

RICHARD NIXON PRESIDENTIAL LIBRARY DOCUMENT WITHDRAWAL RECORD

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
1	Map	Camp David, 1 p.	n.d.	A
2	Resume	Joseph M. Mandato, 1 p.	n.d.	D
3	Resume	James F. Donnelly, 1 p.	n.d.	D
4	Resume	Stephen R. Tupper, 2 pp.	n.d.	D
5	Resume	William Henry Weiland, 1 p.	n.d.	D

COLLECTION TITLE

WHCF: SMOF: Alexander Butterfield

BOX NUMBER

7

FOLDER TITLE

1972 Inbound to APB Part 1: Jan. to Dec. 1972

PRMPA RESTRICTION CODES:

A. Release would violate a Federal statute or Agency Policy.
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 C. Pending or approved claim that release would violate an individual's rights.
 D. Release would constitute a clearly unwarranted invasion of privacy or a libel of a living person.

E. Release would disclose trade secrets or confidential commercial or financial information.
 F. Release would disclose investigatory information compiled for law enforcement purposes.
 G. Withdrawn and returned private and personal material.
 H. Withdrawn and returned non-historical material.

DEED OF GIFT RESTRICTION CODES:

DOG Closed in accordance with restrictions contained in the donor's deed of gift.

To: Alex Butterfield
From: Gordon Grachan

PRICE

January 5, 1972

LETTER TO ROBERT L. STARK

Dear Mr. Secretary:

Thank you for your telegram formally notifying me
that petitions have been filed to place my name on the
Presidential preference primary ballot in New Hampshire,
and giving me the opportunity either to leave my name on
the ballot or withdraw it.

I shall be a candidate for re-nomination and
re-election, and therefore I shall leave my name on the
ballot.

Sincerely,

RN

Honorable Robert L. Stark
Secretary of State
State of New Hampshire
Concord, New Hampshire

Sent to H. Flemming, J. Magruder 1/3/72

New Hampshire pol

WHA109 OLCTA104

DECO64 KC070 K CRA010 PP LONG POB CONCORD NHAMP 3 1034A EST
HONORABLE RICHARD M NIXON, REPORT DELIVERY TIME AND DATE
THE WHITE HOUSE WUX WASHDC

DEAR SIR: ON TUESDAY, MARCH 7, 1972, NEW HAMPSHIRE WILL CONDUCT
A PRESIDENTIAL PREFERENCE PRIMARY, AT WHICH EACH QUALIFIED
VOTER WILL HAVE THE OPPORTUNITY TO EXPRESS HIS PREFERENCE
FOR ONE PERSON TO BE THE CANDIDATE OF HIS POLITICAL PARTY FOR
PRESIDENT OF THE UNITED STATES. THE RESULTS OF THIS PRIMARY
WILL BE ADVISORY IN NATURE FOR THE DELEGATES TO THE REPUBLICAN
NATIONAL CONVENTION.

PETITIONS WHICH APPEAR TO QUALIFY YOUR NAME AS A CANDIDATE
FOR PRESIDENT TO BE PLACED ON THE BALLOT OF THE REPUBLICAN
PARTY AT THIS PRIMARY HAVE BEEN FILED AT THIS OFFICE.

YOU ARE ADVISED THAT YOUR NAME WILL APPEAR ON THE BALLOT
OF THE REPUBLICAN PARTY AT THIS PRESIDENTIAL PREFERENCE PRIMARY

AS A CANDIDATE FOR PRESIDENT, UNLESS, WITHIN TEN DAYS AFTER
YOUR RECEIPT OF THIS NOTICE, YOU SIGNIFY TO ME, YOUR DESIRE
TO WITHDRAW YOUR NAME FROM THE BALLOT.

VERY TRULY YOURS

ROBERT L STARK SECRETARY OF STATE.

7 1972.

(1045).

10: Max Baucus
From: Gordon Strachan

PRICE

January 5, 1972

LETTER TO LANE DWINELL

Dear Lane:

Thank you for your generous letter, and for the petitions you have filed entering my name in the New Hampshire primary.

It was in New Hampshire that I began my campaign for the Presidency four years ago, and I remember well the opportunity that campaign provided to visit so much of the State and to meet so many of its people. I have tried to be true to the trust they expressed, and to carry forward the effort we began in New Hampshire in 1968: to bring peace and progress both abroad and at home, and to give America the leadership it needs for a new era of national greatness.

We have made significant beginnings in these past three years. I want to complete the work that we have begun, and therefore I shall be a candidate for re-nomination and re-election. I deeply appreciate the confidence expressed by those who signed the petitions, and I shall do all in my power to be worthy of that confidence.

In addition to New Hampshire, I shall also permit my name to be entered in the other primaries.

As I am sure you will understand, however, it will not be possible for me to campaign actively and personally in any of the primary

elections. I feel it is essential, particularly in this year when events of such importance to the world's future are taking place, that until the last possible minute the President should refrain from partisan campaigning in order to conduct the business of government with the minimum intrusion of purely political activity.

On my behalf, therefore, please express to the people of New Hampshire my warm greetings, my gratitude for their past courtesies, and my hope that together we can work toward a national renewal that will make the anniversary year of 1976 as proud a milestone for America as was 1776.

Sincerely,

RN

Mr. Lane Dwinell
New Hampshire Committee for the Re-election
of the President
The New Hampshire Highway Hotel
Concord, New Hampshire 03301

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 28, 1972

MEMORANDUM FOR
ALEXANDER BUTTERFIELD

FROM: TRUDY BROWN

RE: Personnel Handbook

The Personnel Handbook recently issued by the Staff Secretary is returned.

This is an excellent publication and, if enough copies are available, I believe it should help to resolve many questions in the minds of White House employees.

I offer the following comments:

Tab B

Employment - Three minor changes are suggested - they are shown on attached sheets.

Tab D - Could a copy of Executive Order 10501 be attached?
White House (Similar to what was done under Tab E) For your
Office Papers information a copy of the Executive Order is attached.

Distribution - Would it be possible to obtain a copy for my office?
I think it would be better if every office had a copy rather than just the Department Head.

Miscellaneous - I showed this book to Mr. Ash of NSC. He was very impressed and would like to have a copy to make a suggestion that NSC publish a similar book.

UNCLASSIFIED

Chief, Division of Foreign Operations
Office of Security

March 1, 1972

Regional Security Officer TOKYO

Security Violation - Executive Office of the President,
Washington, D. C.

A Limited Official Use memorandum with a Confidential enclosure was received in a CX pouch by Embassy Tokyo on February 29, 1972.

The LOU memorandum dated February 23, 1972, was from the Office of the Special Representative for Trade Negotiations, Executive Office of the President, Washington 20506 and addressed: The Files, from James A. McNamara, Subject: US/Japan Trade Negotiations, December 1971-February 1972 with the following Confidential enclosure: Annex B, Embassy of Japan, Washington, dated February 9, 1972, and addressed Dear Mr. Ambassador, was received in the attached envelope marked "Unclassified."

Since the pouch clerk in Tokyo was not immediately aware of the contents of the envelope, no attempt was made to identify the pouch (one of three) the material came in.

Attachment: As stated.

RSO:WJHolda:ar

UNCLASSIFIED

THE WHITE HOUSE
WASHINGTON

March 2, 1972

MEMORANDUM FOR:

~~ALEXANDER P. BUTTERFIELD~~

FROM:

H. R. HALDEMAN

SUBJECT:

Presidential Photo

The President again has raised the question of when the new photo will be ready.

This project has been strung out for months now and we're reaching the point where the new photo will be too late to do any good. You should get together with Ron Ziegler, Rose Woods, Ollie and Mrs. Nixon, show them the Conant photos and get a decision by the end of next week, March 10th.

Alex -- we can't afford to wait any longer on this one.

cc: Ron Ziegler
Ollie Atkins
Rose Woods

OK. I'll do this

Sob - This was my project. It's Ziegler's now. If you want me to assume responsibility, I will. I can't put the blame on this business; I did nothing.

A/



SENIOR SEMINAR in GENERAL MANAGEMENT

3602 N. W. 84th Avenue, Coral Springs, Florida 33065

Telephone (305) 974-6887

EARL PLANTY

Director

March 24, 1972

Alexander Butterfield
Deputy Asst. to the President
White House Office
Washington, D. C.

Dear Mr Butterfield:

I am writing to invite you or some of your senior officers and policy-making civilians to attend the Senior Seminar in General Management. The Senior Seminar is a two-week development program designed for busy executives not able to be away for the four, five, or more weeks required for other programs. It is offered for the 18th annual session this year from June 9 through June 24 at the Hershey Hotel, Hershey, Pennsylvania.

