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MIDCAREER COURSE NO. 32

26 April - 9 June 1972

COURSE REPORT

I. General

Midcareer Course No. 32 ended 9 June with a provocative "graduation address" by the Chairman of the President's Foreign Intelligence Advisory Board, Admiral George Anderson, and a stimulating closing session with the Director, Mr. Helms. (Mr. Helms' comments were reported in SIWA Weekly Report for 16 June 1972). The students in MC-32 were somewhat more interested and aggressive questioners than the last class. They sustained their active curiosity from beginning to end. There was a tendency for students from the Directorates for Intelligence and for Science and Technology to monopolize question periods with guest speakers, and this may be one of the reasons that several students felt that inter-Directorate barriers (parochialism) were not entirely erased by the course. Some students complained of being talked at too much, without enough student participation being allowed. Despite time for questions by students after each formal presentation and evening sessions devoted totally to dialogues with guest speakers, some students expressed interest in providing something more substantive or engaging in some sort of workshop or seminar in addition to the regular briefings. With time so short in the course as presently run, it will be difficult to sandwich in more activity than we now have. But the idea is a sound one and we will seek means of implementing it to some degree in future runnings.

Mr. Colby opened the course with a charge to the students to take advantage of the opportunities for broadening horizons and reducing tribalisms, not only for reasons of personal improvement

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but also as an Agency investment in the future. Critiques for MC-32 indicate the great majority of the class viewed the course as a useful experience. Some of their comments pro and con are attached.

We are happy that MC-32 included two female students and one black. The average age was 40.0, the average grade was 13.2, and the average time on duty 12.7 years.

II. Course Modifications

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In MC-32 a number of changes were tried out. Partly because of adverse comment in student critiques from earlier courses, the presentation on urban affairs and poverty programs by Hyman Bookbinder was cut. The presentation on the Middle East was by [REDACTED] and was praised highly. [REDACTED] of Rutgers was unavailable for MC-32, so we had no presentation on civil rights and blacks in America. The D. B. Hardeman lecture on Congressional Dynamics, which really is a review of the history of Congress, was replaced by a talk by General Counsel Larry Houston. Two previous stalwarts from Department of State, Marshall Green on Asian Affairs and Charles Meyer on Latin American Affairs, were unable to appear, simply because of the press of business--Kissinger's and President Nixon's visits to China pre-empting Green, and the meeting of the Organization of American States pre-empting Meyer.

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Cancellations of speakers, a statistical certainty in any course where 70 speakers appear, were minimal for MC-32. The matter of speaker substitutions appeared notably larger, however. About a third of the students commented on it. During Phase II (the two weeks [REDACTED]) 40 percent of our scheduled speakers were unable to appear and arranged for substitutes. In two cases the speaker who appeared was the head of a component rather than his deputy. In two other cases, the Legislative Counsel and the General Counsel, the speakers appeared later in the course, after higher priority appearances elsewhere. On balance, the large number of substitutions did not seem to lower the quality of

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the speakers much, but it did draw comment and cause both students and instructors to feel nervous. There was some psychic trauma on the part of a few students who felt that a Deputy Chief instead of a Chief tended to lower the prestige of the course.

III. Phase I (Managerial Grid)

Twenty-seven of the 31 students participated in the Managerial Grid. As usual, it served as an excellent get-acquainted mechanism in addition to its primary function of opening students' minds to new self-assessment techniques and to fresh managerial styles. There was some criticism of the "Organizational Culture" exercise, on the grounds that it takes place in a vacuum, and will have no impact on the real organization. The great majority of the participants, however, rated the Grid as a worthwhile experience.

IV. Phase II (The Agency)

Presentations by all of the Directorates were praised by the students of MC-32. This was a notable improvement for the CS portion, in contrast to CS presentations to MC-31. The CS portion elicited a bit more criticism in MC-32 than the other Directorates', but not enough more to be considered significant. Indeed, the Agency was presented with good balance and perspective for MC-32, and this was reflected by the students' comments. The star speaker of the whole of Phase II was Harry Fisher; he was rated adversely by none, outstanding by 25 (six did not comment pro or con in their critiques). Bronson Tweedy managed to turn off the class completely.

