



Executive Registry

71-5598

INTERNATIONAL AND SOCIAL STUDIES DIVISION
400 Army-Navy Drive, Arlington, Virginia 22202 • Telephone (703) 558-1000

November 5, 1971

Mr. Richard Helms
Central Intelligence Agency
McLean, Virginia 22101

Dear Dick:

Late in September Ham Armstrong asked me to write an article on "the Government's use of its intelligence apparatus in assessing its strategy in Indochina, especially, but also as a rule." The piece is designed for the winter issue and the deadline was very tight. With some persuasion I was able to squeeze out an extra few days, but November 8th was it.

I am enclosing a copy of the manuscript that I am sending up to New York. As you may recall, de Gaulle asked Dean Acheson during the Cuban Missile Crisis if he were being "informed" or being "consulted." You may properly ask the same question. I am afraid, however, that I have to give Acheson's answer -- simply because of the exigencies of time. If you find anything that is very wrong or obscene, I can catch it on the proofs. In any case, I feel honor bound to let you see it.

Perhaps the most awkward part of the piece from your point of view is the material in the last two or three pages. I have always felt strongly, as I think you know, that the Board has a capability to make a greater contribution to policy-making than it has actually demonstrated.

The piece is meant to be friendly and constructive, and I hope you find it so.

Sincerely,

[Redacted signature box]

Chester L. Cooper
Director

STAT