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Summary of the results of our talks in Washington

Present Director although liked the present Director of the School is not considered qualified for the job of directing the contemplated new school.

The W.W. School the W.W. School does not enjoy a particularly favorable reputation with a majority of the men with whom we talked. As men in public service they did not seem to be aware of any substantial contribution by the School to the Federal public service.

The W.W. School Council we did not gain the impression that the Council exercised ny particular influence in formulating School policy.

The W.W. School present objectives The men interviewed were public servants anxious to improve the quality of that service by adding dedicated men with good minds to government service. The need is great, is ever present, is not organized. They stressed the great need for attracting gifted minds to public service while not denying the need for teachers and for trained men in private industry.

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Relative to the suggestion of a school organized for the specific purpose of training men at the graduate level for Federal service:

Directors' qualifications must include a wide ranging experience in the public service in Washington. He must be a really top flight man with a really good mind, well liked, well known and trusted in Washington. He should be able to move easily in the top echelons in Washington.

Job placement He will necessarily stress the importance of creating a market for his output. He will make it his business to keep advised of the availability of "exempt" jobs (as apposed to civil service jobs or routine Foreign Service assignments) under keymen. He will know who is seeking an apprentice or an assistant and what type of special training this man must have had. He will know "whom to recommend to whom". His graduates will not be lost in Washington's "grinding mill."

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Job  
Placement  
contd

His graduates will be placed in jobs with the expectation that if they possess what it takes promotion into areas of policy making will follow. He will keep his pipe lines to important Federal departments and agencies open and in working order.

Seminars

the importance of the benefits of "cross fertilization" to seminar participants. The importance of the director in attracting top flight, interested public servants to participate in the Princeton seminars.

Recruitment

it may take time to attract to the school the really fine minds it seeks. The schools' reputation based on the excellence of its faculty, size of its fellowships, quality of seminars and its success in job placement in exempt positions under top flight men in Washington will all have a direct bearing on the recruitment program.

Curriculum  
recommendations

- period of training to be limited to two years
- importance to a graduate of a recognized degree
- graduates to possess a competence in at least one foreign language, preferably French, Spanish or German
- stress importance of international economics
- curriculum not limited to areas pertinent only to foreign service
- stress importance of a knowledge of Communism
- need for an understanding of the problems and aims of labor
- the effect on policy of scientific (including missile) development
- a thorough knowledge of the history, political institutions, economy, etc. of the U.S.