

MEMORANDUM FOR: Director of Training 5 January 1967

SUBJECT : 50th Advanced Management Program
Harvard University

1. Since the Office of Training has on record a thorough description of the Advanced Management Program conducted by the Harvard Business School, it does not appear appropriate to repeat information concerning the course itself. I will, however, comment on a few changes in the course which will be of interest to you. I will also set forth my reaction to the course and make a few recommendations concerning future Agency participation in the course.

Course Changes

One of the major changes in the 50th Advanced Management Program Course which was held between September and December 1966 was the change in the activities of the "Discussion Groups". These "Discussion Groups" consist of eight AMP students who meet for one week at a time to discuss the classroom work for the day; at the end of each week, personnel in the group are rotated to other groups. In previous courses, the Discussion Groups were held from 8:00 A. M. in the morning to 9:30 A. M. and in these Discussion Groups various individuals lectured for approximately thirty minutes on their responsibilities within their organization. It was in these groups that Agency representatives briefed the others concerning the Agency.

In the 50th Advanced Management Program, the School decided that the Discussion Groups would be limited to one hour in duration and that this hour would be exclusively devoted to the discussion of the cases for that day's classes. The School urged that the Discussion Groups also hold separate meetings, preferably at dinner, to discuss the responsibilities of the various individuals in the group. From a practical standpoint this new procedure did not work out very well. Most of the groups found it most difficult to meet at night due to the heavy schedule and, as a result, my briefing on the Agency was limited to about one half of the discussion groups in which I participated. Even when the briefings were given, they were limited to about ten minutes and as a result very little detail could be given concerning the Central Intelligence Agency.

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My briefing, which is on file with the Office of Security, was limited to a very general discussion of national intelligence and was based on [REDACTED] unclassified study on "National Intelligence" which was produced in 1962 under the auspices of the Industrial College of the Armed Forces. When the briefing was given, it aroused a great deal of interest since most of the students knew very little about the Agency. In spite of their lack of knowledge, most of my classmates appeared to be very pro-Agency in their orientation.

Make-up of the 50th AMP Class

There were a total of one hundred and sixty students in the 50th AMP Class. Of these, thirty were from foreign countries and twenty-one were from U. S. Government agencies. The remainder of the class represented business firms in the United States. Of those individuals representing Government agencies, six were from the Navy, four from the Air Force, seven from the Army, one from the Marine Corps, one from the Secret Service, one from the Government Accounting Office and the undersigned from CIA. Of those foreigners in the class, the following countries were represented: England, France, Netherlands, Sweden, Switzerland, Canada, Australia, Italy, Liberia, South Africa, India, Japan, Mexico, Peru and Argentina.

Reaction to the Course

My reaction to the course will undoubtedly be repetitive of what has been said by those who attended previous classes. It was a stimulating experience for me personally and I am deeply appreciative for the opportunity to have attended the course. To identify the specific portions of the course which are directly applicable to my position with the Agency is difficult since the course is directed toward private industry.

Courses in Human Behavior, Planning and Budgeting and Statistical Decision Making were somewhat applicable to problems faced in the Government. To a certain extent the course entitled Business in a World Society was applicable because of its international aspect. Other courses such as Business Policy, Marketing and Business History were not directly related to Government activity.

On the other hand, the exposure of Agency personnel to potential high level executives of industry through participation in the course cannot help but benefit the Agency, the Government and the individual. It should be noted that in the 50th Class, as has been the case in other classes, there were many comments by the various participants from industry reflecting favorably upon the caliber of representation from Government. The Agency is bound to receive some favorable comment from this association. In fact, any exposure of the Agency to the public in a favorable light should enhance the Agency's image.

On the whole, therefore, I would support the Advanced Management Program as an excellent training mechanism which will benefit not only the individual in attendance, but also the Agency itself.

Administrative Considerations

There were no administrative problems for the undersigned in connection with the course. Agency personnel are well accepted and the method of processing employees into the school appears to be most satisfactory. As an Agency employee I was extremely well accepted by the Administrative Staff at the School as well as by all of the professors in the AMP.

Since I was a totally overt employee, I had no cover problems with the course. In considering personnel for future courses, I would think that any employee in the Agency could attend if cover is not a problem. The class association, of course, extends beyond the AMP itself and if a student anticipates a future cover position, attendance at the program would jeopardize this future position.

Recommendations

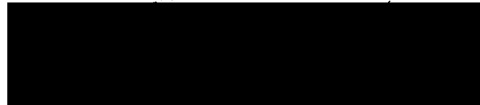
My first recommendation pertains to preparation for the course prior to reporting to Harvard. Any individual attending this course should be selected sufficiently far in advance so that he can obtain a brief course on basic business finance. I was unfamiliar with accounting practices so I found this phase of the course most difficult. I am certain that I could have contributed more to the course and gained more from it had I had a basic review of financial practices. I would therefore recommend that any individual attending the course either have some background in basic finances or have an opportunity to obtain such a review prior to attending the course.

My second recommendation would be to authorize all Agency personnel attending the course to take their privately owned vehicle with them. As a Government employee, we have little to offer other students in the course, whereas individuals from private industry send gifts and favors to all who attend the class. I took my POV with me and found that it was most helpful in connection with faculty dinners, work on outside activities of the program and in many other ways which allowed me to reciprocate for the many favors granted me by industry personnel.

A third recommendation would be to urge all Agency representatives attending the course to become as deeply involved in the extracurricular activities of the course as possible. In my case I worked on the Graduation Week Committee and was responsible for a reception and the final banquet. While such activity requires some additional work on the part of the employee, it leaves a very favorable image not only with the other students, but also the administrative personnel of the school.

Finally, I would suggest that the Agency volunteer to furnish a speaker to the course at some time during the program. This would go a long way toward improving the Agency's image among these businessmen and could be most helpful to the Agency in the future. The speaker, however, should be a very high level official such as the Director, the Deputy Director or the Executive Director-Comptroller.

2. Like most other individuals who attended the Advanced Management Program I would certainly endorse it in every way. I am certain that the efforts expended by the individual involved and the money and time expended by the Agency is extremely well spent. The returns for both the individual and the Agency should be of value for years to come.



Deputy Director of Security

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SUBJECT: (Optional)

FROM:



EXTENSION

NO.

2193

DATE

11 January 1967

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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