

26 January 1955

MEMORANDUM FOR: General Counsel

SUBJECT: Development of Intelligence Literature

1. On 15 October 1954 I sent you a memorandum describing a new Office of Training program designed to enlarge the basic literature of intelligence principles and methods. This program has two aims: to stimulate original research by Agency personnel and to publish the best results of such research as well as manuscripts which might be adapted from material in office files.

2. I want to thank you for your helpful response so far. We have already received two research project suggestions, which are being reviewed by panels of Agency officers, and several papers which might be recast and published in our projected Studies in Intelligence monograph series. We hope to have the first of these monographs ready for dissemination early this year.

3. We are anxious, of course, to receive still more material and further suggestions for research projects. If you have some questions about this program or about the contribution your office might make, please feel free to call on us for assistance. [redacted]

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[redacted] Chief of the Intelligence School, and [redacted] his assistant, (both on extension [redacted]), will be pleased to meet with you at any time and discuss the details of our effort to expand the basic literature of the profession.

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[redacted]

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MATTHEW BAIRD  
Director of Training

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### ROUTING AND RECORD SHEET

**INSTRUCTIONS:** Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

FROM:

Director of Training  
11-A T-31

TELEPHONE

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DATE

26 January 1955

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TO	ROOM NO.	DATE		OFFICER'S INITIALS	TELEPHONE	COMMENTS
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JJ-9770  
18 Oct.

15 October 1954

MEMORANDUM FOR: Lawrence Houston

SUBJECT: Development of Intelligence Literature

1. The Office of Training believes that the intelligence profession would profit greatly from the enlargement of the literature pertaining to intelligence principles, methods, and practices. Much valuable experience, now scattered through office files or simply in the minds of experienced officers, would be recorded; ideas would be presented for critical examination; and the development of intelligence doctrine would be advanced. The Office also believes that among the employees of the Agency there are a good many persons who are capable of, and interested in, contributing to this literature.

2. I have consulted informally on this matter with several principal officers of the Agency, and we think that the following steps would provide a start toward developing a useful body of intelligence literature.

a. OTR will invite the Assistant Directors, DD/P staff and division chiefs, and DD/A office heads, to forward suggestions of persons who they think are specially fit to undertake particular research projects and eager to have a chance to do so, with an indication that these persons can be released from regular duties for a sufficient time to complete the project -- anywhere from a few weeks to several months -- and that they have definite assignments after their return to regular duty.

b. OTR will review each application with the aid of an ad hoc panel composed of Agency officers with knowledge and experience in the field of the proposed study. No rigid limits will be placed on the kinds of projects to be considered, except that substantive intelligence subjects (e.g., the economic capabilities of East Germany or the current situation in Indonesia) will be excluded and the emphasis placed on general, theoretic, and doctrinal studies.

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c. An applicant whose project is approved will be provided facilities for study and writing by OTR.

d. Completed studies will be critically reviewed by a selected group of officers. Those deemed worthy of publication will be included in an intelligence monograph series and will be disseminated in accordance with fields of interest and security considerations.

e. OTR will also invite the Assistant Directors, DD/P staff and division chiefs, and DD/A office heads, to forward, for editing and possible publication, such papers as already exist -- whether as special staff studies or as general introductions to substantive projects -- which meet the criteria noted above and whose limited dissemination will also carry forward the purpose of expanding the basic literature of our profession.

3. It is hoped by the means outlined above to produce a series of studies that will add significantly to the literature of intelligence. Obviously, the quality and usefulness of the studies will depend on the ability of the persons selected to carry on independent research projects and to present their results in the best scholarly tradition. Your interest and cooperation are solicited.



MATTHEW BAIRD  
Director of Training

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11-A T-31

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