

PROGRAM FOR URBAN EXECUTIVES -- JUNE 1969

EVALUATION

Reactions to the Program

Very good overall. Some technical material over my head but pointed out what I must learn as a city administrator.

Very good. High calibre instructors, good quality class material.

Program is thought-provoking rather than practical in most respects. Exposure to modern management decision making and financial concepts valuable in making me aware of their existence.

Good, with some minor exceptions re. scheduling and timing - priorities not always clear.

Impressed with learning new concepts which can be used in making management decisions. Material and structure both excellent.

Worthwhile, generally relevant.

Very stimulating and worthwhile experience.

Very stimulating, extremely helpful and valuable.

Outstanding, although perhaps too much material made available for only 4 weeks.

Excellent. I gained a new insight into the possible solutions of many of our problems.

This has been the most useful and enriching four weeks of educational experience in my memory. M.I.T. deserves the highest praise for venturing into this new program and I shall always be proud of my association with M.I.T. and this program.

Very good, well-balanced.

In general, the program was excellent. Well administered, well planned, very worthwhile.

Broadening, stimulating, provocative with resulting insights not before possible. Especially liked computer-oriented work and flexible attitude of staff.

Stimulating, broadly beneficial as an introduction of application of decision systems and technology to problems of cities.

✓ Program content was excellent, offering a wide exposure to the variety of disciplines represented by the group.

It provided a very good and most stimulating learning experience, especially for a person like me who does not have the opportunity of going back to school for a longer period.

Grateful for the opportunity. I don't know of a better investment of my time to enable me to help my organization.

Most stimulating and informative. I believe M.I.T. is doing a great service to local governments by providing such a program.



Length of program (4 weeks)

about right: 11  
too short: 7  
too long: 1

Comments: lengthen to 5 weeks and eliminate weekend and evening classes.  
if possible to take the time from my work, one or 2 more weeks would be valuable  
some people seemed tired by 4th week  
if any longer, would have to schedule a home break  
alternative to lengthening program - cut down readings and some subjects  
too short for amount of material  
only possible to be away from job for 4 weeks, but could have stayed longer for information and content  
additional week would help surer understanding of technical subjects  
add more computer time, shorten T-group.  
group is saturated at 4 weeks  
✓ couldn't attract top men if longer time  
reorganize within the 4-week period.

Number of participants (19)

about right: 19  
too few: 0  
too many: 0

Comments: could go up to 25 or 30 without distraction  
good geographical distribution, too  
no more than 20 to 24  
no higher than 25, no lower than 15  
20 would be ideal  
✓ 20 - 25 perfect  
perhaps diversify participation with representation  
of other government levels and private sector



Workload

about right: 13  
too little: 0  
too much: 6

Comments: OK if program extended.  
make program 5 weeks with 2 hrs. of study scheduled  
each day  
homework very heavy  
little time available for readings  
reading assignments overwhelming  
too much reading, but valuable  
too much reading  
sometimes too many speakers scheduled in one day  
if assigned less, would read more  
class sessions right, preparation and reading too  
much  
insufficient time for reading  
too much expected of us in evenings - classes,  
entertaining, reading  
✓ reading assignments excessive; no more than 3 night  
seminars per week  
we needed reading assignment priorities  
reading assignments too heavy, but I'll read them  
at home



## Reactions to first week in Organization Behavior

Fabulous experience. I'm very sensitive about people and our T-group sessions helped me calm down and get to know my fellow executives better. Irv Rubin - very fine.

A new experience for me. Time well spent.

At first, I couldn't tell what was happening. At end of week it made some sense. Now I realize it has helped me listen to the other guy.

Very helpful - (1) as a quick and deep development of community among participants (2) as a transition between job and school (3) as general learning experience about self and group behavior.

At the time I felt too much time was being given to it; now I feel that any less time would lose purpose of its objective. It will affect my job performance as much as any material received.

My reaction was mixed - it was a good way to break people from the office setting, but was a whole week really necessary?

A very unusual and rewarding experience. Good preparation for the next 3 weeks.

Terrific! Lab provided essential unifying factor for the group. Its effects could be observed throughout the following 3 weeks.

Cannot make up my mind whether one full week is best use of time for a short program. In any event, the "community game" was most effective and should be continued.

I may change my mind later, but I think now other parts of program should be given more time in place of lab.

Trainers both good people, but I found my own group's experience not particularly helpful for me. The "community game" simulation was, however, a beneficial exercise.

My first reaction was very negative. Now I believe it was the most important part of the program. More advance information and reading would have greatly increased the value of the week for me.



At first I didn't feel that it was worth 25% of the course; then as the week developed I began to see the significance; observing one member who missed the first week made me realize even more how important it was. We should have received, however, a clearer explanation in advance of what is to be accomplished.

Session was helpful in personal sensitizing but went on for too long.

This is a unique part of the program and should be retained. Very meaningful and individually helpful. Group able to relate more easily.

