Unfortunately, the corporations participating in fied college juniors which is designed to expose of students during summers as an investment in profession rather than to train them for specific for a general exposure to business, this special- already committed himself to a business career my feeling that in the complex competition for together neglected its most valuable recruitment for the college graduate who has existing management training programs; they are designed for the college graduate who has already committed himself to a business career and now seeks specialized training. To the uncommitted student who is merely looking for a general exposure to business, this special- and frequently menial training can be extremely frustrating. Deprived of the general introduction and orientation which he desires, the student gradually translates his boredom and dissatisfaction into alienation toward the entire business community.

What is needed are orientation programs which impart professional perspective and a general acquaintance with the field. Toward this end, the Harvard Business School will initiate a program this summer for highly qualifi- ced college juniors which is designed to expose them to business as a challenging, rewarding profession rather than to train them for specific positions within the firms.

Unfortunately, the corporations participating in this internship program along with the few others which have imaginative and progres- sive summer orientation programs (e.g. First National City Bank, Mobil Oil, AT&T, and First National Bank of Chicago) represent an almost insignificant proportion of the total which could participate. They alone cannot be expected both to proselytize for the business community and to ameliorate the recruiting errors of their professional associates.

Clearly, more firms should look beyond selfish temporal considerations and view the hiring of students during summers as an investment in the future rather than an investment upon which immediate return is expected. Only when summer employment is recognized and utilized as an invaluable prerecruitment tool can business expect to attract more and better qualified college graduates.

—Jim Hill Harvard University

Dear Mr. Galvin:

In opening this dialogue, you indicated that business is concerned because it is not attracting the best talent from the college graduates. It is my feeling that in the complex competition for men's minds and ambitions, business has repeatedly fumbled the ball in its own end zone. On the whole, it has either misused or alto- gether neglected its most valuable recruitment asset—summer work experience as a pre- recruitment tool.

Unfortunately, the few business opportunities which are available to students during the summer are usually scaled-down versions of existing management training programs; they are designed for the college graduate who has already committed himself to a business career and now seeks specialized training. To the uncommitted student who is merely looking for a general exposure to business, this special- ized and frequently menial training can be extremely frustrating. Deprived of the general introduction and orientation which he desires, the student gradually translates his boredom and dissatisfaction into alienation toward the entire business community.

As a result of these two situations, I would say that too many summer jobs have proved neither challenging to students nor rewarding to the company.

This, certainly, is an area in which business, working with educators, has to come up with better answers.

I can assure you that we are going through this process in our own company and many other businessmen are doing likewise. Hopefully, we will recover the fumble in time to make intern- ships rewarding experiences to many capable college students.

I view student employment as an investment—however, it must be two-way: an investment of serious effort on the part of the student to contribute beneficially to the company as well as an investment by the company in probing for fresh, young ideas which will prove helpful to its business.

The program at Harvard you mentioned in your letter is unfamiliar to me. I think it is commendable. Hopefully, other business schools will initiate similar work-and-study programs. This type of experience may be just what many students are looking for and I would encourage them to participate in one of these intern- ships. The more interest that is shown, the more likelihood there will be for other organizations and institutions to follow suit.

I am also aware of other companies who are making special effort to tailor summer programs to the drives and needs of talented college students. You have mentioned some yourself. The fact that corporations are looking into this and applying themselves to the task, augurs very well. With the interested participation of university faculty and administrators in this effort, I think we soon can show substantial progress in this matter, mutually agreeable to both student and business.

To those students who have fresh ideas and talents that will provide benefit to both themselves and the corporation, I recommend they let these ideas be known. The fresh idea in itself is the best recommendation for getting a meaningful summer job. For the student to say to business, “Show me, and I will perform,” is ordinary; for him to say, “Let me show you my ideas,” makes a splendid application.

You say business should look beyond “selfish temporal consid- 4 erations” and view summer hiring as an investment in the future. I agree. I suggest that students view summer hiring beyond selfish personal considerations and look to those jobs as oppor- tunities to be of value to the company, not only to gain exposure to business. An experiment in this could prove most valuable.

—Robert W. Galvin Chairman, Motorola Inc.