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ENTERING THE LAST STRETCH

17 - 23 JULY

1. At a meeting of the Chief, Electronics Division, OSI, the ELINT Staff Officer, the EAC secretary, and me, the representatives of OSI asked for an increased part in the program of instruction and objected to certain key assignments I had made to other Offices. The Chief, Electronics Division, stated that if I would supply him with a list of names of the men I wanted, explain what I wanted them for and for how long I wanted them, he would see that the men were assigned. My responsibility now is to seize upon the offers of help, to moderate some of their demands, and to reconcile their demands with the responsibilities assumed by other Offices. The process is going to prove difficult and interesting.

2. What happened was apparently this: I had talked informally with [redacted] the DAD, Collection, and mentioned my difficulty in securing the instructors that I needed in order to have OSI take a proper part in the program. On Tuesday, [redacted]. [redacted] called a meeting of the interested people to discuss the problem. I supplied [redacted] with a tentative syllabus (copy enclosed) of what subjects had been assigned and to whom they had been assigned, together with brief summaries of each lecture or panel discussion. I also sent forward a list of subjects I considered should be discussed. The syllabus was provocative; it indicated that other Offices had volunteered to teach subjects in which OSI had a legitimate interest and that OSI interests and points of view might therefore suffer. This offer of help is somewhat belated; it will cause me some trouble; but, on the other hand, it will aid me in putting a syllabus in final form.

3. Two subjects came under particular discussion: the presentation of requirements and the matter of special intelligence clearance for the students. We took these actions.

a. [redacted] did not want a panel on requirements. He said that requirements were still in controversy; that he did not want the students to be embroiled in any debate on requirements; and that what we should do is to have Mr. [redacted] talk on the basis for ELINT requirements. He thought that what [redacted] said would be accepted by both DDP and OSI. I have no objection to breaking up the panel;

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DDA REG 77 (1783)
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I am eager to have [redacted] talk. I do have, however, obligations to [redacted], and to [redacted] [redacted], OSI, whom I had first asked to talk on the subject and who had proposed the panel.

b. [redacted] and I tried two approaches to the subject of special intelligence clearance: (1) to see whether students could not be cleared for the three weeks of the course and then immediately be debriefed so that the clearance would not later interfere with overseas activities. (2) to check on whether the ELINT Intelligence Objectives paper could not be removed from code word classification. The security officer of OSI agreed to find out informally from OCI whether this clearance would be possible.

4. It is now time to begin to think about just who will compose the jury for the preview. It need not be, of course, the same group for the whole preview although certain people should sit through all the lectures. I would suggest flying high instead of low, and, for the presentation at [redacted] and for certain other lectures, like that on requirements, that we invite [redacted] Dr. Scoville, [redacted] amongst others. For the permanent characters on the jury we will ^{need} ~~send~~ people like [redacted]

Noted

PDC instructs to "fly low."

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PRELIMINARIES COMPLETED

10 - 17 JULY 1959

PRESENT STATUS:

1. The preparations for the course have now reached a stage of dangerous tranquillity. I have assigned all the subjects for the course to instructors who have agreed to take them over. The next step, theoretically, is for me to prepare the final syllabus, arrange for reading material, and await the final outcome. These next two weeks can, however, make or break the course. The instructors will find that the responsibilities they have so cheerfully accepted will begin to chafe and conflict with their daily duties. I have the job of constant prodding and poking, of securing and discussing outlines, of emphasizing the importance of the preview that will begin on 3 August.

ACTIONS COMPLETED:



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3. I have had some trouble in arranging for an explanation of ELINT analysis and the production of intelligence from the take. The Electronics Division, OSI, was reluctant to release a man from the heavy duties of daily analysis to do the job. I first talked with [redacted] DAD, Collection Staff, about the problem; later I made arrangements for getting the man I wanted.

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also?

4. The Photographic Intelligence Center appointed two young men, [redacted], now working at NTPC, and [redacted] [redacted], to present the case for Photo-Intelligence. Both seemed pleased at the idea of getting their point of view in

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evidence. [redacted]

[redacted] This assignment had one curious aftermath. [redacted], ELINT Staff Officer, OSI, said that he saw no reason for any instruction on other than the collection of signals. I have not argued the matter; but I have not changed the assignment.

[redacted]

ADMINISTRATIVE ARRANGEMENTS:

[redacted]

OTHER ACTIVITIES:

7. On Wednesday morning, [redacted] called me and said that there was to be a three-day briefing on Electronic Counter Measures to be given beginning that afternoon at NSA. Both [redacted] and I went along. A trained team from the Air Force gave the briefing. I was not impressed either by the subject matter or the means of delivery. The presentation had all the faults of an extended lecture series: the rapid presentation of facts that could not possibly be digested and the use of training aids that usurped the place of the lecture instead of supporting it. [redacted] and I somewhat reluctantly returned the second day, but found no improvement. The briefing exemplified what not to do and suggested dangers to avoid.

THE ROAD AHEAD:

8. I have yet to settle the question of whether or not to require Special Intelligence Clearances for the students. DDP is anxious to avoid such clearances; OSI is rather convinced that the clearances must be made. The nub of the problem is a

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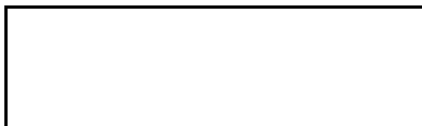
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series of ELINT intelligence objectives, recently written, which are classified under the Special intelligence code. If I can get these declassified--and I see no real reason why they should not be--we can go ahead without the clearances.

9. The Office of Communication proposes to have its syllabus ready for Wednesday, 22 July. From this point on I should be working fairly steadily with outlines and synopses and busy with training aids. I have no illusions about the difficulties I face here.

10. The date of the beginning of the first course will soon have to be settled on. At present my position is anomalous. The IO Faculty has only one man on it besides me; it has a course beginning on 1 Sept. that is to be followed by one given to the JOT's. Hitherto, I have been counted upon to support this course. That would mean that the first ELINT course would not begin until 29 September, which would leave an appropriate time for review and re-scheduling of lectures, but would leave me no time whatsoever if I were to help in teaching the two courses. I am living under two separate but opposing obligations.



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