It is particularly useful for government agencies and for the military services. We do not teach manufacturing, accounting, marketing, sales, engineering, nor typical business functions that might be of little use to government managers. We concentrate on two aspects of general management--STRUCTURE AND ACTIVATING FORCES, broken down into teaching sessions like this:

STRUCTURE

Planing, setting objectives, organizing and reorganizing, making policy, controlling, directing, measuring, disciplining, systems development, and procedures. (The intellectual, management science aspects.)

ACTIVATING FORCES

Breathing life into the structure: motivating, communicating, counselling, understanding, resolving conflicts, managing groups, insight and sensitivities, leadership styles, training and developing, implementing change. (The behavioral, psychological aspects.)

Our Seminar is different from many other schools. We believe there are no other programs where small groups, informality, and deep involvement of the student in his own learning so fully prevail. Our total registration is less than half the size of the Arden House, Columbia University program, and about one-third the size of the Harvard Advanced Management Program, which I attended. It is also about one-fourth the size of the AMA four week programs. In addition to the small registration, we break the groups up daily into sections of five or six students for supervised analysis and study of cases. Students work evenings for at least three hours in these small groups. Here they have time to go beyond the surface of complex problems of policy, organization, direction, planning, and motivation. In these evening work groups, students learn how to WORK PRODUCTIVELY IN GROUPS as well as how to LEAD THEM. Working cooperatively and productively in groups is sometimes neglected where most of the attention of the course goes to leadership

of the group. The Seminar teaches both leadership of the group and productive performance in it.

Please read the biographies of our staff. See the center spread of the enclosed brochure. Each has had extensive business experience. Each teacher is a national leader, professionally, in his field. Three of the staff are Fellows in the Academy of Management. Two are past presidents of the Academy. Together they have written over twenty books on Management. The Staff is our greatest strength. Please read about them and their balance between practical doing and theoretical research.

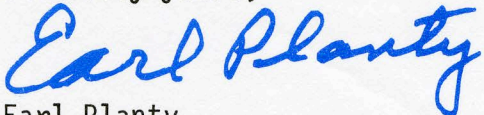
Since I believe you are entitled to know the background of anyone to whom you entrust the education of your managers, I am enclosing my own personal history. It may well be overlong, immodest, even fulsome, but as they say in politics, it is "complete disclosure." I am a graduate of Columbia, Cornell (Ph.D.) and Harvard Business School. I have worked for government myself--two years in Ethiopia, four summers in Chile, two years with the Air Forces in the USA, six months in Hawaii and frequently in other places for short schools and courses. Thus I am familiar with government's unique problems. I would personally understand and help your candidates. Most of my staff have similar experiences.

If you wish to attend or to send a candidate or two, we would welcome the registration. Half of our attendance last year was at the level of presidents and vice-presidents. The rest were people who reported to them. We have no objection to taking a junior person who is highly able and looks to have an outstanding future. WOMEN ARE PARTICULARLY WELCOME.

We would welcome you as a student or to visit the school in June if you would like to see in action any candidates whom you send. Last week I taught in a management development course in Winnipeg, Canada, where students from government equalled in number those from business. It worked exceptionally well. Both groups contributed and learned from each other.

The registration blank for you or your candidates is on the last page of the brochure.

Sincerely yours,



Earl Planty
Director

EGP/jmb
Enclosures

P. S. IF DEVELOPMENT IS NOT YOUR PRIMARY RESPONSIBILITY, WILL YOU KINDLY ROUTE THIS LETTER APPROPRIATELY?

SENIOR SEMINAR FEEDBACK - 1971 SESSION

On the day after graduation, students at the Senior Seminar are asked to provide the staff with a full, formal, anonymous, and written feedback on the course. There are thirty-five questions and seven pages to the feedback. The men spend sixty to ninety minutes on their individual reports. All aspects of the course are reviewed and many improvements are made as a result of the men's suggestions. In fact, the 1971 Seminar was 20% different from the 1970 course. The Seminar adapts, changes, and improves as it teaches the men to do. It is not static and dated. Below you may read what last year's class members said about the course.

The last question on the feedback form is, "Now, in summary, please state the most important single, valuable aspect of the course for you."

Here are the men's replies, unedited, to this last question:

1. I consider the past two weeks as being two of the most rewarding and effective I have enjoyed for some period of time. The Seminar results far exceeded even my greatest expectations. I would, and plan to recommend members of my staff to attend future sessions, as well. And I would be interested in advance sessions and any refreshers.
2. Learned to evaluate people with a far better understanding of their feelings and motives. Reassessed myself and my capabilities in relation to "peers", updated my sense of values.
3. I arrived in a quandry and yelled and hollered. When I left, I was aware that my values can be adjusted to our changing times and several avenues have been suggested and verified. A true tragic experience will have been endured if I don't activate myself and participate in tomorrow's changes as taught.
4. I have been exposed to Menniger Clinic, AMA, Sales Exec-Conference Board courses, but none have had the impact on me that this one has.
5. That I'm not alone in my failings and feelings.
6. The urgency for appreciating peoples needs and that adverse behavior is not a natural part of their makeup but perhaps something I caused.
7. A stimulating Seminar which has awakened in me again a desire to learn, to broaden my outlook, to better appreciate my family and business associates.
8. I am going away with a better insight to management and reinforced feelings of great confidence.
9. A re-awakening to management's role and total responsibility, what it is and how to better meet the challenge.
10. Most valuable, provocative, "long term thinking" type of course--deals with the one real problem--people--that doesn't come from science and math. Wanted a course like this for years and consider that the course started enough in my life to keep me going for quite some time.
11. Someone to say you're wrong and then, damn it, show me, I am.

12. Recognition of my values and how they affect my opinions, reactions, emotions and reasoning--also which are emotional and which are reason.

13. Felt the course well worth the expenditure of time and energy. In fact, the expenditure exceeded what I felt I was capable of, attesting that interest was always high. Compared to other courses much more difficult, but reward was more than commensurate with effort--although long hours, interest of group never waned.

14. Realized that my brain cells are dead--I need revitalizing--more creativity.

15. Course forced me to take hard look at myself. The push to have us try new experiences, to reactivate tired brain cells has caused me to see myself as rather slowed down.

16. I felt that the most valuable thing learned was the ability to work in groups for the common good even though the various individuals in the group had widely divergent views, understanding, experience, ability, etc.

17. It is my sincere hope that all my superiors and immediate subordinates will also be able to take this course. I really did not expect to realize anywhere near the benefits which this course has given me, and I leave here with renewed ambition and enthusiasm and vitality to tackle the future. This is the very best course I ever hope to take.

18. Smacks you like a freight train with the reflective approach to its subject matter. Always searches out what doesn't appear to be there. Constantly digs at the thought processes--won't let you rest often enough to relax.

19. Penetrating--gut chewing--nerve racking--opening of ones stupid conclusion that he is a means and end in himself. I feel that this has been one of the sharpest experiences of my life.

20. I learned to see into myself a little better and I hope have developed a better understanding of people. I feel that when I approach a new problem in the future, I will do it differently.

21. I have taken several management courses. This course provided me an excellent exposure to the basic problem of management. It was necessary to cover a lot of ground in a short period of time. The real value of the course is going to come at a later date in how well I use the tools that you have given me. I was told that this was one of the better management courses and I sincerely feel this is true.

22. Head and shoulders over all courses taken previously--company programs, outside courses, etc. Much more participation--teaching--not preaching.

23. There have been many occasions during the past several years when particular situations I was involved in took a turn for the worse at an unexpected time. The course has helped me understand what happened and has prepared me to better avoid traps in the future.

24. The course was excellent, both from a standpoint of content and presentation and exceeded my expectations. It was better than the other courses I have taken as they stressed the structural aspects of planning, organization and control rather than the human factor.

25. That my listening had not improved to the extent I had thought.

26. By far the best educational experience of anything I have had. Greatly anticipated coming and course was above my expectations.

27. You made me believe that I had to think damn hard while here, learn all I could and then go back to my job with an attitude that I still have more to learn.

28. I've taken courses at UCLA, UJC, and other institutions of higher learning. I attended an 8 week (one day a week) seminar at Loyola University. But, by far, this is undoubtedly the most thought provoking and finest course in management concepts I have attended. The material and subject matter used in the course reflects the forethought and planning given to it prior to our discussing it. Every part of the program seemed so well organized--all the pieces fell into their right place, and in a prescribed order that presented a challenge and stimulated my interest.

29. The maximum use of participation in learning through buzz groups, role plays, games, generates great enthusiasm and I think rapid learning.

30. First of all I learned that in many instances I was my own biggest problem and did some serious stocktaking. After this personal reappraisal it became much more possible to learn, to understand, to listen, to communicate, and to be aware of other's needs.

31. The Senior Seminar stirs men to raise their sights, to believe they can reach human and organization goals they may have abandoned in their concern for day to day business affairs.

32. I found this course excellent.

33. I learned to be humble, I arrived with high regards for myself and my opinions and departed very much changed in this respect.

