

Midcareer Course No. 39

27 January - 1 March 1974

Course Report

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Course 39 was the first Midcareer in a long time which did not open with the Managerial Grid. We devised a set of team exercises to use during the first two days as an "ice breaker." The class actually jelled into a cohesive group during the introductions session the first Sunday evening at [REDACTED]. The team exercises reinforced this cohesion and the result was an extremely lively and inquisitive group which retained its good humor and "togetherness" throughout the entire five weeks. The Course was divided into three phases, covering the Agency, the Intelligence Community, and World Affairs respectively. All three were generally successful; however, the Community phase of only three days produced an inordinately wide disparity in speaker quality. The World Affairs phase was probably the most successful, partially due to a few new speakers and topics, and despite cancellation of part of the field trip due to weather. The class agreed that the course met both the formal stated objectives and the members' personal objectives.

Statistics

The class was composed of 30 members--10 from the DDO, 7 from the DDI, 7 from the DDM&S, and 6 from the DDS&T. The average grade was 12.8, with 9-12's, 18-13's, and 3-14's. The average age was 36.2 years, with a range of 28-43 years. The average length of service in the Agency was 9.9 years, with a range of 2 to 17 years. These averages for age and length of service were the lowest ever for a Midcareer class, breaking the records set by Class 38.

Major Changes

As noted above, we devised a set of team exercises to open the Course in place of the Grid. The first morning was devoted to identifying major obstacles facing Midcareerists and proposing solutions. The class was divided into six teams

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of five members each--based on Directorate, age, and grade similar to the way Grid teams have been constituted--to identify the obstacles. These were reported back and six different teams worked on proposed solutions to these obstacles. The entire class discussed this work after lunch. The second morning was devoted to major Agency problems, with two different sets of six teams identifying the problems and proposing solutions. This mechanism afforded an opportunity for a great deal of interaction among the class members and a survey of each team in action during these two days revealed that all members were participating actively. This interaction, once started and solidified by the team activities, continued throughout the entire course.

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The last day at [redacted] was devoted to a morning visit to the NASA Research Center at Langley. Bad weather and a very crowded schedule lessened the effectiveness of this visit but it was still generally interesting and informative. A full day in the middle of the week would be better and would provide a good break during the second week at [redacted]

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A panel on new analytical methodologies was added to Phase I for the first time. This panel was moderately successful, and at least exposed the class to some of the new approaches to solving intelligence problems.

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For this course, we planned a reception for the class with spouses and had [redacted] address the group. The class was unanimous in its enjoyment of the session, and several members expressed appreciation for including the spouses.

New speakers in Phases II and III of Course 39 included J. Foster Collins from Treasury, Cdr. Lionel Olmer from PFIAB, [redacted] on World Problems to open Phase III,

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from the [redacted] Alan Romberg from State on China, [redacted] from OER

on intelligence and the energy problem, [redacted] State on population problems, and Dr. Grant Gross from the [redacted] on the world oceans. With the

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notable exceptions of Messrs. [redacted] most of these speakers were well-received by the class.

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Problems

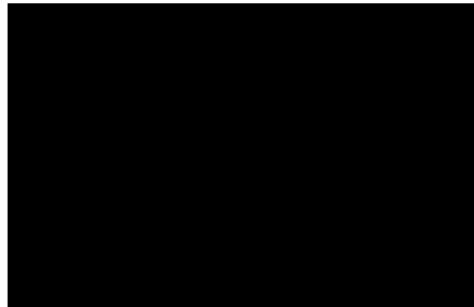
The one major problem encountered was cancellation of the field trip to the Gulf Research Center in Pittsburgh due to weather. This is one problem which is almost insoluble, but it did give us an opportunity to let the class visit the terminal areas in OTR and actually have some hands-on time with the computers. This kind of activity is useful for the class and, if possible, should be planned on a contingency basis in the event of future trip cancellations.

One other problem which surfaced was the scheduling of Deputy Directors or Associate Deputy Directors at the same evening sessions with several of their Office or Division Chiefs. The class found that the DD or ADD tended to dominate the evening sessions and their subordinates felt inhibited from a frank exchange with the class. We will make every effort in future runnings to avoid this situation.