V. Phase III (Intelligence Community, U. S. Government, and World Affairs)

In Phase III the high points were presentations by Dolf Droge, Consultant on Vietnam to the National Security Council, on Indochina and Southeast Asia; by James Bostain of FSI on "How to Read a Foreigner;" and by Walter Minnick (of the White House Staff) on "International Narcotics Control." Low points were the talk on DIA [REDACTED] and Ray Cline's talk on State's Bureau of Intelligence and Research.

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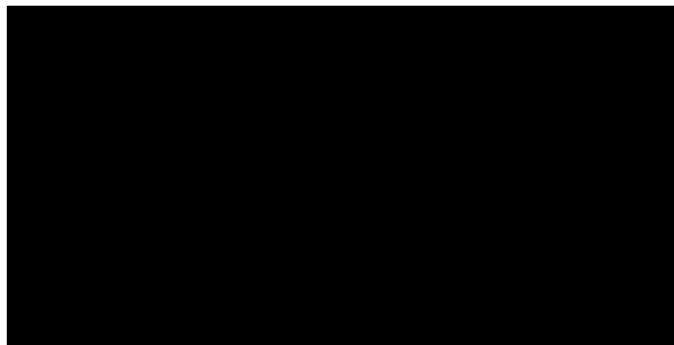
As an experiment (and in response to necessity) we broke the field trip into two portions. The first was a visit to Cape Kennedy for briefings on our national space capabilities and plans. Second was a visit to Headquarters, Strategic Air Command, for briefings on strategic doctrine, command and control. We then spent a day at Minot Air Force Base for briefings on the Minuteman, a visit to a launch control facility, and to a Minuteman silo. As has been the custom, Mr. Bruce Clarke again addressed the class before its field trip in order to provide perspective and a context into which the various trip briefings can be placed.

New portions of Phase III were the talk on narcotics by Walter Minnick, a reinstated presentation on OBGI by John Kerry King, a reinstated presentation on the Bureau of Intelligence and Research by Ray Cline, a reinstated visit to [REDACTED] a presentation on China by Stan Karnow of the Washington Post, along with a joint Q and A session with Professor Richard Walker, a presentation on equal employment opportunity by Bill Bavis, and an evening session with former Executive Director-Comptroller L. K. White.

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* * *

In conclusion the students in MC-32 in general were a more vibrant group than class 31, exercised to the fullest their chance to critique, and, we believe, probably got more out of the course. Some of their comments are impractical, but the others will be carefully considered and changes will continue to be made gradually in an effort to improve the course within the limitations placed upon us.



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Selected Quotations from Students' Overall Critiques
of Midcareer Course No. 32

From DDP Students:

"The course was very carefully structured and run with a view to developing fully the potential of the 'students' with very minimum inhibitions imposed by management. This is an excellent technique and worked outstandingly well with respect to the large majority. Where it failed it was due to factors inherent in the individual's pre-course job situation and resulting 'anti-Agency' attitude. I think it is worth calling again to the attention of the various directorates the need for sending well-motivated careerists rather than 'problem' cases or 'rest cure' assignees."

"I appreciate your concern for covering as many subjects as possible but 10 hours per day of briefing and questioning are too many."

"I would give it a rating of STRONG because it did substantially accomplish its objectives in a fairly efficient manner. I consider that the course was well handled and managed and was a very valuable experience. I finally learned what the Agency as a whole and the community are all about."

"The course was 'mind expanding' as promised. I found the problems of other officers surprisingly the same as my own. My fellow students are as competent if not more so in their field as I am in mine. My regard for the Agency and its work did not need a 'shot-in-the-arm'. I look upon this as an opportunity to learn the changes that have transpired since my initial training some 8 years ago. I was disappointed in the presentations of my Directorate but informal discussions with other students indicate that they were as disappointed in their own Directorates."

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DDP Students (continued)

"There have been many comments by our class as to how to improve the course. Most seem to add little to the present way the course is organized. Personally I found the course extremely valuable, because I never had an understanding of the Agency as a whole. It was especially important to me after spending many years in the field. From this standpoint it is quite possible that officers of the DDP get the most mileage from the course."

"I am pleased with the professionalism in which the course was conducted. OTR is to be commended on their selection of the course chairman and co-chairman."

" On the whole, an excellent and intellectually expanding course."

"... learned more than from any other course in my 21 years of Agency employment. After returning with a renewed enthusiasm and a definite desire to do things better and cheaper, how long will it be before each is back in the same rut? All we can do is try, and I shall do that. I have been remotivated. This course helps in pulling all of us together in a team effort but far more along these lines remains to be done."