34. The role play with Earl in class was a most impressive one and will be with me forever.

35. The idea of groups is excellent. The buzz groups went from a state of disorganized, frustrated, angry people to that of a close, very friendly cooperative group.

36. The things I've learned that I am confident will stay with me are the understanding of myself, understanding others, communication, etc., namely those things that dealt with behavior, attitudes, etc. I believe the impact was made only because of length, pace of work, planning of instructors and the general attempt to unfreeze our rigid thoughts and feelings.

37. There is an evolution in management techniques, and progressive management had better be cognizant of the changes and adjust accordingly.

38. I thoroughly enjoyed the course and feel it very timely in my career; consequently I would recommend it to any function and level of management.

39. The concentrated course is really what is needed and the brief kindling of a "flame" of concern in the matters taught can be as valuable as spending longer time and going more deeply.

Earl Planty
Senior Seminar in General Management
3602 NW 84th Avenue
Coral Springs, Florida 33065
October, 1971

BIOGRAPHICAL DATA

EARL PLANTY

EMPLOYMENT RECORD

- 1967 - Owner and Director of Senior Seminars in General Management.
Present These are two week courses in management development. Also business consultant.
- 1964-1966 On leave from University of Illinois position (described below) to serve as Dean, establishing College of Business Administration, Haile Selassie I University, Addis Ababa, Ethiopia. Developed four year curriculum, recruited staff (32), attracted 360 students, set up a business research center, obtained 20 scholarships in U.S. to train Ethiopians to staff the College, established executive development program, increased Ethiopian Government contribution to financing of the college, and established "Ethiopian Journal of Business."
- 1955-1964 Professor of Management, College of Commerce and Business Administration, University of Illinois; graduate and undergraduate courses in administrative and organizational behavior. Served regularly on college executive and curriculum committees.
- 1943-1955 Twelve years as Executive Counselor with Johnson & Johnson, Mfr. of Surgical Supplies, New Brunswick, N.J.; nine affiliated companies, 28 manufacturing locations. Responsible for executive relations and development programs. Communications at all levels in the companies. Executive community relations. In personnel work, helped plan and install systems, evaluate programs, assist in improving them; recruit, help select and train personnel directors for subsidiaries. Establish training and management development departments throughout the companies.
- 1941-1942 Management Training Specialist with Air Forces in Northeastern United States.
- 1940 and Earlier Various positions. Labor foreman G.E., Alcoa, N.Y. Central.

CONSULTING EXPERIENCE

- A. Business Firms: Helped firms below to establish, conduct or evaluate personnel or management development programs, also advised as consultant in operating problems. A. E. Staley; Abbott Labs; Allis Chalmers; Allstate Insurance; Aluminum Co. of America; American Can Co.; Anaconda; Anderson Brass; Battelle Memorial Inst.; Bendix; Braden Copper Co.; Brookings Institute; Burroughs; Caterpillar Tractor; Celanese Corp.; Chicago, Burlington, Quincy R.R.; Cities Service; Congoleum Nairn; Continental Oil; Corn Products; Downingtown Paper; Dun & Bradstreet; Fansteel Metallurgical; General Foods; Hartford Insurance; Haskin & Sells; Hercules Powder Co.; Heyden Chemical Corp.; Hoffman La Roche; Howe Metals; Illinois Farm Supply; International Minerals & Chemicals; John Deere; Johnson & Johnson;

Johnson Motors; Kaiser Aluminum; Kimberly Clark; Lever Brothers; Lockheed Aviation; Lyon Metals; McKinsey & Co. Consultants; Mobil Oil; Northern Illinois Gas; Northwestern Bell Telephone; Ortho Pharmaceutical; Panama Canal Zone Company; Rex Chainbelt; R. H. Donnelly; S.K.F. Ball & Roller Bearing; Smith Kline & French; Shulton Inc.; Sprague Electric; SuCrest; Sun Chemical; Sun Oil; Texas Instruments; U.S. Reduction; Warner Lambert; White Pine Copper Co.

- B. Schools and Colleges: Helped many universities establish executive development programs. Served as teacher, unit leader, or consultant in planning programs at: Columbia University; Cornell University; George Washington University; Harvard Business School Alumni Association; Marquette Univ.; Massachusetts Institute of Technology; Ohio State; Ohio University; Pennsylvania State College; Princeton Univ.; Public Utility Executives School at Columbia University; Purdue Univ.; Rhode Island State College; Rutgers Univ.; Sir George Williams Univ.; Syracuse Univ.; Univ. of California; Univ. of Southern California; Univ. of Chicago; Univ. of Chile; Univ. of Georgia; Univ. of Illinois; Univ. of Manitoba; Univ. of Michigan; Univ. of Minnesota; Montana State Univ.; Univ. of Puerto Rico; Univ. of Utah; Univ. of Wisconsin; Universities in Ethiopia, Kenya, Nigeria and Uganda.
- C. Trade and Professional Societies: Worked with many groups to plan management seminars, conferences and educational programs of various sorts. Taught in or helped established programs for: American Drug Manufacturers Association; American Hospital Association; American Management Association; American Photographic Association Annual Conference; American Society of Training & Development Directors; Associated Credit Bureaus of America; Canadian Paper Mfg. Conf. Chambers of Commerce at Boston, Montreal, Philadelphia, Toronto, Santiago, Chile, Addis Ababa, Ethiopia; Council for International Progress in Management; Federal Hospital Interagency Institute; Fibre Box Assoc. Nat'l Conference; Foremens Clubs of Lexington, Montreal, Pittsburgh, etc.; Gulf States Ind. Conf.; Illinois State Civil Service; Industrial Relations Research Convention; Industrial Conference Board; Institute Chileno Administracion Regional de Empresas, Chile, S.A.; International Management Conference at Sao Paulo, Brazil; The Labor Relations Institute; Merchants & Manufacturers Association of Southern California; Midwest Ind. Relations Conf.; Montreal, Toronto & Winnipeg Personnel Associations; National Association of Cost Accountants; National Communications Association; National Farm Equipment Mfgs. Conf.; National Metal Trades Association; National Office Managers International Conference; National Paint, Varnish & Lacquer Assoc.; National Safety Council; Northeast Conference on Humanities in Business; New York Personnel Association; National Society of Professional Engineers; Palm Springs Ind. Conf.; NASA; Plastic Mfgs. Conf.; Presidents Association of Wisconsin; Sales Executives Clubs of Boston, New York, Minneapolis & Milwaukee; Southern Gas Association Annual Convention; Southwest Area Conference on Industrial Relations; Southwest Mfg. Conf.; State Personnel Conferences in California, Indiana, Minnesota, etc.; Society for the Advancement of Management; Veterans Administration; USAID Management Conference at Puerto Rico; U.S. Brewries National Convention; Wire Box Assoc. Conf.; Western States Advanced Systems Conference at Los Angeles; Wisconsin Industrial Relations Conference.

SOME MAJOR EDUCATIONAL PROGRAMS DEVELOPED

1. Established permanent, five-week, executive development program for General Managers and Vice-Presidents at Santiago, Chile. Planned program, recruited staff, taught and directed work on this program described in TIME magazine.
2. Established and now own and operate Senior Seminars in General Management; these development programs for senior managers have been offered regularly since 1955. Currently faculty includes five Deans and three former presidents of the Academy of Management.
3. Surveyed university education for business in Kenya, Uganda and Nigeria for USAID. Advised on program.
4. Organized and still direct annual one week Institutes for Directors of Engineering Research and Technical Functions, given at Princeton, New Jersey, Chicago, Illinois and Amherst, Massachusetts.
5. On leave of absence from position at University of Illinois to serve as Distinguished Visiting Professor of Management at University of Southern California, 1963. Developed program to advise, counsel and assist beginning Ph.D. teachers of Business Administration.

AWARDS, COMMITTEES, MEMBERSHIPS

Elected a Fellow in the Academy of Management for work in education of managers.

Honorary member American Society of Mechanical Engineers; American Hospital Association Committee on Human Relations Research; American Management Association on Executive Development; American Society of Training & Development Committee on Seminar Programs; Industrial Conference Board Committee on Management Development.

Chairman of the American Committee on Executive Selection and Development at International Management Conference, Sao Paulo, Brazil. Prepared American paper on above subject.

PUBLICATIONS

Co-author of two standard texts:

Training Employees and Managers for Production and Teamwork, E. G. Planty, W. S. McCord, and C. A. Efferson, New York, The Ronald Press Company.

Developing Management Ability, E. G. Planty and J. T. Freeston, New York, The Ronald Press Company. Translated into Spanish and published in Madrid, Spain, by Espano Europea.

Contributing editor to the Personnel Handbook.

Author of twenty-five articles on management development, human relations, and personnel, published in Personnel; Personnel Journal; Engineering News; Dun's Review; British Association of Commercial and Industrial Education

Journal; Empresas, Santiago, Chile; Notizario di Organizzazione del Lavoro, Rome; The Journal of Business, Haile Selassie I University, Ethiopia (two articles, 1966-(1) "The Role of the Business College in the Economy of Ethiopia," and (2) "Need for Management Education in the Developing Countries"); Executive Development Work reported in Fortune and Time. Chapters in various text books and collections of readings.