Summary of Class Reaction

The members of Course 39 were unanimous in their overall praise for the Course. Such comments as "one of the real bright spots of my 13+ year career," "a fantastic education," "a mind stretcher," "invaluable," and "The whole of the Course adds up to more than the sum of its parts" were prevalent throughout the class evaluations. A number of the class members commented on the poor quality of some of the speakers in Phase II, particularly those from State/INR and NSA. Others agreed but added that it was also valuable exposure to the thinking of these organizations. While we attempt to get the best speakers from every organization, scheduling problems and substitutions often prevent this. We believe that exposure to varied points of view of other senior officials is often valuable for the class even if the speakers themselves do not always make a totally favorable impression.

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Summary Evaluation

Midcareer Course 39

Phase I -- The functions, relationships, and problems of a wide variety of Agency components.

Comments of DDO members:

Probably the most successful phase of the course was the breaking down of barriers between Directorates. The course was best in reviewing the internal situation, and the speakers were the most frank.

Our new/renewed awareness of the problems, needs and capabilities of other Agency components should prove to be the most valuable net gain from this course over the long term.

In general, the functions, relationships and problems of the Agency components was well developed and revealing. More emphasis on the problem aspects might result in future classes dealing with those aspects while [REDACTED] where the most valuable intercourse among class members undoubtedly took place. STATINTL

Ask speakers to address issues and problems as opposed to organization and history!

Previous orientation courses I have taken generally focused on one directorate or component. The broad across-directorate attention in this course was very enlightening.

The course was very useful in explaining the functions and relationships of the various components, their problems and the various attempts being made to solve them. I found that people related problems are common to all components and that bringing people together from these components greatly enhances understanding and destroys popular myths.

People who are going to tell it as it is--need to know what the is is. They also need to know how to speak. The first point presumes a reasonably senior component position and a degree of credibility within that component. Selection of 14's and 15's as speakers should be attempted. I realize the difficulty but it should still be striven for.

By and large excellent--very valuable for cross-fertilization of ideas.

Comments of DDI members:

Proving my inherently parochial view, I enjoyed this most. The class interchange and exchange of views was most lively during this section because it touched us where we really live. The interaction of people that really ~~really~~ made this course so valuable was in essence stimulated by our intense concerns with the state of the Agency and the obvious commonality of our problems. The program of speakers and discussion was excellent.

I don't think much change is required here, other than the avoidance of boss-worker relationships on the same panels. You already have the evaluations of individual speakers, which should serve as some guide to future selection.

I found this block to be the most valuable portion of the course. Much of this was a simple learning process of how well other components advance the Agency's job. I would, however, suggest that the futurist section come at the end of this block rather than at the start.

Most of the value in this category was presented through the IP's and the informal sessions around the bar in the student activities building. If I may ramble without regard to the enumeration below: one of the greatest benefits of the MCC is the opportunity one receives to leave his ostrich or parochial view of the intelligence world and see (a) where one does or doesn't fit in; (b) that there are other people doing as important--if not more important--jobs in intelligence; (c) how one's own job should change or take on a new slant; (d) that DDO's do, in fact, appreciate the problems of other directorates and vice versa. Looking over my notes, I see little tidbits of information culled from classmates that are more valuable/eye opening than what certain formal lectures presented. I think of one student's saying that practically everyone gets "S's" on fitness reports. SHOCK! I work in an office where "S's" are allowed only if you can walk on water. Won't the "troops back home" be interested in hearing this?! Certain aspects of the MCC prove to be a review for some students and for others--all new. In any case, any forward looking professional should have the opportunity to take this course. What I found particularly impressive was the timeliness/currency of the course. Topics were chosen obviously with careful forethought. (Is that a word?) What is even more impressive is the divergence of views on current problems held by people who are supposed to be "in the know."

Comments of DDI members: (cont.)

The Midcareer course is a MIND STRETCHER, a unique opportunity to talk, look and listen and most important --to learn. If one doesn't take advantage of this opportunity once the course is underway, one is missing the chance of a lifetime. I am happy for the chance to have met my counterparts or classmates, but I am more happy for the chance to have heard their off the record comments and war stories. One result of this course-- and I see now that I am not alone in this regard--is that one gets "itchy pants" about one's career. I thought I liked my present assignment and I suppose I do, but this course has told me it's time to leave my secure little world, move on, and look for new challenges. Whether possible or not, this may ultimately be the greatest benefit of MCC!