"The course as set up is extremely worthwhile, and while 6 weeks makes it drag a little towards the end I would recommend not shortening it."

"Overall an excellent course needing no major revisions."

"The course is well organized and well administered in accordance with the stated objectives. I, personally, learned much about other Agency components, some of which were completely new to me."

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From DDS Students:

"This course provides an employee, particularly in the support directorate, insight into Agency functions and objectives that probably would otherwise never be realized but by a very few. The political bias of some Agency speakers and students raises the question of whether these people maintain the open-mindedness necessary to the extent that their political views don't influence their product."

"I knew before the course that there was an undesirable high amount of parochialism in the organization, but did not realize how serious a problem it was. I believe the Midcareer Course has been tremendously successful in breaking down this attitude and paving the way for more cooperative team spirit. If any student failed to receive the benefits as stated by the course objectives, it was probably the student's own fault. The course was somewhat a failure for me, however. It should have filled me with such dedication that I would be anxious to get back to work. Instead, I would like to go another six weeks. It's a great course! One final benefit is having contacts in other offices and directorates. I have found this to be exceptionally useful in getting around some of the bureaucracy that wastes much of our time."

"Like every other course, a great deal depends on what the student puts into it. There have been many negative comments but I believe they are for the most part invalid, reflecting a closed-minded parochialism on the part of the individual concerned. The class make-up has a lot to do with this. There is perhaps too wide a spread in number of years of service. I found the course valuable and constructive and, for me, it was well designed to achieve its goals."

"Overall objectives were met and it was a genuine pleasure to see the team spirit in #32."

"... Most rewarding and worthwhile personally, and I believe it will enable me to do a better job for the Agency. Especially impressed with the candor of the Agency speakers."

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From DDI Students:

"The course did broaden my horizon, and I did learn about components that I had forgotten about or never knew existed. But isn't there a better way to accomplish this than by talking at people hour after hour and day after day? Frankly, I was disappointed in the course, but I don't know how it could be improved radically. I think that Messrs. ██████████ handled the course well."

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"A unique and extremely worthwhile experience. I hope that the number of substitute speakers within the Agency was not indicative of waning interest in the Midcareer Course on the part of Agency management. I hope it receives continued top management support and is not allowed to become 'old hat'."

"The course has not lived up to advance notices in many respects. I had expected a more stimulating experience. The friendships formed and experiences exchanged are the high points. I found the over-regimentation of the course irritating. The course's importance should be reasserted to all involved - selectors, selectees, speakers, heads of directorates. A hard look must be taken at trimming the course of unnecessary waste so more time is available for more student interchange."

"I appreciated the opportunity to hear the speakers from my own directorate but gained a lot of insights into the rest of the Agency from the briefers from other agency elements. Some of the speakers were much better than others but I can honestly say that I learned something of value from every one. One of the major benefits of the course is that I now know people in many of the different offices in CIA and I am acquainted with them to the point where I would not hesitate to call upon any of them when coordination or liaison between offices was required. The administration of the course was top-notch. Every contingency appeared to have been planned for."

"The level of competence displayed by the majority of speakers succeeded in engendering a source of pride and respect for the Agency. Obviously, there are some weak points, but the encouraging thing is that these are recognized by upper-level management and

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From DDI Students (continued)

are being targeted for correction. Hopefully, we will now be better able to contribute to the elimination of some of these problem areas as a result of this MCC."

"The most useful aspect of the entire course was getting to know and learn from my fellow students; I gained a great appreciation of the wealth of talent we have in CIA and enhanced understanding of the capabilities and problems of other directorates."

From DDS&T Students:

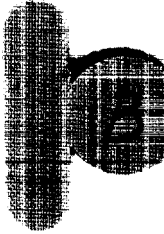
"Student participation in Phase II and III must increase. Perhaps the students (individually or in teams) should write and present papers on substantive topics."

"Contrary opinions as well as the opinions of those who run with the crowd should be represented in the mix of students. Try to get more speakers who can communicate a different point of view."

"The Midcareer Course is well structured to achieve its primary goal. The most beneficial aspect of the course is the opportunity to meet and get to know some 30 other officers from all over the Agency and to learn about their jobs in depth."

