

Dr. Ruben V. Austin, Coordinator  
Dr. Lloyd D. Musolf, Chief Advisor  
Business Administration Training

September 16, 1960

Referring to your memorandum of September 9, I agree that the summary of business administration training presented by the Harvard professors at the recent conference can be criticized for short-changing academic-type training. All of this may be a matter of timing. I think that participants in the conference, and USOM itself, have a wait-and-see attitude about academic-type training.

Incidentally, the meetings of this conference still go on from time to time, with the purpose of developing case studies. We are hopeful that MSU staff members will be able to attend occasionally.

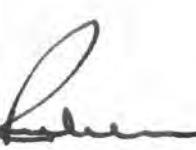
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MICHIGAN STATE UNIVERSITY EAST LANSING

COLLEGE OF BUSINESS AND PUBLIC SERVICE  
OFFICE OF THE DEAN

SEPTEMBER 26, 1960

TO            LLOYD D. MUSOLF  
FROM        RUBEN V. AUSTIN   
SUBJECT     BUSINESS ADMINISTRATION TRAINING

REALIZING THE LIMITATIONS OF TIME AND OTHER PRESSING COMMITMENTS, I AM AWARE IT MAY NOT BE POSSIBLE FOR MSU STAFF MEMBERS TO ATTEND THE CASE STUDY SEMINARS. HOWEVER, IF, AS YOU MENTION, THERE IS AN OPPORTUNITY OF OBTAINING SOME INFORMATION ON THE PROGRESS AND PERHAPS RECOMMENDATIONS CONCERNING BUSINESS ADMINISTRATION TRAINING IN VIETNAM, WE SHALL BE INTERESTED IN BEING KEPT INFORMED.

RVA:JR

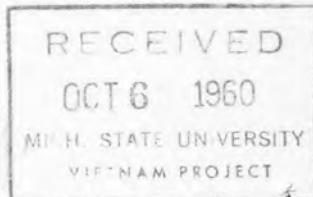
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MICHIGAN STATE UNIVERSITY  
VIETNAM ADVISORY GROUP  
OFFICE MEMORANDUM

TO : Dr. Ruben V. Austin, Coordinator      DATE : September 30, 1960  
FROM : Dr. Lloyd D. Musolf, Chief Advisor *ldm*  
SUBJECT : Your Business Administration Report

The NIA has requested a copy of your business administration report. From the beginning we have, of course, emphasized that this report was made to MSU and to ICA. More recently we have indicated to the NIA that no immediate action on the basis of your report seems to be forthcoming from ICA and USOM. When this latest request was made by NIA we emphasized that we would have to ask you whether it would now be possible to let the NIA see your report. The NIA was also informed that the views of a number of people are recorded in the report, and that these views should not receive further circulation. The NIA has indicated that it would be glad to have this portion of the report deleted, leaving only your evaluation of the need for business administration training and ways in which such need can be fulfilled.

LDM/dw



OCTOBER 7, 1960

TO            LLOYD D. MUSOLF  
FROM        RUBEN V. AUSTIN  
SUBJECT    AUSTIN'S BUSINESS ADMINISTRATION REPORT

CERTAINLY I HAVE NO QUALMS WHATSOEVER IN HAVING THE NIA RETAIN A COPY OF MY REPORT. I LEAVE THE MATTER ENTIRELY TO YOUR DISPOSITION AS TO WHETHER YOU DELETE CERTAIN PORTIONS; I WOULD RATHER THESE NOT BE DELETED, PERSONALLY, FOR I FEEL THAT THE WHOLE CONTEXT MUST BE REVIEWED TO APPRECIATE THE REASONS FOR THE RECOMMENDATIONS MADE.

SINCE I HAVE ONLY ONE COPY--YOU WILL RECALL THAT MR. GARDINER WANTED ME TO LIMIT THE COPIES AND IDENTIFY THOSE WHO DO HAVE COPIES--I SHALL AWAIT YOUR SUGGESTION AS TO WHETHER YOU WOULD LIKE TO LEND YOUR COPY OUT OR WHETHER I SHOULD SEND YOU A THERMOFAX COPY OF MINE.

RVA:JR

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