I. Very good wrap up of the Agency components. Hope that you switch around in both offices invited and speakers from the same offices. I imagine this will follow because of the six courses a year.

As a starter and basis from which to begin, this phase is essential at the beginning of the course. The opportunity to initiate the course at the farm is necessary primarily for group interaction.

X By and large--good speakers. Would prefer to have them talk about their management philosophy, problems, plans rather than organizational structure, history.

Comments of DDS&T members:

STATINTL The course served as a broadening aspect for me personally. Also it provided us with the opportunity to discuss with candor mutual problems and changes that affect the day-to-day operations of our respective organization. Furthermore, the evening sessions at [REDACTED] established a neutral ground so that the many problems that confront mid-level managers are able to be discussed freely and openly with the senior level managers of the Agency. I feel that I now understand better the process and functions of other components within the Agency and their needs. Prior to this course I had only a very brief understanding and knowledge of the Agency's overall collection efforts in both foreign and covert collection

Comments of DDS&T members: (cont.)

efforts. This course and the exchange of information by staff members of other components permitted the trace and flow of the various efforts underway and the analytical methodology used. This part of the course was the strongest and received my strictest attention and interest.

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The first two days at [REDACTED] should remain on the schedule to "break the ice." There are just some speakers or topics that are uninteresting but even though dull the knowledge about the CIA component is necessary. In general Phase I was good.

Overall very well done. The atmosphere, selection of speakers and topics within realistic limits was satisfactory and for a "relative newcomer" was informative and interesting. In a number of cases very different views of certain components now exist as compared with previous impressions.

This function is the most important in terms of Agency objectives of the Midcareer course. It was accomplished with a few exceptions very well. [REDACTED] were unwilling to talk "on the level" and address Agency problems.

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This was the most beneficial--especially the opportunity to talk openly with senior Agency management. The IP's were also very informative. Suggest professional OTR briefings on organization, and have guest speakers confine themselves to substance.

I am not sure I could improve the course in any sense. I might only suggest that maybe we could find a way to speed up or otherwise reduce the time devoted to the team exercises in the beginning although there certainly is some advantage in each class observing itself discovering the same problems each time and observing the difficulty of alternatives. There is also the aspect of using the exercises to "cut the ice." It's a value judgment: I believe I would prefer more lectures to those exercises, perhaps a lecture summarizing earlier findings and discussion among (say) two halves of the class. Perhaps it could be fashioned around a debate format. Otherwise: The content and organization of the course are nearly optimum in my view. Most valuable and useful were the "mind stretching" and broadening aspects and topics as opposed to the rather focused topics such as PFIAB etc. Current topics were especially interesting. Perhaps 1/2 as many IP's, let the class choose which ones they want to hear with guidance from instructors. Many thanks to instructors for putting together such a good course.

Comments of DDM&S members:

This was my first exposure to Agency wide problems or organization. Course was especially beneficial particularly in view of recent Agency reorganizations and policy.

Well done. Imaginative and flexible opening exercise which introduced class to one another and set the stage for future question-discussions. Eliminate security presentation at Langley (interesting but not pertinent to course). Move student presentations scheduled for Sunday night into Security bloc so students do not have to return Sunday afternoon. Replace Langley with Norfolk which came during Phase III. Go to Norfolk on a Wednesday-- not Friday. Give [REDACTED] additional time during Phase II or III to let us get acquainted with hardware.

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I am more willing to accept the Agency as it is presently constituted. I do not feel however that speakers were unwilling (in general) to admit that rivalries exist nor for that matter were we willing to raise the question. I think the handling of functions/relationships made me a realist.

It is evident that a clear definition is needed of the Agency mission, and an explanation made of the individual component contribution to the achievement of that mission. The decisions were made many years ago that there should be a DDO, but what is the value of the information achieved in this manner vis-a-vis technical means, for example, in achieving the Agency's mission. Standards of measurement should be found, and alternative methods considered.

Some areas could have been covered better--DDM&S but apart from that I feel I have a better understanding of the Agency problems and component relationships. The talks with the various Directors and their deputies was a highlight of the course.

Need frank discussions on various problems within various components and how each is seeking a solution. This phase should not permit an E.O.D. type briefing, but an honest, candid approach in real life, real-time problems that exist in each of the components.