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MIDCAREER COURSE

NO. 32

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID






25X1A

Opening Day 26 April 1972
Phase I 30 April - 5 May 1972

S E C R E T

MIDCAREER COURSE

NO. 32

CHAIRMAN:		25X1A
	Room 933, Chamber of Commerce Extension 2452	
CO-CHAIRMAN:		25X1A
	Room 933, Chamber of Commerce Extension 2452	
TRAINING ASSISTANT:		25X1A
	Room 933, Chamber of Commerce Extension 2452	

S E C R E T

S E C R E T

FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, major developments and trends in World Affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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WEDNESDAY, 26 April 1972
(USIB Conference Room, 7 E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course

██████████ 25X1A
Chairman
Midcareer Course
SIWA/OTR

██████████ 25X1A
Co-Chairman
Midcareer Course
SIWA/OTR

██████████ 25X1A
Support School OTR

1500 Welcoming Address

William E. Colby
Executive Director-Comptroller

1530 Special Clearance Briefings

██████████ 25X1A
Security Officer
OTR

SUNDAY, 30 April 1972

1530	[REDACTED]	25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	[REDACTED] 25X1A
	Security Briefing	[REDACTED] 25X1A
25X1A	1700 Reception [REDACTED]	
	1800 Dinner	
	1900-1930 General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
	1930-2130 Team Activity: Grid Concepts Activity	
	2130-2200 General Session: Scoring	

MONDAY, 1 May 1972

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to [REDACTED] Activity	25X1A
1315-1630	Team Activity: [REDACTED]	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	General Session: Introduction to [REDACTED] Critique	25X1A
1915	Team Activity: Critique	

TUESDAY, 2 May 1972

25X1A

0800-0830 General Session: Newsprint exchange on
[REDACTED] Critique

0830-0845 General Session: Introduction to Team/
Committee Action Activity

0845-1200 Team Activity: Step 1: Developing Team
Solution for Team/Committee Action

1200 Lunch

1300-1400 Team Activity: Step 2: Critique
Complete Wall Charts

1400-1415 General Session: Introduction to Pair Discussions

1415-1515 Step 3: Pair Discussions

1515-1615 General Session: Step 4: Summarize
Point Allocations
Lecture: "Managing Intergroup Conflict"
Introduction to Steps 5 and 6

1615-1700 Step 5: Pair Discussions: Critique of Pair
Member's Grid Styles

1700 Dinner

1900 Team Activity: Step 6: Critique

S E C R E T

WEDNESDAY, 3 May 1972

0800-0830 General Session: Newsprint exchange on
Team/Committee Critique

0830-0845 General Session: Introduction to 12 Angry Men
Activity

0845-1030 Film: 12 Angry Men

1030-1115 Step 1: Individual Work: Judgments of Managerial
Styles of 12 Angry Men Characters

1115-1200 Step 2: Team Activity: Judging Managerial
Styles of 12 Angry Men Characters

1200 Lunch

1300-1445 Team Activity: Complete Step 2

1445-1515 General Session: Step 3: Individual and Team
Scoring of 12 Angry Men
Introduction to Step 4

1515-1700 Team Activity: Step 4: Critique

1700 Dinner

1900-1915 General Session: Lecture: Organization
Culture Concepts
Introduction to Ideal Organization Culture Activity

1915 Team Activity: Ideal Organization Culture

THURSDAY, 4 May 1972

0800-0830 General Session: Introduction to Personal Feedback

0830-1000 Team Activity

1015-1045 General Session: Exchange on Procedures
and Progress

1045-1700 Team Activity

1700 Dinner

1900-1945 General Session: Individual Completion
of Managerial Values

1945-2000 General Session: Introduction to Analyzing Actual
Organization Culture

2000 Team Activity: Analyzing Actual Organization
Culture

S E C R E T

S E C R E T

FRIDAY, 5 May 1972

- 0800-0930 Team Activity (Contd.): Analyzing Actual Organization Culture (Prepare Newsprint on 7 Barriers)
- 0930-1100 General Session: Newsprint Exchange
- 1100-1115 General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
- 1115-1130 General Session: Lecture, "Organization Development"
- 1130-1145 General Session: Summation of Seminar
- 1145-1200 Critique
- 1200 Lunch
- 1300 Briefing for Phase II
- 1430 ETD for Drivers and Passengers

NOTE: Phase II of the Midcareer Course will begin at 1930 hours on Sunday, 7 May 1972 [REDACTED] The initial informal session will last until 2130 hours. You may check in anytime Sunday afternoon. You are reminded that Mess Hall hours on Sunday are lunch 1100-1300 and dinner 1630-1730.

