

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT

March 22, 1963

Dean George F. Baker
Graduate School of Business Administration
Harvard University
Soldiers Field
Boston 63, Massachusetts



Dear Dean Baker:

In view of the President's visit this week to San Jose it would be redundant for me to describe the great importance which the Alliance for Progress attaches to the rapid success of the integration movement in Central America. Accompanying the President I was able to reconfirm my conviction that we must move forward in this program as quickly as possible. I was able also to observe again the great dedication which Central America's leaders bring to this task.

If we are to meet the Alliance's objectives in Central America, many problems will need to be overcome. None of these exceeds in importance the requirement for enriching Central America's human resources, without which economic, political and social development cannot prosper. My associates and I are convinced that improved management, in its broadest sense, represents the key to rapid progress in integration.

Upon my return from Central America I have been delighted to learn that Professor Hansen and Mr. Lodge of the Graduate School of Business Administration have visited with my Institutional Development Staff to discuss a proposal for a Center for International Management Studies. I understand that during these conversations there was opportunity for exposition of our major commitment to assist Central America in the human resources field. In this connection, I am hopeful that your School will find it appropriate to examine further the opportunity for developing in Central America a high-level management program as part of the integration program.

Specifically I would propose that two or three members of your School arrange to visit with us in Washington and then proceed to Central America to investigate in the field the problems discussed. This would serve as a preliminary step toward a broad program assisting, conceivably, the five national universities of Central America, which have already formed their own regional organization, the business community, enterprises and the Governments of Central America in instilling concepts and capacity in management appropriate to the program of integration now under way. I hasten to add that our own program planning in this area and that of the Central American nations is presently at a stage where such a preliminary survey by your faculty would not only be most timely but also is critical if we are to arrive at precise and concrete ideas as to the scope, nature and feasibility of a high-level management program.

Carta de Teodoro Moscoso, coordinador de la Alianza para el Progreso, al Decano George P. Baker, Harvard Graduate School of Business Administration, sobre el desarrollo de un programa de gerencia de alto nivel en Centroamérica, 22 de marzo de 1963.

It is my hope that your School will be able to collaborate in this essential undertaking. Mr. Marvin Weissman, my Director of Institutional Development, who has spoken with Professor Hansen and Mr. Lodge, will be happy to meet with you or your representatives for the purposes of furnishing any additional information as well as making the arrangements necessary for this initial survey. In the field, Mr. Henry DuFlon, the Director of our special Central American Mission (HOCAP), located in Guatemala City, is prepared to provide the assistance necessary to make this initial survey most fruitful. I understand that he is one of the early graduates of your Advanced Management Program.

Sincerely yours,

Teodoro Moscoso