EDUCATION

Undergraduate at Queens University, Kingston, Ontario

M.A. at Columbia

Ph.D. at Cornell

Post Graduate study at Harvard Business School

January, 1971



**THE
EIGHTEENTH**

**SENIOR
SEMINAR**

**in GENERAL
MANAGEMENT**

To Be Held at
Hotel Hershey, Hershey, Pennsylvania

JUNE 9-24, 1972

"THE TRAGEDY OF LIFE IS WHAT DIES WITHIN A
MAN WHILE HE STILL LIVES." ALBERT SCHWEITZER

THE SENIOR SEMINAR AIMS TO HELP MEN AVOID
THIS TRAGEDY AND THE OBSOLESCENCE THAT AC-
COMPANIES IT.

Privately Directed by Earl Planty
Professor and Businessman

what the seminar is . . .

The Senior Seminar is an intensive two-week development program in general management practices. It is designed to make senior men more modern, more efficient and more productive—thus making them more valuable to themselves and to their companies. Because of its concentrated two-week length, the Senior Seminar is ideal for busy men who cannot be away from their jobs for any great length of time.

objectives of the seminar . . .

Our goals are:

- To teach the areas of general management—planning, organizing, controlling, motivating, communicating, managing other managers, training and decision making—activities which all managers must perform regardless of their functional assignment.
- To teach modern managerial practices which research has recently proved will increase productivity, improve morale, upgrade the quality of work and decrease costs, turnover, and internal friction.
- To develop insight into human behavior and see how an executive's actions affect him, other individuals, and groups within his organization, all of which can influence his results—positively.
- To provide executives the opportunity to express their own views and to exchange successful know-how with one another.
- To provide groups small enough so that there is, WHILE THE MAN IS AT THE SEMINAR, analysis, criticism, and training in the APPLICATION of what the staff teaches. Teaching is only half done when the man knows verbally what to do and why to do it. He must develop skill in the doing. The values, attitudes, understanding and skills taught at the Seminar are carried into practice while the learner is at the course through many games, cases and role plays.
- To help executives operate so managers around them grow increasingly effective and are able to take on added responsibility, thus reducing the superior's own load and keeping subordinates, and thus the company, alive and developing in these days of rapid change.
- Finally, and most important, Professor Levinson of the Harvard Business School says that managers must have THEIR OWN REGENERATION as a primary, personal aim. The Seminar helps men to see the need for this goal, starts them on the renewal-regeneration cycle and teaches how to continue in that pattern in the demanding days and new frontiers ahead.

subject matter

The subject matter of the Seminar covers two basic skills and understandings required in a manager's job. Unlike a great many programs, we do **not** teach the functional aspects of a manager's work. We assume that a manager knows his own specialty, or that it can be taught best on his job or locally.

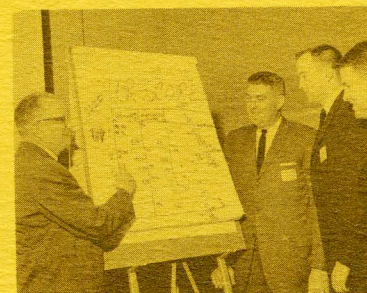
The Two General Management Aspects which A Manager Needs and which the Seminar Teaches

I. THE STRUCTURAL ASPECTS OF GENERAL MANAGEMENT: These are the ability to set objectives, plan, organize, direct, budget, measure, control, systematize, make policy, discipline, make decisions, etc. These are the rational, logical, systematic, objective, impersonal, management science areas. They are the very essential framework of management. Attention to STRUCTURE contributes stability, certainty, continuity, efficiency, and a sense of direction. People know where they are going. They know what is expected of them. There is a supporting pattern and consistency to their lives. The Seminar devotes half its time to teaching STRUCTURE and half to the activating aspects below.

II. THE ACTIVATING ASPECTS OF GENERAL MANAGEMENT: These are the ability to know and use different leadership models, to motivate, communicate, introduce change successfully; understand and effectively manage ones self, other individuals, and groups, to encourage growth—train and develop, build supportive and encouraging climates, encourage both freedom and responsibility, counsel, integrate, design jobs properly, and thus make decisions that satisfy both company goals and subordinates' needs. These are the emotional, behavioral, psychological aspects of management.



The professor explains.



Successful team reviews game score.

subject matter

ACTIVATING FORCES: THE PAY OFF

The activating forces or aspects are the pay-off. Understanding this area of management breathes life into inert structures. It is this new behavioral science area which lends support to the other two aspects of management. It helps guarantee that new policies, higher standards, better accounting practices, systems and controls get accepted, implemented, lived with, without resistance or even sabotage. Without activation the best of technology and structure can be sterile. Attention to ACTIVATING FORCES contributes teamwork, enthusiasm, creativity, and the release of potential energy of groups and individuals. Where ACTIVATING FORCES are strong, the plans, controls, systems, and other aspects of structure get support. They accomplish the anticipated good results. New projects are more willingly accepted and more effectively implemented. Knowledge and skill in this area lead to carry-through.

balance, an integrating philosophy

The Seminar is unique in management schools in devoting half its time to ACTIVATING FORCES and half to STRUCTURE. The Seminar balances a man's ability in STRUCTURE (plans, systems, controls) with his ability to activate, to use that structure—to get full value from it. In this it follows Professor Shartle from Ohio State who finds that the most successful executives enjoy a balance between their ability to initiate structure and to deal effectively with the human element in activating that structure. Whether a man is weak on either structure or on activating forces, the Seminar assists him to strengthen that area, to become more balanced.

The above concept of balance runs through each hour, each day of the course, providing integrated, unified learning from Professor to Professor. The Seminar is not a compound of nonrelated bits and pieces. It is integrated from start to finish around the philosophy of balance and by professors who have long seniority in the course. They have worked together for years and can thus build upon what each other does.

Four faculty members have been Deans or department heads in business colleges; three have been President of The Academy of Management; over half have been president, vice president or director in major business organizations. They combine successful practice and good academic standing.

directiveness or tolerance? which?

The Senior Seminar says, "Not which, but both, as needed." The course helps a man to strengthen his use of direction or of tolerance until his ability in these two is in balance. It teaches firmness to those who are otherwise able but weak and indecisive. It teaches the over-firm and directive ones to be sensitive and supportive when the situation demands it. The Seminar leads a man into ability to direct, control and discipline as well as to provide tolerance and understanding. This dual, balanced ability, is needed in life as well as in management.

George Bernard Shaw Speaking

"Without law and order, convention and etiquette, there can be no civilization: Yet when these are established there must be privilege for sedition, blasphemy, heresy, eccentricity, innovation, variety and change or civilization will crash again by failing to adapt itself to scientific discovery and mental growth. Governments have to persecute and tolerate simultaneously. They have to determine continually what and when to persecute and what and when to tolerate." This is what the Seminar attempts to teach its managers—the ability to do both, to be sensitive, flexible, and resourceful in using whichever action the working conditions demand.



Small group at work.



Student presents group's report.



The professor in action.



Playing a management game.

teaching methods . . .

Actual cases from business form the backbone of the teaching, but interesting lectures, role playing, meaningful reading, personal consultations, games, and informal discussion groups are used to make learning deep and permanent. No cases are left open, unsolved, at the end; the Professor always gives his view, summarizes.

Recent dramatic advances have been made in the teaching of management through SIMULATIONS or games. These demonstrate visibly before the students the effects of different managerial practices upon work performance and morale. The Seminar uses many such simulations.

Methods used require effective participation by each person so that all will benefit from the combined group experience. To discuss assigned cases and problems, men work together in small informal groups from 2 to 3 hours daily, taking turns serving as chairman. Here they obtain help from one another, get an opportunity to apply what has been taught, and, most important, learn how groups solve problems.

four steps to make learning useful, practical, applied

These necessary steps are the development of (1) knowledge, (2) understanding, (3) acceptance, rejection or neutrality to what is taught, and (4) **skill, the ability to use, apply, practice and profit from what is taught.**

To be effective, management teaching must carry the learner through all four steps. The first step, knowing, involves memorizing, possessing knowledge. But inert knowledge, standing alone, may produce educated fools. Next comes understanding, which deepens knowledge into appreciation, meaning, and realization of its usefulness. But there is more — there must come acceptance, rejection, or conscious neutrality to what is taught. Most difficult of all, especially in teaching management concepts, is developing skill to use and apply. Without this last step all else is nearly worthless. The Seminar is designed to lead the learner through all four steps, ending with the practical ability in using, in practicing, on the job, what has been taught.

