

CONFIDENTIAL

21 MAR 1967

MEMORANDUM FOR: Director of Training  
THROUGH: Director, Scientific Intelligence  
SUBJECT: Armed Forces Staff College - Class #40

1. The undersigned attended the 40th Class of Armed Forces Staff College (AFSC) from 22 August 1966 to 20 January 1967. The mission of the AFSC is:

"To conduct a course of study in joint and combined organization, planning, and operations, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in all echelons of joint and combined commands."

2. I found that the course of instruction was excellent in content, emphasis, and level, for the experience of the assigned students. It not only covered organization, functions, and planning of joint and combined military staffs, but included instruction in subjects of special Agency interests, such as counter-insurgency, civic action, Country Team concept, area studies, national strategy, and future military operations and requirements. As a result, the curriculum was a balanced program of value to not only members of the Department of Defense, but to other Agencies of the Government.

3. The curriculum provided free expression and discussion of all elements of military operations to include foreign policy, foreign economic aid, and cooperation-coordination with other governmental agencies.

CONFIDENTIAL

~~CONFIDENTIAL~~

SUBJECT: Armed Forces Staff College Course - Class #40

The instruction promoted an excellent opportunity for unity, understanding, and teamwork among the services. At the same time, the addition of Allied and US civilian students enhanced the over-all atmosphere of mutual understanding between various governmental agencies and foreign and US Armed Forces. I feel this is an important part of the College objective since at the educational level and career of the military officer, he begins subordinating his service loyalty and is developing a broader understanding of the other Services. He has an opportunity to view the entire defense posture of the country and how it is accomplished by a unified effort of the government structure beyond the Department of Defense. In my own case, I feel that I have an improved knowledge of the Armed Forces, their requirements, methods and thinking on world problems. On the other hand, I found early in the course, that many officers had little knowledge of, or a distorted view of the Agency, but after the course I am confident that they have a much improved concept of the Agency.

4. The guest lecture program was an impressive array of senior military, university and governmental speakers. Ambassador-at-large Averell Harriman delivered the graduation address. Col. White's presentation on the Agency was well received. After his talk, many students expressed an appreciation for his candid, forthright approach, and the knowledge they gained.

5. The friendships made during the course will be lasting and will be valuable to me in my future assignments. The caliber of officers selected for attendance at the AFSC denotes high professional standing and potential for senior commanders and high level staff assignments. In the future, Agency relations with these officers, their staffs and commands, will certainly be enhanced.

6. The format of the student body, faculty, seminar arrangement and administration organization remained the

~~CONFIDENTIAL~~

SUBJECT: Armed Forces Staff College Course - Class #40

same for Class #40 as has been for other classes in the past few years. The College facilities were excellent in supporting the students, special mention should be made for their fine library and competent staff. The program of sports and social activities created close fellowship among the students and faculty. The seminar approach to most of the instruction was outstanding in providing the maximum individual expression of thought, ideas and participation.

7. The Agency administration support to me was excellent. I found that I was better informed and equipped than the students from other Agencies. A discrepancy does exist among the Agencies in the matter of per diem. This is one area where the Agency falls short. Agency students are hampered in not being able to maintain their share of social obligations that are so important in military circles and life at the College. I strongly recommend that the Agency per diem be raised in consonance with other civilian agencies.

8. In summary, I would like to highlight that most of the military students are young, inquisitive and naive in matters of the Agency, in fact the course provides many of them with a first real contact with Agency personnel and information about the Agency. As a result, the selection of future Agency students should be keyed to the challenge and situation that they will encounter by attending the College. I feel honored for having had the opportunity to represent the Agency at the College. Agency graduates are "ambassadors" whose contacts and training need not be wasted. The Agency greatly benefits by the representation at the College and I strongly urge that additional slots be requested.

25X1A6a