Feel that our class covered this category to the fullest extent possible. The speakers from each component and our interaction with them, especially at [REDACTED] were extremely beneficial.

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Phase II -- The Intelligence Community as a whole and its member agencies.

Comments of DDO members:

The weakest part of the course. State, NSA, DIA, DEA--all left much to be desired. Too much propaganda.

Most informative--although a bit more care might be given to choice of some speakers--e.g. [REDACTED]

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This phase of the course was also thoughtfully arranged but some of the outside speakers will hopefully be changed. Also, although not a direct part of the Intelligence Community, it might be worthwhile to include someone from the Department of Commerce for the "economic" portion.

X Ask speakers to address issues and problems as opposed to organization and history!

Again, my previous attention was upon only two member agencies of the Intelligence Community. My perspective was broadened considerably.

I learned less about the community as a whole than I think I should have, possibly because of the poor quality of presentations which turned me off. I would hope that future courses could fare better. Perhaps, rather than asking specific individuals, as in NSA for example, we could go to NSA liaison contact and outline our needs and ask them to send their selection. Perhaps we might get a better speaker.

Should, repeat, should be able to get stronger<sup>a</sup> speakers here. Maybe they don't exist.

Good for reason cited above, but more spotty in presentation. (By and large excellent--very valuable for cross-fertilization of ideas.)

Comments of DDI members:

Weakest part except for NSC speaker. I realize the need for the subject matter, but found myself either bored to stupefaction or hostile toward most of the speakers. Surely it is possible to find honest and interesting speakers at State and NSA even if we do have to dig them out of the woodwork. Some, such as NSA, were downright counterproductive.

Comments of DDI members: (cont.)

If possible, it would be of value to get members of the Community together with CIA reps in similar fields in the "Forum" at [REDACTED] for example, would be a hell of a panel to talk about military studies in the Community. Get an MBFR presentation to complement SALT. And look around carefully for speakers.

This was a portion of lesser value. Perhaps there is little way to increase the interest without going into greater detail. Speaker performance might be improved however. NSA, in particular, deserves a better show.

Excellent part except in a couple of notable cases. [REDACTED] were extremely candid and interesting.

Essential to understand, or establish individual impression, of where we fit and relate within the Community which we so often talk about.

Some of the speakers very weak and/or unwilling to speak frankly--some of talks were no more than sales talks. Some, e.g. NSC speaker, were outstanding.

Comments of DDS&T members:

I was impressed with only a very few speakers from these organizations. Some attempted to promote their respective organizations efforts rather than revealing both the strengths and weaknesses of their groups. However, there were a number of strong individuals who brought to focus the major problems confronting the Intelligence Community at large. I would like to point out the speaker from the NSC, Lt. Col. Stukel; the IC Staff and [REDACTED] from NPIC and [REDACTED] from the FIAB. These men were all superior speakers and should be invited to speak again to future classes.

This phase dragged the most. A few good speakers saved the day. This portion requires a few more good speakers or perhaps topics.

Though not necessarily the fault of those who selected the speakers, these presentations were less than objective to say the least and in several cases begged disagreement. If this result is typical perhaps a better way can be found to present this phase.

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Phase II

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Comments of DDS&T members: (cont.)

Although this was informative and is essential for an officer to function in the Agency there was an extreme lack of frank interchange with speakers from other Agencies. Solutions?

This was the worst because of obvious hostility of guest speakers--suggest that Phase II be either reduced to a few OTR presentations or better effort made to get more substance into the talks and better speakers.

Comments of DDM&S members:

The role of the entire Community is vital for us as Agency people to function as a chief intelligence agency. Even though some individual speakers were less than expected, this entire phase of the course is an essential ingredient.

While speaking abilities varied greatly, subject matter was well selected and covered. Interesting that some of the speakers were so stereotyped to their agencies (FBI-DIA-NSA). This is good--I wouldn't stay away from a speaker because he does not give an agency style or viewpoint briefing.

Well covered--CIA comes out as first among equals and should be prepared to admit as much. I think NSA came off very badly and perhaps should--as DIA and State --have a second speaker--from NSA or the agency to represent them. No complaint here.

The above applies as well to the Intelligence Community. Thoughts should be given as to their role and contribution to the security and advancement of US interest.