TO DROP THE LEARNER, HAVING CARRIED HIM THROUGH THE FIRST THREE STEPS, BUT NOT THROUGH THE FOURTH STEP — ABILITY TO APPLY — IS TO SHORT CHANGE HIM.

qualifications of seminar staff

This distinguished faculty, whose members have worked together for years, is the strongest feature of the Senior Seminar. Most of these master teachers have met three requirements. They have worked at a high-level position in business. They are also writer, researcher, or lecturer with national reputation. Each man is expert at teaching his specialty to adult businessmen. They have taught senior businessmen in many of the best university or business programs of executive development. They know their subject from both practice and theory and they know how to teach it. Please read their biographies carefully. The distinguished staff is the major asset of the Seminar.

the seminar director . . .

EARL PLANTY

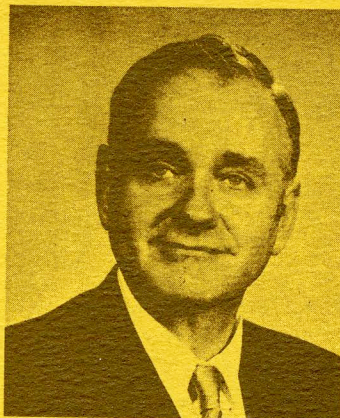
Earl Planty, graduate of the Advanced Management Program at Harvard, holds a Master's Degree from Columbia and a Ph.D. from Cornell. Formerly Professor of Management at the University of Illinois, Dr. Planty gained experience with ALCOA, General Electric, and Johnson & Johnson. He was Chairman of the Committee on Executive Selection and Development for the International Management Congress in Sao Paulo, Brazil.



Earl Planty has directed and taught in scores of executive development programs in universities and industry. He personally instructs in many of the Senior Seminar sessions.

Dr. Planty is co-author of two books: "Training Employees and Managers for Production and Teamwork" and "Developing Management Ability." FORTUNE magazine refers to him as "Mr. Executive Development," and TIME magazine described the school for presidents which he permanently established in Chile, South America. Earl Planty was elected a Fellow of the Academy of Management for contributions to the field of executive development. Then he was Distinguished Visiting Professor of Management at the University of California, Los Angeles. Recently he was in Ethiopia building the College of Business Administration at Haile Selassie I University where he served as its Dean. In 1968 he taught executives in Hawaii.

the staff...



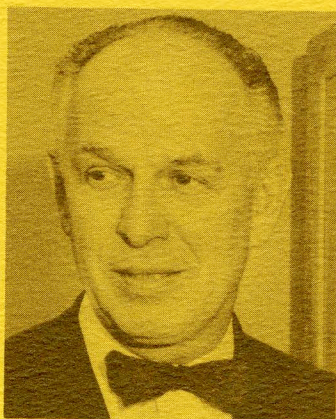
WILLIAM EGLOFF

Director, Executive Development Center, University of Illinois. Graduate of Amherst College; Ph.D. from Northwestern, where he taught Marketing.

Business experience started with Pure Oil as an accountant. Served in various consulting capacities. Associated with Asphalt Corporation of America as Product Sales Manager, Assistant Plant Superintendent, Manager of Production, Vice President and Technical Director, Vice President-Sales, and President. Upon this firm's merger, served as President, Division of Felt Products Manufacturing Corporation. In 1968 returned to Graduate School of Business, University of Illinois, as Director, Executive Development Center.

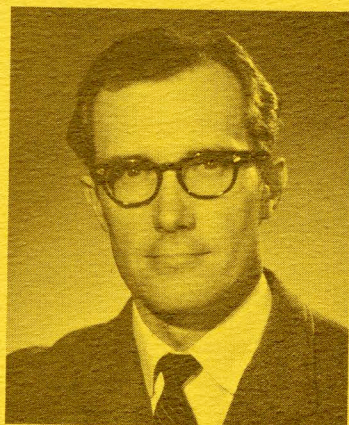
**BUZZ GROUP DIRECTOR
EDMUND KOWALCZYK**

Major consultant with Chi. Burlington, Quincy R.R. and to Ill. Printing Industries. Also assists Bell & Howell, Chemetron, Home Insurance, Utica Mutual, Zurich-Amer. Ins., Modine. Earlier employed by Johnson & Johnson and Helene Curtis. Lectures at Northwestern and Univ. of Chicago. His work described in "Modern Railroads," and in "Inland Printer." He both teaches in the Seminar and serves as counselor for the executives.



JOSEPH LITTERER

Professor of Business Administration at Univ. of Mass. Formerly at the University of Illinois. Engineering graduate, Drexel Institute, Ph.D., Illinois. Formerly employed by RCA, Jones and Laughlin Steel, and Alan Wood Steel Co. Researched various aspects of management: executive appraisal, organizational behavior, use of staff, systematic management, and administrative diagnosis. Author of two books, "Organizations: Structure and Behavior" and "The Analysis of Organizations." The last book won the 1965 prize for the best book published on the subject of organization. President, Academy of Management.



the staff...



FRANCIS MCGOVERN

Recently Executive Officer of the Plans Directorate, Defense Communications Agency. Directed Administrative and Logistical Matters for a Rear Admiral. Previously Secretary, Military Communications Electronics Board. Three years Communications advisor to Chilean Air Force. Graduate of Navy Post Graduate School, Monterey, California. Also student at University of Wyoming and University of Maryland. Recently retired from Air Force. Now student in Public Administration for New Communities at University of North Colorado, Washington Center for Advanced Programs.

JOHN MEE

Dean, School of General and Technical Studies and Mead Johnson Professor of Management, University of Indiana, Ford Foundation. Distinguished Visiting Professor, N.Y.U., '62. Graduate of Miami, Maine, Ohio State (Ph.D.). Consultant to Texaco. Consultant, Executive Office of the President. Executive Director, Indiana State Tax Study. Chairman, Management Seminar Team on Food and Agriculture Organization to France. President, Academy of Management. Editor for Ronald Press, "Industrial Engineering and Management Series." Fellow in International Management Academy. Author of "Management Thought in a Dynamic Economy."



E. KIRBY WARREN

Management Professor, Columbia Graduate School of Business. A.B., M.S. and Ph.D. from Columbia. Teaches at Arden House Exec. Devp. Program. Advisor to over 40 major firms. Founding and present member, Eastern Management Association. President, National College on Planning. Member Board of Directors Nat. Soc. for Corporate Planning. Member Advisory Board Institute of Management Sciences. Co-author of "The Process of Management" a standard text. Author, "Long Range Planning" 1966; two "Best Book" awards for this.



members of june, 1971 senior seminar



who they are . . .

First Row, left to right: John Pickens, Hartford Insurance, Earl Planty, Staff, Joe Barbara, 1st Nat'l City Bank, Mac McGovern, Staff, John Mee, Staff, Bob Porter, Ethicon, Ed Kawalczyk, Staff. **Second Row:** Bob Albouco, Kaiser Alum. and Chem., Stu Wright, Columbia Gas, Nevin Mann, CPC, Kyle Thomas, GTE Automatic Electronic, Gene Donka, Lyon Metal, Joe Meyer, ER Squibb, Don Cote, Hartford Insurance, Dale Croasman, Manuf. Light and Heat. **Third Row:** Dave Bell, Lyon Metal, Carlos David, Abbott Chemicals, Les Boysen, Marbon, Charles Nagengast, CPC, Pat Harrington, Kaiser Alum. and Chem., Paul Smith, FMC, Marge Planty, Staff, Felix Germino, CPC. **Fourth Row:** Rudy Timmer, SuCrest, Larry Krampert, Devro, Jim Crouch, Personal Products, Cal Page, Schering Plough, Mike Galbraith, DeSoto, Don Boozell, FS Services, Al Ancona, SuCrest. **Fifth Row:** Frank Ryan, Ethicon, Don Swanlund, FS Services, Harv Weintraub, Schering, Dave Edmiston, Texas Gulf Sulphur, Jim Lambert, Ortho Pharm., Harold Leidy, General Foods, Jim Bright, Manuf. Light and Heat. **Sixth Row:** Steve Clair, Col. Gulf Transmission, Bob Olsson, Sylvania Tech. Systems, Gordon Fisher, Florida Portland Cement, Bill Hoppen, Bendix, Dick Smith, Ortho Pharm., Dick Wroda, SuCrest, Ernie Albitz, Columbia Gas and Dennis Tracy, Sno-Mo-Rina also attended the Seminar.

books and instructional materials . . .