✓ The unstructured nature of the lab made it at first mystifying. As it developed, I understood better its significance. Perhaps more lectures on behavioral science applicable to city management would be useful.

A unique experience for which I was unprepared. It made me more aware of other people's feelings. I think its objectives could be achieved in 3-4 days, leaving time for a tour of the city and learning of its problems, reading, etc.

Unfortunately, I was not here for the first week. I have learned from the others that I missed a most, if not the most, beneficial portion of the program.

Excellent. In my opinion the first week's activities made the rest of the time more effective.

### Additional Comments

I am very grateful for the opportunity of being of part of the M.I.T. Urban Executive Program.

There may have been too much material offered for the length of the program as given. Faculty should be better communications and more familiar with government material.

Good mix of geographic areas and work responsibility of participants. Should add more blacks, and involve people from social service areas.

My thanks to all members of the staff for a job well done.

More faculty interest and exchange of arguments needed.

Special tribute to directors of program - willingness to shift schedules and respond to group's interests. Faculty sympathetic, understanding, and giving of their time.

Should provide a larger selection of reference reading material.

Build into the program a tour of Boston featuring those aspects which instructors use as examples.

The coursework fills a great void in updating urban management skills and techniques. Please continue.

Cities are heartened that top-level institutions, such as M.I.T., are aware of urban problems and concerned with assisting in their solution. Thus, urban managers should be better equipped to take a broader view, and be more amenable to new approaches.

✓ I want to express my appreciation to members of M.I.T. and Endicott House staffs for making these 4 weeks a memorable and rewarding experience.

Your program could be an excellent instrument to promote and expand cooperation among faculty members and interest them in collaborative work related to urban problems.

Lower tuition to under \$1,000, to avoid technicalities in obtaining approval for application.



Faculty with Material Not so useful

"Perspectives on Our Cities" - (Brower): could not figure out what he was after

Economics with Thurow: too industry-oriented

Piore, Wilson

Seifert, Pogue, Miller

Pogue, Crowston

Wilson, Seifert - did not respond well to our particular needs.

Miller, Seifert, Collins

Collins, Wood

Fleisher, Brower, Seifert

Application of Technology to Urban Problems

Brower, Carr - overlapped; Pogue's background insufficient

Seifert, Brower

Seifert, Miller

Seifert, Holland, Brower

Faculty with Relevant and Useful Material

computer techniques (Crowston, Ness, Gerrity-  
sensitivity training (Rubin, Kolb)

Thurow, Crowston

Crowston, Mills, Brower

Gerrity, White, Thurow, Piore

Urban Dynamics - Forrester

Cost Benefit Analysis - Thurow

Wood, Forrester, Gerrity

Ness, Crowston, Rubin, Forrester

Crowston, Ness, Gerrity, Thurow, Piore, Mills, Rubin, Kolb,

Forrester - all took their assignments seriously, related well  
to urban problems, well prepared

Forrester - future of declining city

Thurow - cost benefit analysis

Crowston, Ness, Gerrity - decision concepts .

Thurow, Crowston, Pogue

Crowston, Ness, Gerrity, Piore, Thurow, Wood

Thurow, Collins

Ness, Crowston, Forrester

Ness, Crowston, Forrester

Crowston, Ness, Forrester

Thurow, Forrester, Crowston, Ness, Mills

Thurow, Ness, Crowston, Gerrity, Mills, Wood, Forrester

Piore, Thurow

Holland, Thurow, Gerrity, Forrester, Ness, Crowston - all thought-  
provoking



Subject areas or Topics that should be added

Organization structure, personnel, manager's relationship to his organization  
more emphasis on personnel management  
formal instruction in organization dynamics  
more on taxation; more time for reading  
organization theory (planning)  
super agencies in city  
more on municipal organization theory  
political science with emphasis on role of government in the process of social change  
organization, personnel management, finance, taxation - more  
"How to Manage a City" - alternative systems; city, metro, regional governments; bring in state representatives to program  
organization theory (authority, power, span of control, line and staff)  
organization structure; increased emphasis on health problems - more equal time to housing, employment, health  
organizational structure on dynamics; applications of computer to governmental problems  
budgeting (as given by White in ad hoc session); more "hands on" computer time  
too little emphasis on environmental problems, finance, budgeting  
more emphasis on personnel management and accounting  
organization and personnel administration  
inter-agency or governmental relations  
methods of selling programs, bond issues; public relations  
a well-rounded program

Courses or parts of program which should be modified

more attention to transportation problems - should concern all urban managers  
Holland and Brower  
instructors should have more public experience and be familiar with literature  
economics needs refinement  
more courses in urban dynamics  
less time on details of Mgt. Decision Systems  
"Perspectives on Our Cities" - should be designed to impart information; show films; cut into key issues - "generational", "backlash" etc.  
more time on taxation theory and methods  
urban dynamics received more attention than it deserved  
Pogue was weak in communicating material  
housing deserved more imaginative treatment than Keyes gave to it  
transportation sessions unproductive  
better coordination of "technology to urban problems" classes;  
refine Management Decision Systems into separate courses  
allot time to test Forrester's conclusions, tour Boston projects, city hall, etc.  
"Application of Technology to Urban Problems" not successful as presented  
✓ Management Decision Systems excellent as program component, but too detailed and sophisticated for most of us.  
The three classes in transportation could have been consolidated into one.  
transportation sessions not useful - would have been better to read about it.