25X1A

S E C R E T






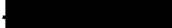
SUNDAY, 7 May 1972

25X1A	1200-1930	Arrive [REDACTED]	
	1630-1730	Mess Hall open for Dinner	
25X1A	1730	[REDACTED] open	
25X1A	1930-2130	Class convenes at [REDACTED] for informal session Administration and Introductions	[REDACTED] 25X1A

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WEDNESDAY, 10 May 1972

DCI - DDI Areas

0800	Reading			
0900-0940	Film: "National Intelligence Estimates" Theater			
0945-1045	"New Approaches to NIE's" Seminar Group I Classroom 14A	 Deputy Director of National Estimates	25X1A	
1100-1200	"New Emphasis on Economic Intelligence" Seminar Group II Classroom 14B (NB. Speakers will exchange classrooms/groups at 1100)	 Maurice Ernst Dep Director of Economic Research	25X1A	
	Lunch			
1330-1430	"CIA's Current Intelligence Role" CR 11	 Richard Lehman Dep Director of Current Intelligence	25X1A	
1445-1700	"Developments in Photographic Intelligence" Arena B	<u>Arthur Lundahl</u> Director, National Photographic Interpretation Center		
	Dinner		25X1A	
25X1A	1930-2130	Informal Discussion 	 <u>Arthur Lundahl</u> Richard Lehman 	25X1A

S E C R E T

TUESDAY, 9 May 1972

DDS - DCI Area

0800-0830	Reading		
0840-0940	"Developments in CIA Training"	<u>[REDACTED]</u> Special Assistant to the Director of Training for Curriculum Development	25X1A
1015-1115			
0945-1045- 1120-1215	"The U.S. Intelligence Board" FILM: Strange Case of the English language	<u>[REDACTED]</u> Executive Secretary USIB	25X1A
1330-1430	Lunch		
1100-1200-	"The Inspector General's Office"	<u>William Broe</u> Inspector General	
	--Lunch---		
1330-1430---	"The Office of General Counsel"-----	<u>Lawrence Houston</u> General Counsel	
1445-1630	"Agency Planning, Programming, and Budgeting"	<u>Charles Briggs</u> Director of Planning, Programming, and Budgeting	
	Dinner		
25X1A	1930-2130	Informal Discussion <u>[REDACTED]</u> <u>William Broe</u> <u>Lawrence Houston</u> <u>Charles Briggs</u>	25X1A

MONDAY, 8 May 1972

DCI Area

0800-0830 Convene in Classroom 11 (CR-11)
Course Administration and
Introductions

0840-0940 Reading

0945-1130 "The Agency and the Intelligence Community--Developments and Problems" Hugh Cunningham
Director of Training

Lunch (Normal mess operating hours 1130-1245)

1300-1430 Field Equipment Display (Optional)
Basement Administration Building

1430-1500 Reading

~~1445-1545~~ ~~--- "The Agency's Relations with~~ ~~-----~~ ~~John Maury~~ ~~---~~

1500-1515 ~~--- Congress~~ ~~---~~ Introduction ~~-----~~ ~~Legislative Counsel~~ ~~---~~

1515-1545 FILM: End of an Empire

1600-1700 "Community Developments Since 5 November 1971" Bronson Tweedy
Deputy to the DCI,
Intelligence
Community

Dinner (Normal mess operating hours 1700-1845)

25X1A 1930-2130 Informal Discussion - [REDACTED] Hugh Cunningham
~~John Maury~~ ~~---~~
Bronson Tweedy

THURSDAY, 11 May 1972

DDI Area

0800-0940 Individual Student Presentations

0945-1045

STATSPEC

James Murphy

25X1A 1100-1200

Lunch

1330-1430 "The Agency's Responsibility in
Strategic Research"

Bruce Clarke
Director of Strategic
Research

1445-1700 "Soviet Strategic Capabilities"

Bruce Clarke
Director of Strategic
Research

Dinner

25X1A 1930-2130 Informal Discussion -

Edward Proctor
Deputy Director for
Intelligence

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FRIDAY, 12 May 1972

DDS Area

0800-0940 Individual Student Presentations

0945-1045 "Financial Management"