SENT IN ADVANCE . . . As soon as an executive's registration is accepted, he is sent cases and research reports and a set of assignments. By preparing these assignments during the weeks before arriving at the Seminar, executives are able to get off to a fast start and each individual can accomplish more during the sessions. Register early so your candidates can have the advantage of early preparation and can be assured of acceptance.

seminar schedule

first week

DAY	8:30 a.m. - 12:00 Noon Coffee 10-10:30 a.m.	1:30 - 4:30 p.m.
Friday	Arrivals	Meet Fellow Participants-Study
Saturday	Arrivals	1:30 p.m. The Manager, His Role
Sunday	Free	Management Systems
Monday	Planning and Forecasting	A Management Game
Tuesday	Policy Making and Implementing	Introducing Change, Living at Peace with It
Wednesday	Management by Objectives	Management Planning and Development
Thursday	Future Management Patterns and Problems	Communications
Friday	Decision Making — A Management Game	Insight and Understanding in Problem Solving
Saturday	Handling Conflict Situations	Free

second week

Sunday	Free	Organization — Traditional Ideas and Modern
Monday	Managing Groups Effectively	Organization Behavior, Impact of Structure
Tuesday	Impact of Groups on Company Goals	Counseling in Work Problems
Wednesday	Management Game — Planning, Decision Making	Management Game Planning — Decision Making
Thursday	Incident Process — Investigating before Decision	Management Game — Communication and Facing Adversity
Friday	Automation	Motivation and Course Summary
Saturday	Applying Content Back Home and Self Renewal	Close at 12 noon.

Evening Sessions, Advanced Preparation

Men work in small buzz groups each evening from 7:30 p.m. to 10:30 p.m. or later, preparing for the next day's classes. The schedule is full. There are one or two cases to be prepared each evening, but they are sent to each student as soon as he registers so that he can make advance preparation. The men seem to enjoy being this deeply involved in their own growth and development. Only through this involvement and self interest can learning be deepened and fixed and made to carry over in practice.

regeneration, renewal, keeping ahead of personal obsolescence

Listen to the great Albert Schweitzer speaking on the subject above. He once said, "THE TRAGEDY OF LIFE IS WHAT DIES IN A MAN WHILE HE STILL LIVES!" If you attend the Seminar you will be more aware of this tragedy, not as a generalization for others but as a possibility for you. Better still, you will learn specifically how to keep alive and growing in the demanding years ahead, years that can be of increasing value to you and your company. It wars on obsolescence in managers.

All too early in life, mental decline, imperceptible, unwanted and unnoticed slips up on the best of us. One of the major purposes of the Seminar is to help stop this almost inevitable, unforeseen drift toward decline and resulting obsolescence. The Seminar stimulates, rekindles, freshens, and recaptures some of the mental vitality we had just a few years ago. The course is a regeneration, A RENEWAL. It keeps you and your mental processes alive and growing in effectiveness during the 10, 15, or 20 years you still have on the company payroll.

course is oriented to the present and the future

While the program teaches the well known values and practices that have been so successful in the past, it also goes beyond tradition, beyond standing pat. It realistically faces and examines changes — present and prospective — in life values and in business practices. It then proposes pioneering approaches to complex, new problems that have recently become major, and to others further ahead on the business horizon. It thus wars on obsolescence in people and their practices, helping them to be more useful and creative in their jobs now and in the future. The Seminar follows the psychological injunction that **minds and hearts exposed to novelty do not die prematurely**. It is unthinking habit which destroys.

With deepened perceptions, a better balance between ability to deal with emotions as well as logic, with new values, and with a spirit of self renewal, the student returns armed for continued **self** development in the demanding, different years ahead.

unique features of the senior seminar

This long established Seminar has many outstanding features:

1. The course length — two concentrated, intensive weeks for busy men not able to be away for longer. No functional management is taught.
2. Carefully selected course content to fit the two-week period, covering those parts of management which ALL managers and supervisors need to know — Structure and its activation — the emotional as well as the logical.
3. Use of management games, role playing, case studies and buzz groups. Active involvement of all students. Small groups, where people work closely with one another, learn from one another as well as from the distinguished staff.
4. Management newsletters sent free to all graduates to help maintain their interest in better management practices. Students thus are followed up.
5. Cases, text and assignments are mailed in advance so that a man can prepare himself before arrival.
6. Free consultation to any graduate who writes or visits us at Upper Saddle River, New Jersey.
7. A well planned, INTEGRATED program, with a unifying philosophy — a whole is built, not a structure of disjointed pieces.
8. A program balanced between X and Y, between structure and activating forces. Both the rational-logical aspects of management are taught and the emotional-psychological ones, with equal time on each.
9. THERE ARE FIVE FACULTY MEMBERS AT THE SCHOOL THROUGHOUT. ON REQUEST THEY OFFER INDIVIDUAL, PRIVATE COUNSELING TO CLASS MEMBERS ON ANY JOB OR PERSONAL PROBLEMS THEY MAY HAVE.

who attends the seminar?

This program is open to any senior man in a policy making position... either in general management or in the management of a specific function of the business. Executives are welcome regardless of company size or formal education.

Presidents, vice presidents, plant and division managers, department heads, and those who report to them have attended past seminars. Average age for men in the school is 43. The range is 30 to 60 years. As an aid in selecting candidates, here are the actual titles of the men in a recent session.

Assistant Director of Distribution, Assistant Treasurer, Chief Engineer, Director of Pharmaceutical Mfg., Director of Technical Div., Division Manager, Division Sales Manager, Executive Vice President, Field Sales Manager, General Manager, Head-Dept. of Pharmacology, Manager of Operations, Manager of Product Development, Manufacturing Manager, Medical Director, Operations Manager, Personnel Manager, Plant Engineer, Prod. and Inventory Control Mgr., Production Manager, Research and Development Director, Secretary, Service Director, Vice President, Works Manager.

companies using the seminar . . .

Because of its fourteen year reputation the Senior Seminar has drawn students from over one hundred companies, large and small, throughout the nation. Some companies have sent a team of two or three executives resulting in better support and assistance to each other in applying their new learning to improve company performance.

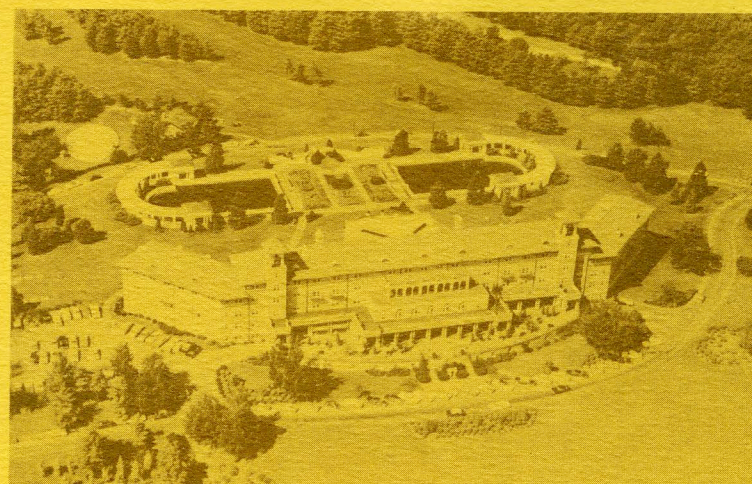
HERE ARE SOME OF THE FIRMS USING THE SEMINAR:

Abbott Laboratories
Admiral Corporation
Aerojet General
Allis Chalmers
AMC Construction, Ltd.
APCO Oil
Apple River Chemical
Bell & Howell
Bendix
Besley-Welles
Blaw-Knox
Boeing
Borg Warner
Central Farmers
Fertilizer
Central Hudson Gas &
Electric
Central Nitrogen
Chase Manhattan Bank
Colonial Molasses
Columbia Gas
Columbia Gulf Trans.
Continental Can
CPC International
Cummins Engine
Deere & Company
Delmarva Power & Light
Devro
Drilco Oil Tools
Ensign-Bickford
E. R. Squibb
Ethicon
FMC Corporation

Frick Company
FS Services
General Foods
General Portland Cement
General Printing Ink
General Telephone of
California
Hartford Insurance
Herbst Shoe Manuf.
Honeywell
Inland Container
Inland Sugar
International Bus.
Machines
International Latex
International Min.
& Chemicals
Jessop Steel
Johnson & Johnson
Johnson Motors
Kaiser Aluminum & Chem.
Keasby and Mattison
Kimberly-Clark
Liberty Mutual Ins.
Line Material Ind.
Lyon Metal Products
Manufacturers Light
and Heat
Massey-Ferguson, Ltd.
McNeil Laboratories
Mobil Oil
Modine Manufacturing

New Jersey Natural Gas
North & Judd
Northern Illinois Gas
Ortho Pharmaceutical
Personal Products
Pittsburgh Plate Glass
Portec
Pure Oil
Quaker Oats
Radio Corp. of Amer.
Rex Chainbelt
Reynolds Tobacco
Schaefer Brewing
Schering Corp.
Seiberling Rubber
Shulton
Southwestern Life Ins.
Stanley Works
SuCrest
Sun Chemical
Sundstrand
Sun Oil
Sylvania Electric Prod.
Tennessee Eastman
Texas Instruments
Texas Gulf Sulphur
Turner Brass Works
United Carbon
US Army
Victor Adding Machine
Wilcox-Crittenden
Whirlpool

location and facilities . . .



