

8 March 1954

MEMORANDUM FOR: Assistant Directors

SUBJECT: Harvard University ADVANCED MANAGEMENT PROGRAM

1. The Training Program. The 26th session of the Advanced Management Program at the Harvard University Graduate School of Business Administration will start on 15 September 1954 and continue until 10 December 1954. Applications must be in OTR by 9 April 1954. The classes consist of about 150 men from industry, commerce, government, and the Armed Services. The average age of members is 43 and the average business experience is 15-20 years. Classes are conducted six days a week with wide use of special research studies and case histories of actual business situations. The formal study program covers: (1) Business Policy, (2) Administrative Practices, (3) Business and the American Society, (4) Cost and Financial Administration, (5) Marketing Management, and (6) Problems in Business Relations.

2. Agency Training Objectives. This program is considered effective in preparing highly qualified Agency employees for advancement into positions of executive responsibility.

3. Criteria for Selection. The Office of Training will consider for nomination to the course candidates of grades GS-15 to 18, whose Agency position is equivalent to a Division Chief or higher, with supervising, organizing, and management planning responsibilities. The Harvard Graduate School does not assign quotas but will entertain one or two Agency applications to be considered in competition with applications from industry, etc.

4. Procedures for Application

- a) Any individual who believes himself qualified to utilize this training for the benefit of the Agency may submit an application to the Director of Training. The approval or disapproval of Deputy Directors, Assistant Directors, and Staff Chiefs, and of Career Service Boards should be indicated. Selection of candidate(s) to be nominated will be made by the CIA Career Service Board.

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Submit memorandum applications (original and one copy) by 9 April 1954 in accordance with [REDACTED] to the Director of Training. (Training Request Form 51-133 need not be used, but will be employed for the successful candidates and submitted to the Director of Security after selection is made.) The candidate(s) chosen to go will file the application form required by Harvard University.

- b) Because of the exceptionally high caliber of the course, it is important that a convincing justification by the applicant be included in each application, indicating clearly that:
- 1) The applicant will be qualified for more important usefulness to the Agency as a result of this training.
 - 2) The applicant is qualified on the basis of past training and experience to meet the high standards set for participation.
- c) The University's announcement and application form may be obtained from the External and Language Training Division, 2129 Eye Bldg., ext. 8021.

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MATTHEW BAIRD
Director of Training

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