Thomas Yale
 Director of Finance

1100-1200 "Personnel Problems"

Harry Fisher
 Director of
 Personnel

25X1A 1200-1215

1215-1330

1330-1515 Panel:
 "The Agency's Medical Services"

Dr. John Tietjen
 Director of
 Medical Services

25X1A

████████████████████ 25X1A
 -Chief, Psychological
 Services Staff

████████████████████ 25X1A
 Psychiatric Staff

████████████████████ 25X1A
 Deputy Chief,
 Operations Division

████████████████████ 25X1A
 Deputy Chief,
 Clinical Division

25X1A

1515-1530 Bus ██████████

1530 ETD for Drivers and Passengers

S E C R E T

MONDAY, 15 May 1972

DDS&T Area

0800-0940 Individual Student Presentations

Donald Steininger

~~0945-1045~~ "Science and Technology in CIA"
1000-1100 Arena B

~~Carl Duckett~~ -
Asst. Deputy Director for
Science and
Technology

1115

1100-1200 "The Agency's Research and
Development Program" Acting Deputy

~~Robert Chapman~~ -
Director of Research
and Development

25X1A

Lunch

25X1A

1330-1430 "ELINT Activities"

John McMahon &
Director of ELINT

1445-1545 "Scientific Intelligence"

~~Donald Chamberlain~~
~~Director of Scientific~~
Intelligence C/Defensive
Systems Division

25X1A

25X1A

1600-1700 "Foreign Missile and Space
Analysis"

~~David Brandwein~~ -
Dep Director of Foreign
Missile & Space
Analysis Center

Dinner

25X1A

1930-2130 Informal Discussion

~~Carl Duckett~~ Steininger
~~Robert Chapman~~ -
John McMahon

25X1A

25X1A

~~Donald Chamberlain~~ -
~~David Brandwein~~ -

25X1A

25X1A

S E C R E T

TUESDAY, 16 May 1972

DDP Area

0800-0940 Individual Student Presentations
1000-

0945-1130 "Overview of the Clandestine Service"
Special

[REDACTED]
Assistant Deputy
Director for Plans

25X1A

Lunch

25X1A 1300-1410 "Field [REDACTED] Activities"

[REDACTED]
Chief, Information
Services Division
(former [REDACTED])

25X1A

25X1A

1425-1535 "Target: Soviet Bloc"

[REDACTED]

25X1A

1550-1700 "Target: China"

- Assistant Deputy
Chief, Far East
Division [REDACTED]

25X1A

25X1A

Dinner

25X1A 1930-2130 Informal Discussion [REDACTED]

[REDACTED]

25X1A

WEDNESDAY, 17 May 1972





DDP Area

	0745-1045	CASE HISTORY Arena A	[REDACTED]	25X1A
			Former Senior Operations Officer	
			[REDACTED]	25X1A
	1100-1215	"Cover: Official and Nonofficial"	[REDACTED]	25X1A
			Chief, Central Cover Staff	
		Lunch		
	1330-1500	"Counterintelligence Operations"	[REDACTED]	25X1A
25X1A	1515-1700	[REDACTED]	[REDACTED]	25X1A
			[REDACTED]	25X1A
			[REDACTED]	25X1A
			Officer, Africa Division	
		Dinner		
	1930-2130	Informal Discussion -	[REDACTED]	25X1A

S E C R E T

THURSDAY, 18 May 1972

DDS Area

	0800-0940	Individual Student Presentations		
	0945-1045	"Security Considerations in Accomplishing the Agency's Mission"	 <u>Howard Osborn</u> Dep Director of Security	25X1A
	1100-1200	"Logistical Support of the Agency's Activities" EO/O	 <u>John Blake</u> Director of Logistics	25X1A
		Lunch		25X1A
	1330-1415	Administrative Time and Field Trip Briefing		
	1430-1530	Seminar on Phase II		
	1545-1700	"The Support Services" "Security Show and Tell"	Deputy-Director for Support OS	
		Dinner		25X1A
25X1A	1930-2130	Informal Discussion 	Howard Osborn John Blake John Coffey	