AT HOTEL HERSEY, HERSEY, PENNSYLVANIA

June 9 - 24, 1972

The Eighteenth Senior Seminar will be held at Hotel Hershey, Hershey, Pennsylvania. Located atop Hershey's highest hill in the rolling Blue Ridge foothills, Hotel Hershey is known as one of the finest resorts in North America. In June there are 45,000 roses abloom there. It is an ideal location—a relaxed quiet atmosphere necessary for intensive, effective study. When a break is needed, there is a championship golf course, a new swimming pool, lawn bowling and tennis. Full travel directions will be sent upon registration. The hotel is easily reached by hotel limousine from Harrisburg, Pa.

tuition . . .

Total tuition for the Seminar is \$800 per person. This includes all instruction, course materials and textbooks. A \$150 deposit is required upon application with the balance due six weeks before the course starts. Refunds of tuition (less cost of materials sent) will be made for withdrawals up to thirty days before starting time, and up to two weeks before starting time if we can find a replacement. Participants are responsible for their own travel, room and meals. Rates at the Hershey Hotel are \$35 single and \$26 per person, double, American plan — food included.



At a coffee break.



Social hour.

early registration recommended . . .

For the Eighteenth Senior Seminar, June 9-24, 1972, Hershey, Pennsylvania, or for the Nineteenth Senior Seminar at Hershey in June, 1973. See application below.

Enrollment in the Seminar is limited to a small group which can work together profitably. Register early to insure a place. Already there are registrations at hand for both sessions. Plan ahead in developing your executives — years ahead. List and tentatively schedule your future candidates now. Studies show that 90% of the executives attending management schools were not notified of their choice early enough for proper preparation. We welcome you or a senior representative of your company at the Seminar. Some companies have sent men to the Seminar each year since it was founded. Their continued support is testimony to the value they have received from the program.

APPLICATION FOR ADMISSION

EARL PLANTY, Director, Senior Seminar
3602 N.W. 84 Ave., Coral Springs, Florida 33065 305-974-6887

We wish to register for the Senior Seminar Session as checked below.
A \$150 deposit is enclosed. Please send complete registration form.

PROPOSED CANDIDATE AGE

TITLE OF POSITION

COMPANY NAME

COMPANY ADDRESS — STREET

CITY STATE ZIP CODE

PLEASE CIRCLE JUNE 9-24, 1972

PREFERRED SESSION JUNE 8-23, 1973

March 28, 1972

Mr. Alexander P. Butterfield
Deputy Assistant to the President
White House
Washington, D.C. 20500

Dear Mr. Butterfield:

I make reference to the memorandum from the Regional Security Officer, Tokyo, dated March 1, 1972, attached and the appended envelope.

I am forwarding this apparent violation to you for whatever action you deem necessary.

Thank you for your cooperation in this matter.

Sincerely yours,

Joseph E. Rosetti, Chief
Division of Domestic Operations
Office of Security

Attachments:
As stated

UNCLASSIFIED

OPERATIONS MEMORANDUM

TO: Department of State - SY/FO
FROM: RSO - Bogotá BCD
SUBJECT: Security Violation
REF:

DATE: April 5, 1972

On April 4, 1972 the Marine guard during a lunchtime check of the Embassy discovered a briefcase containing two LOU documents and a Confidential document in one of the AID offices. He accordingly wrote up the violation for the office's occupant.

However, the AID officer to whom the violation was given was not responsible. The briefcase was not his but belonged to a Edward Sanders, Office of Management and Budget (OMB), Executive Office of the President. Mr. Sanders arrived Bogotá on April 3, 1972 on TDY for the purpose of doing an economic and commercial study for OMB. When questioned on the classified material in his briefcase he advised he must have unknowingly brought it with him from Washington. It was material he had in Washington and he did not obtain it in Bogotá.

The information is brought to your attention for whatever action you deem appropriate. Mr. Sanders was also advised henceforward to pouch classified material to any other posts he intends to visit on his itinerary.

BCD
RSO:BCDowling:pr

UNCLASSIFIED

April 17, 1972

MEMORANDUM FOR ALEX BUTTERFIELD

FROM THE PRESIDENT



For the Retiring Members of Congress dinner, I
want the Army Chorus for the entertainment. One of the
numbers they do should be "Stouthearted Men."

cc: Lucy Winchester



hiv

April 17, 1972

MEMORANDUM FOR ALEX BUTTERFIELD

FROM THE PRESIDENT

Am

With regard to the reception for the newspaper editors, I would like to have it set up more like the Christmas parties - with a chorus in the East Room and some music or entertainment in the Hall.

I want some good upbeat entertainment in the East Room and in the Hall. Come up with a good game plan.

When we have 1000 people we need to have something for them to be listening to while they are waiting to come through the receiving line.

If we have to receive in the Hall, then have the music there after we break up the receiving line. We just can't have 10000 people standing in line for two hours. I want a program going on so that people can come through the line in a leisurely graceful way.

cc: Lucy Winchester

Done

Historical File

THE WHITE HOUSE

WASHINGTON

April 19, 1972

TO: ~~KAREN JENKINS~~
FROM: TRUDY BROWN

For your information,
Mr. Butterfield now has the letter received
from the Attorney General of Minnesota
regarding William Patrick.

The suggested draft is
unacceptable and definitely should not be
used. You will hear further about the
proper response to be given to the Attorney
General.

 b. cc - Alex Butterfield -

As requested, you wanted these
papers.

Trudy

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

April 18, 1972

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR
ALEXANDER BUTTERFIELD

FROM: TRUDY BROWN

SUBJECT: William Patrick

The attached papers are self-explanatory.

To add a bit of information to the file -
Mr. Patrick was invited to the White House to the Kiesinger
Dinner August 7, 1969 - I am told by Rosemary Woods he was
invited because of his running for Governor in California.
At this time we did a name check and received some derogatory
information but nothing sufficient to cancel him out of the dinner.

As far as checking Mr. Patrick out for attendance
at the Industrial World Ahead Conference - we never received
his name.

I am inclined to tell Karne Jenkins in Mike Smith's
office that I believe they are going into much too much detail in
the reply to the Attorney General of Minnesota (who incidentally
is a Democrat). I would think a polite - Thank you for your
concern letter would be better.

*You are right. Ltr now
makes us appear haphazard in our procedure.*
I am presently asking FBI to give me a new name
check on Mr. Patrick.

What do you suggest on this matter?

Trudy: Refer draft of

ADMINISTRATIVELY CONFIDENTIAL

lt's to Spannaus to w

*Don't allow it to be mailed as is
OK to proceed w/new name check to
set info on charge by Spannaus.*

THE WHITE HOUSE
WASHINGTON

April 17, 1972

TO: Trudy Brown

FROM: Karen Jenkins

I would appreciate your guidance on how
to handle this letter from the Attorney
General of Minnesota.



U.S. DEPARTMENT OF COMMERCE
Office of the Secretary
Washington, D.C. 20230

APR 13 1972

MEMORANDUM FOR Michael B. Smith
Staff Assistant
The White House

From: Brandon W. Sweitzer *BWS*
Executive Assistant to the Secretary

Enclosed is a draft response to Attorney General Spannaus' letter to the President of March 22.

The Conference staff had no adverse information concerning Mr. Patrick when it issued the invitation to him. Mr. Patrick's name had been recommended to the staff not long before the opening of the Conference. His name was on a list provided by Secretary Stans. It appears that Mr. Patrick's name had, in turn, been recommended to Secretary Stans by someone outside the Department, but we do not know who.

Enclosure

DRAFT

Mr. Warren Spannaus
Attorney General
State of Minnesota
St. Paul, Minnesota 55101

Dear Mr. Spannaus:

The President has asked me to reply to your letter of March 22 concerning one of the invitees to the White House Conference on the Industrial World Ahead.

In compiling the roster of invitees, the Conference staff considered recommendations from many sources. They of course tried to be sure that each invitee was a respected and honorable representative of the business community.

Particularly as the opening of the Conference drew near, it became impossible to check the background of each prospective invitee thoroughly. The Conference staff was working under considerable pressure and was faced with a great many tasks that had to be done in a short time. If any invitation was issued which, for one reason or another, should not have been, that is a circumstance to be regretted, but, at the same time, it is an isolated circumstance.

In the case mentioned in your letter, the Conference staff had no knowledge of any adverse information regarding the individual involved and he was issued an invitation to be one of the 1500 or so participants in the Conference after being recommended by a prominent person.

Thank you for expressing your concern in this matter.

Sincerely,

Michael B. Smith
Staff Assistant to
The President

THE WHITE HOUSE OFFICE

REFERRAL

To: The Secretary of Commerce
Att: Mr. Higgins

Date: March 24, 1972

ACTION REQUESTED

- ☒ Draft reply for:
☐ President's signature.
☒ Undersigned's signature.
☐ Memorandum for use as enclosure to reply.
☐ Direct reply.
☐ Furnish information copy.
☐ Suitable acknowledgment or other appropriate handling.
☐ Furnish copy of reply, if any.
☐ For your information.
☐ For comment.