Courses or parts of program to be retained as given

1st week in organizational behavior  
more sessions with John Collins and his practical experience  
as urban executive  
Fleisher and Seifert on transportation problems  
Session with White on budgeting  
Piore sessions on income maintenance  
Thurow, Ness, Gerrity, Wood, Forrester keep them all  
Wood, Forrester (The catalyst of the program)  
"Human Resources", Economics, "Perspectives on Our Cities"  
"Human Resources", Economics  
just about everything - but less emphasis on Forrester  
Management Decision Systems, Urban Dynamics - add a few more hours  
Economics, Human Resources, Collins, Wood  
Organization lab, Management Decision Systems, Economics  
Management Decision Systems; application to urban projects  
Management Decision Systems; Economics  
present course content OK as given

Mix of Mgt. Courses and Application of Technology to Urban Problems

about right: 12  
too heavy on management techniques: 3  
too heavy on application of technology to urban problems: 4  
not enough of either: 0

Comments: put discussions into urban setting  
more statistical analysis  
too much time on mgt, decision systems details  
need more management sessions, and were of better  
quality than "Application" classes which could  
have been condensed  
maybe participant workshops re. application of  
technology to urban problems  
management instructors and material very good  
management personnel need more familiarity with  
urban problems



Description of Urban Executive best suited to program

patient, willing to spend hours studying, and be receptive to new approaches; be willing to share personal experience with others but control his own political and philosophical feelings - should work to solution of urban problems  
middle or higher management from any department 35+ years  
generalists in city government - from mayor's or manager's office  
young, aggressive middle manager with at least 2 years  
municipal government experience.

position to make management decisions and authority to carry through

must be committed. Group should be well mixed (big and small cities, black and white), as high as possible within administration  
middle manager, 5 yrs. experience in urban affairs, close to top level policy making

top executives, close to mayor

any top level official - also could come from state gov't.

top manager, and those being groomed for top

top most person you can spare, to really take full advantage of program

30 - 40 yrs. old, non-appointive, from city of 250,000 or more  
high middle manager making government a career

1st or 2nd level of top management, 25-45 yrs. old, college graduate

- ✓ middle-top management concerned with policy-making
- top positions in key decision-making capacities
- willing to revise ways of doing things, open to new techniques,
- interested in self-development and to serve better
- in policy influencing position, able to communicate
- middle manager in line for promotion

Endicott House evaluation

fine in all respects: 16

OK but difficult commute: 3

more classes there: 1

too restrictive re. guests, children, family: 4



Comments about organization of the group (chairman and car captain)

worked out fine

organization was sufficient and adequate

should have bartender only on special occasions

excellent

we made excellent selections

worked very well

both did a good job

quite good

worked out quite well

both did well, car chairman should be someone who stays at

Endicott House on weekends

performed admirably - fair, firm, gracious

all functioned smoothly; Sloan School staff helpful and obliging

fine

worked very well

Comments about information sent out in advance

couldn't have been better handled  
the less the better - no time to read in advance  
it was fine  
would have liked to know more about M.I.T. in general  
all books should be sent in advance  
perhaps send one general book - possibly one on organization  
behavior  
entire program well-organized, well-administered  
some of the readings should have been sent  
put all reading lists in single document  
no time to read advance material  
general information detail excellent  
T-group theory  
map of Boston area; maybe mail study assignments in advance  
complete and helpful as is  
limited introductory materials for Mgt. Decision Systems



Suggestions concerning future M.I.T. contacts

Program should keep us up-to-date on programs, recommended books should be something but I have no suggestions perhaps impractical; more feasible to contact our own local institutions

keep in touch with each other; school should send out semi-annual newsletter

3-day refresher program after a year

use Dr. Gil's office as clearing house

newsletter; periodic seminars

newsletter and correspondence; annual reunion; visit to each other's cities

develop reading list for alumni; individuals keep program

posted of their positions and changes

meet in one year for one week at Endicott House

information exchange system by mail; put us on mailing lists

2-3 day reunion; newsletter

informally, as needed

June 1970 - 1-2 day meeting

on a personal basis; establishment of a continuing interchange between cities and M.I.T. would be invaluable

mailing lists of projects, publications; one week reunion in 2 years

M.I.T. sponsor 2-3 day seminars

put us on M.I.T. mailing lists re. urban publications; 2-3 day seminar in a year or so.