S E C R E T

FRIDAY, 19 May 1972

DDP Area

25X1A	0800	Leave	[REDACTED]	
	1045	Arrive	[REDACTED]	
	1100-1200	"Technical Services in Support of Operations"	[REDACTED] Chief, Technical Services Division	25X1A
		Buffet Lunch		
	1300-1630	Tours and Presentations	TSD Staff	
	1635	ETD for Drivers and Passengers		

S E C R E T

TUESDAY, 23 May 1972
(Tours)

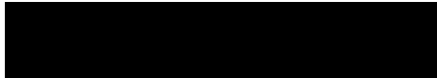

0745	Bus Departs from Headquarters Front Entrance for [REDACTED]		25X1A
0845-1045	"The Imagery Analysis Service" [REDACTED]	Deputy Director, Imagery Analysis Service	25X1A
1100	Bus Departs for Chamber of Commerce Building		
1115-1215	Congressional Relations	<u>John Maury</u>	
1130-1330-	To Be Announced	Legislative Counsel	
1315-1415	General Counsel's Office	<u>Lawrence Houston</u>	
1430	Bus Departs for Department of State	General Counsel	
1500-1700	"The Bureau of Intelligence and Research"	<u>Ray S. Cline</u> Director, Bureau of Intelligence and Research, Department of State	

Bus Departs for Headquarters

S E C R E T

S E C R E T

WEDNESDAY, 24 May 1972
(Room 1 E 78, Headquarters)

0800-0940	Individual Student Presentations		
0945-1115	"The Future Role of DIA"		25X1A
	Lunch	Deputy Director for Plans Defense Intelligence Agency	
1230-1345	Tours: OCI Operations Center and Printing Services Division (Two Groups)		
1400-1700	"Indochina and Southeast Asia"	 Vietnam Specialist attached to the National Security Council	25X1A

S E C R E T


S E C R E T

THURSDAY, 25 May 1972
(Room 1 E 78, Headquarters)

0800-0940	Individual Student Presentations	
0945-1025	"Basic and Geographic Intelligence"	<u>John Kerry King</u> Director of Basic and Geographic Intelligence
1030-1115	Tour: Cartography Division Lunch	
1200-1315	Tours: FMSAC Operations Center and Communications Center (Two Groups)	
1330-1415	"The Central Reference Service"	<u>Harry Eisenbeiss</u> Director, Central Reference Service
1430-1600	Tour of CRS Facilities	
1615-1700	Course Administrative Time	

S E C R E T

FRIDAY, 26 May 1972
(Room 1 A 07, Headquarters)

0800-0940	Individual Student Presentations		
0945-1200	"The National Security Agency"		25X1A
		Deputy Assistant Director for Production National Security Agency	
	Lunch		
1300-1415	Tours: Printing Services Division and OCI Operations Center (Two Groups)		
1430-1630	"How to Read a Foreigner"	<u>James Bostain</u> Scientific Linguist Foreign Service Institute, Department of State	

S E C R E T

MONDAY, 29 May 1972

HOLIDAY

TUESDAY, 30 May 1972

[REDACTED]

25X1A

25X1A

0830-0900

Arrival [REDACTED] and Room
Assignments

25X1A

0910

Welcome by Chief, [REDACTED]

[REDACTED]

[REDACTED]

25X1A

25X1A

0925

Security Briefing

1000-1145

"SALT Talks"

[REDACTED]

Office of Strategic
Research

25X1A

Lunch

1245-1445

"Change: The Challenge to CIA"

[REDACTED]

Special Assistant
to DD/S&T

25X1A

25X1A

1500-1700

"Soviet Foreign Policy"

[REDACTED]

Dinner

1930-2130

Informal Discussion
(Art Room)

[REDACTED]

25X1A

S E C R E T

S E C R E T

WEDNESDAY, 31 May 1972

25X1A

0900-1040 Individual Student Presentations

1045-1245 "The U.S. in a Changing World Economy"

Edward Allen
Deputy Assistant
Secretary of Commerce

25X1A

Lunch

1330-1430 "The Management Advisory Group (MAG)"

1445-1545 "New Powers and Influences in the Pacific"

1600-1700 "Nixon and China"

Dinner

1930-2130 Informal Discussion (Art Room)

Stanley Karnow
Columnist,
Washington Post

Stanley Karnow

25X1A

25X1A

S E C R E T

S E C R E T

THURSDAY, 1 June 1972

25X1A

0800-1015 Individual Student Presentations

1030-1145 "The Middle East Situation"

