exploring: Senegal foreign policy since 2000; Senegal under President Wade and its relations with neighboring Guinea-Bissau; and French-Senegalese Relations since 2000. The papers were discussed by prominent active or retired Senegalese diplomats, academics, and other specialists in international relations.

April 2013 Ford Foundation IFP Program: closing ceremony

For almost ten years, WARC, on behalf of the Ford Foundation and the Association of African Universities, has hosted this prestigious International Fellowships Program funded and operated by the Ford Foundation in three West African countries (Senegal, Ghana, and Nigeria) and several other east and South African nations. In April 2013, WARC hosted the closing ceremony for this program.

March 15, 2013 Book Presentation Vieux Savane

Vieux Savane and Baye Makebe Sarr: *Yen A Marre: Radioscopie d'une Jeunesse Insurgée au Sénégal* (L'Harmattan-Senegal, Nov. 2012)

March 11, 2013 Book Presentation and Signing Ceremony

Amadou Ly: *La Poésie Sénégalaise d'Expression Française de 1945 à 1985* (Ifan-Ucad, 2013)

March 8, 2013 Book Presentation and Signing Ceremony

Patrick Maneume Diong: *Les Fantômes du Pouvoir* (a novel) (L'Harmattan-Senegal, 2013)

February 2013 Black History Month: Series of films, lectures, and presentations

In addition to hosting a film series, lectures, and other events, WARC organized a tribute to Jayne Cortez, in honor of the prominent African American poet, performance artist, and social activist who died in December 2012.

February 2013 Book Presentation

Theodore Ndok Ndiaye: *Quel Sénégal pour Demain?: Une Vision Chrétienne et Citoyenne*

February 2, 2013 Book Presentation and Dedication

Professor Omar Gueye (History): *Sénégal: Histoire du Mouvement Syndical: La Marche Vers le Code du Travail* (L'Harmattan-Senegal 2011)

January 18, 2013 Launch of the Tanebeer Tour Dance and Music Group

WARC hosted a program featuring the world-renowned master drummer, Doudou Ndiaye Coumba Rose, and his drumming band, who were joined by the Dakar-based dance group, “Les Pirates de Dieuppeul,” for the launch of their newly formed touring band, Tanebeer Tour.