

terrific ones. There are 4,750,000 business firms in the United States. About 10 percent of them are corporations. Let me name some firms that I think have as good a management development program as we have in the universities. There are about 42 colleges and universities in the United States today that have anywhere from a two-week to a two-year program. I think you know the colleges and universities. They are all the way from Columbia and Harvard to every one of the big ten universities, to the Pacific Coast, to Texas Christian and South Carolina, and they have these programs.

Now, there are firms such as Socony-Mobile Oil Company, Mobile Oil, Texaco, Firestone, Goodyear, right down to U. S. Gypsum, Quaker Oats, Gary Works of U. S. Steel, which have a continuing program. There's Prudential Life Insurance, Travelers, Metropolitan Life Insurance. They have programs with their managers constantly in training, with formal programs, many of them on university campuses. In a three-week program, two weeks are devoted to this management process on which I made my presentation. This management process is virtually the backbone of your university and firm management develop programs. There are two weeks on the management process and one week on these environmental conditions--the economic, social, technological environments.

So we have to get together to compare notes, I suppose I happen to be acquainted with them, because those are the firms I have worked with and are acquainted with that have excellent programs. But I agree with you. You can go out and find some that don't. Here is where some firms are banking on training managers that they are going to need in the future. Some firms are saying, "That's too costly. We'll just get them through an executive placement firm." This is their choice. They may be mistaken.