[REDACTED]
Member, Board of
National Estimates

25X1A

Lunch

25X1A

1230-1330 "The Office of Computer Services"

Jehn Jans [REDACTED]
EO/O ~~Director~~ of Computer
Services

1345-1445 "Realities of Equal Employment
Opportunities in CIA"

William Bavis
Director, Equal
Employment Oppor-
tunity, CIA

25X1A

1500-1700 "Changes in Intelligence
Community Controls"

[REDACTED]
Dep. Chief, Community
Comptroller Group,
Intelligence Community

Dinner

1930-2130 Informal Discussion
[REDACTED] Lounge)


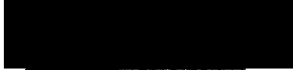




Colonel L. K. White
Former Executive
Director-Comptroller,
Central Intelligence
Agency

25X1A

S E C R E T

S E C R E T

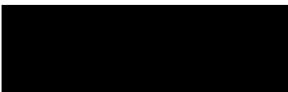
FRIDAY, 2 June 1972

			25X1A
	0830-0930	"Developments in Technical Communications"	 25X1A
	0945-1000		
	0930-1015	Demonstration of Communications Equipment	
25X1A	1015-1045-	Bus to 	
	1000-1015		
25X1A	1045-1215-	Briefing and Tour of 	 25X1A
	1030-1230		Laboratory
25X1A	1215-1245-	Return to 	
	1230-1245	Lunch	
	1330-1445	"The Support Services"	<u>John Coffey</u> Deputy Director for Support

S E C R E T

S E C R E T


THURSDAY, 8 June 1972
(Room 1 A 07, Headquarters)

0830-0945	Tours: Communications Center and FMSAC Operations Center		
1000-1200	"International Narcotics Control"	<u>Walter C. Minnick</u> Staff Coordinator for Cabinet Committee on International Narcotics Control	
	Lunch		
1330-1500	"Current Problems Facing the U.S. -- Government in Latin America"	The Honorable -- Charles A. Meyer Assistant Secretary of State for Inter- American Affairs	
1515-1700	Course Review		25X1A

S E C R E T

S E C R E T

FRIDAY, 9 June 1972
(Headquarters)

0830-0945	Administration Time Critiques for Phase III (Room 1 A 07)	
1000-1145	"President Nixon's Use of PFIAB" (USIB Conference Room)	<u>Admiral George W. Anderson, Jr.</u> Chairman, President's Foreign Intelligence Advisory Board
	Lunch	
1330-1430	Overall Critique (Room 1 A 07)	
1445	Informal Remarks (USIB Conference Room)	<u>Richard Helms</u> Director of Central Intelligence
	Award of Certificates	 <u>Hugh Cunningham</u> Dep. Director of Training
	Completion of Overall Critique	

25X1A

S E C R E T

FIELD TRIP SCHEDULES FOR MC No. 32

SUNDAY, 21 May 1972

1215	EDT	Convene at Headquarters (SW Entrance)
1230	EDT	Special Bus Leaves Headquarters for Andrews AFB
1315-1615	EDT	Flight from Andrews AFB to Patrick AFB, Florida

MONDAY, 22 May 1972

0800-1500	EDT	Briefings and Tour at NASA, Cape Kennedy
1530-1830	EDT	Flight from Patrick AFB to Andrews AFB
1845-1900	EDT	Bus to Headquarters

SUNDAY, 4 June 1972

1215	EDT	Convene at Headquarters (SW Entrance)
1230	EDT	Special Bus Leaves Headquarters for Andrews AFB
1315 EDT - 1530 CDT		Flight from Andrews AFB to Offutt AFB, Nebraska

MONDAY, 5 June 1972

0800-1600	CDT	Briefings and Tour at SAC Headquarters
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TUESDAY, 6 June 1972

0800-1000	CDT	Flight from Offutt AFB to Minot AFB, North Dakota
1030-1630	CDT	Briefings and Tours Minuteman Site

WEDNESDAY, 7 June 1972

0900-1500	EDT	
0800-1100	GDT	Briefings and Tours Safeguard Site
1300-1900	GDT	Flight from Minot AFB to Andrews AFB
1915-2000	EDT	Special Bus to Headquarters
1515-1600		

The above FIELD TRIP SCHEDULES are subject to confirmation during the week prior to the Field Trip flight.

25X1A

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