NOTE

Prompt action is essential.

If more than 72 hours' delay is encountered, please telephone the undersigned immediately, Code 1450.

Basic correspondence should be returned when draft reply, memorandum, or comment is requested.

REMARKS:

Description:

☒ Letter: ☐ Telegram: ☐ Other:

To: The President

From: Warren Spannaus, Attorney General for Minnesota, St. Paul, Minnesota

Date: 3/22/72

Subject: Re William Penn Patrick, Chairman of the Board, Holiday Magic, Inc., who has been invited to White House Conference-"The Industrial World Ahead"-says is one of most unscrupulous businessmen in country.. asks reply.

By direction of the President:

MS

Michael B. Smith
Staff Assistant

rah

119293



OFFICE OF THE ATTORNEY GENERAL

State of Minnesota

WARREN SPANNAUS
ATTORNEY GENERAL

ST. PAUL 55101

March 22, 1972

The Honorable Richard M. Nixon
President of the United States
The White House
Washington, D. C. 20500

Dear Mr. President:

NM
Recently it was called to my attention that a special invitation was sent to one William Penn Patrick, Chairman of the Board of Holiday Magic, Inc., to a White House conference entitled "The Industrial World Ahead: A Look at Business in 1990."

If it has not been called to your attention by Mr. Mitchell or Mr. Kleindienst, Mr. Patrick is one of the most unscrupulous businessmen in the country. His company is being sued by approximately half of the Attorneys General in the nation, and he recently took the Fifth Amendment when he was asked to testify about his business practices. I don't think that this type of businessman should be invited to White House conferences and asked to give his impressions on business.

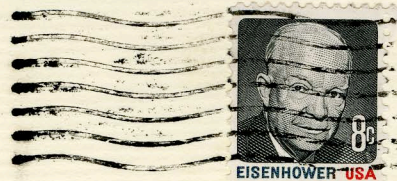
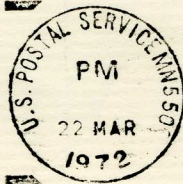
Is there any justification for this type of unethical person being given the respectability of a White House invitation? Please reply.

Respectfully,

WARREN SPANNAUS
Attorney General

WS:mp

White House Conference
STAFF



The Honorable Richard M. Nixon
President of the United States
The White House
Washington, D. C. 20500

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Mr. Michael B. Smith
Staff Assistant
The White House
Room 94, Executive Office Building
Washington, D. C. 20500



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April 26, 1972

CONFIDENTIAL

MEMORANDUM FOR: MR. H. R. HALDEMAN
FROM: ALEXANDER P. BUTTERFIELD
SUBJECT: Steve Martini

This is a rather tardy report on Steve Martini, but it suddenly occurred to me that in all probability you had not been informed of the disposition of that case since just prior to issuance of the indictment.

On September 17, 1971, Steve entered a plea of guilty to the indictment -- "Failure to file employment tax returns for eight fiscal quarters ... amounting to a total of \$36,171.25".

On October 22, 1971, Judge Richey of the U.S. District Court here in Washington, D.C. sentenced Martini to 1-year imprisonment ... with 3 months of that period to be served "in jail". The 9-month balance was suspended, and Martini was placed on probation for 3 years under the supervision of the U.S. Probation Officer of the District of Columbia. The 3-month jail term was served at a federal prison camp near Fort Walton Beach, Florida. The release date was January 17, 1972.

Martini is currently residing at 1672 Tamarack Street, N.W., Washington, D.C., and is paying off in increments the amount of his fine.

CONFIDENTIAL

1-16-601.0 ✓

Director Rowley
THRU: AD Boggs - Protective Forces

June 22, 1970

SAIC Robert H. Taylor
Presidential Protective Division

Steve Martini - Do-Not-Admit

As you are aware, previous conversation has taken place between AD Boggs, SAIC Wong, and myself with Mr. Butterfield regarding the Presidential Barber, Steve Martini. Mr. Butterfield has been kept current with the facts insofar as we know them regarding the Internal Revenue Service's pending criminal case against Martini.

This morning, Mr. Butterfield requested me to locate Martini in order that he might be advised that his services were to be terminated at the White House. This decision was made tentatively some time ago, and the thought was to tactfully do this at the earliest opportunity, but apparently it became of some urgency last Friday when the staff learned that there was a possible late "development" in the IRS Case. This turned out to be an appointment the IRS made with Mr. Martini for 10:00 a.m. today in the office of IRS Supervising Agent Art Daniels, 1201 E Street, N. W., Washington, D. C.

SAIC Sims, Liaison Division, learned at about 10:00 a.m. that Mr. Martini's lawyer attended the conference but Mr. Martini did not. SAIC Sims made inquiry and determined that this was a preliminary conversation with Martini by the IRS, following which the case will proceed through channels to Baltimore, then for review to Philadelphia and the Justice Department, before return to Baltimore for a final decision by the U. S. Attorney regarding prosecution. Inquiry at Baltimore indicated this procedure is time consuming and while there is no way to accurately predict, it may take a couple of months before it reaches the Grand Jury, if in fact that happens.

Local inquiry this morning failed to locate Mr. Martini at any of his known shops, and following consultation with Mr. Butterfield, I had ATSAIC Newbrand call Martini and set up a 2:30 p.m. appointment at the White House Barber Shop for Mr. Butterfield.

At 2:35 p.m. I accompanied Mr. Butterfield to the Shop and remained while he advised Mr. Martini that because of the pending case a decision had been made to terminate his services at the White House. Mr. Martini said he could not surrender his pass because he lost it last Saturday. He does not, however, have a current pass as one was not issued to him when the new passes were issued. Mr. Martini was visibly shaken by this disclosure, and I remained with him approximately 30 minutes while he composed himself, made a couple of short calls to his wife and his attorney, and departed the White House. I agreed to arrange for Mr. Martini to return to the White House on Saturday to collect his equipment and personal items from the Barber Shop. This is thought to be a good time as the First Family will be away at that time, and it is the best possible time for Mr. Martini since fewer people will be at the House on that date.

Immediately following Mr. Martini's departure, I notified by telephone Miss Duncan, PI, TSD, and the Northwest and Southwest Gates that Mr. Martini is to be classified as a Do-Not-Admit.

By copy of this memorandum, SAIC Wong and the White House Police are being requested to allow Mr. Martini to enter the White House Grounds on Saturday (with TSD escort) for the purpose of recovering his equipment.

Robert H. Taylor

Robert H. Taylor
Special Agent in Charge

RHT:amr

cc: SAIC Wong, TSD
Chief Quimby, EPS

U. S. SECRET SERVICE

file
May 28, 1970

Assistant Director Boggs
(Protective Forces)

SAIC R. H. Taylor
Presidential Protective Division

Steve Martini - Presidential Barber

Reference is made to our previous conversations and information supplied to Mr. Butterfield approximately three weeks ago. At that time, you will recall, information supplied by SAIC Burke, Baltimore, indicated a possible prosecution of the above named subject for income tax violations. Following the review of the known file, our recommendation to Mr. Butterfield was that the subject be placed on the "Do Not Admit" list and his pass be recovered.

The subject came to the attention of SAIC Wong yesterday as the result of another IRS inquiry. SAIC Wong and I interviewed Mr. Butterfield who advised there has been a Staff decision to discontinue Mr. Martini's services, and this will be accomplished as soon as a suitable replacement can be arranged which will probably be in the neighborhood of about three weeks.

Mr. Butterfield was advised that the current pass held by Mr. Martini is the old type and no longer valid. We are awaiting notification to recover it. You will be notified when this is accomplished and the subject is placed on the "Do Not Admit" list.

Robert H. Taylor

Robert H. Taylor
Special Agent In Charge

RHT/ndb

cc: SAIC Wong, TSD

WELCOME TO CAMP DAVID

Mr. Butterfield

You will be staying in

Sycamore

Attached is a map of all guest cabins.

For any assistance or information, please do not
hesitate to call on us.

Conferences will be held in Laurel .

Meals will be served in Laurel

BERTHING LIST FOR PRESIDENT NIXON VISIT 5/6/7 MAY 1972

ASPEN	PRESIDENT NIXON MRS. NIXON (Arrive Sunday?)
BIRCH	MR. & MRS. COX (?)
DOGWOOD	MRS. JULIE EISENHOWER
MAPLE	MISS ROSE MARY WOODS
WITCH HAZEL	MANOLO SANCHEZ
SYCAMORE	MR. BUTTERFIELD
HAWTHORN	MR. JOHN ANDREWS & FAMILY (Arrive Saturday)
LINDEN	OFFICE FOR MR. ANDREWS
WALNUT	LCDR LARZELERE DR. WARD
ROSEBUD	AGENT DUNCAN

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