To a person whose knowledge of this area was very limited this part of the course was very stimulating. Even the speakers who were not too good conveyed something.

Let's approach this one--or direct the presentations along lines of what is the Agency doing, right and wrong, how can it better serve the community, new fields of endeavor, etc., and finally what is its impact in US and world affairs. Let's get some feedback on what we are doing.

Comments of DDM&S members: (cont.)

Some of the speakers were outstanding and some were duds. With the exception of [REDACTED] State's and the enforcement agencies' speakers were disappointing. This fact itself was a valuable insight into the Intelligence Community.

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Phase III -- Major developments and trends in World Affairs impinging on intelligence.

Comments of DDO members:

Strongest when hard, definable targets were discussed--USSR, China. Weaker in looking at economic intelligence, terrorism, population, energy.

Well balanced overview vis-a-vis subject matter.

Quite interesting and, in general, also very well done--including the unlikely but, in my opinion, fascinating and well-received "Ocean" briefing. Another mind-stretcher or two, such as [redacted] should replace other less relevant talks ([redacted], e.g.) and it would be highly interesting to place together a [redacted] particularly at [redacted] or in a similarly informal setting.

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Phase III

More outside speakers from the academic and research sector would be both broadening and stimulating.

This was probably the most interesting aspect of all, perhaps because of its extreme relevance to the situation today.

This section of the course was, by and large, extremely interesting. It served well to expand upon what was just beginning to be a realization of the rapidly expanding diversity of requirements upon the Intelligence Community.

Need a multi-national. Need some more relevant mind benders.

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Least interesting and valuable. [redacted] however, was first-rate.

Comments of DDI members:

Two notable low spots--terrorism and SALT--but otherwise a valuable exercise. I thought subject matter selection was excellent...topics such as population, energy and the ocean that are truly critical but all too often get overlooked in the day to day press of business.

Comments of DDI members: (cont)

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Give [redacted] some more time: he would be a great opener [redacted] along with [redacted], to start the class thinking beyond its horizon. Could you get a presentation from AEC to discuss nuclear power in the context of the energy crisis?

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Except for SALT and terrorism periods this was outstanding. One change which might be valuable is to combine the talks by [redacted] with questions, either here or in the section down at [redacted]

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Generally good, some speakers did not relate their talks to intelligence or suggest possible solutions which may be part of our capability, but I suppose we've got to supply that part.

Very interesting and enabled us to see where we are going (to some degree) and where our efforts fit into the picture as a whole.

Perhaps the best part of the course--would have liked to have some of the speakers at [redacted]

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Comments of DDS&T members:

I had mixed feelings regarding this phase. This was possibly the one of very high interest. The environment and world economic changes today are most important and certainly affect the policies and work of the Agency. Both my wife and I greatly enjoyed Jim [redacted] It was extremely thoughtful of OTR to include the wives for an evening of entertainment and general knowledge in this field. Different speakers or style on the presentations of [redacted] Energy, and World Terrorism is a must. I would suggest that the speakers make a 30-minute presentation and leave the remainder of time open for questions and answers. Kudos to [redacted] on "World Population Problems" and [redacted] on "The World Ocean." Carl Duckett's talk with this class was far and above the best by any of the Deputy Directors that we talked with.

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Comments of DDS&T members: (cont.)

This perhaps was the most interesting. I might suggest that one or more speakers from the academic community be included like [REDACTED]

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Topics were very well selected and most speakers did very well. Often towards the end of a course things get dull and interest wanes but to the credit of the directors of the course this did not happen and to the last session it was still lively.

Good but more speakers from outside intelligence needed to complement the intelligence view.

Overall very useful and informative--some of the speakers were very poor.

Comments of DDM&S members:

Very interesting but sometimes hard to relate to the role of intelligence in the conventional sense. However, this Phase of the course on the whole provided for especially good class stimulation.

The last week of the course was exceptional. We finished with a bang and really stretched. Inventing the Future was provocative and a good finishing note. Final team exercise objectives were vague. Our final paper did not hold together well. I suggest we use this hour to formulate questions for Gen. Walters only. Eliminate World Problems and [REDACTED] as subjects of discussion. Could we get a congressional staff member to talk to us about our role-image? How about a representative of the liberal press or some critic of the Agency?

I suggest again--that a representative from USAID be invited to discuss what is going on now and what is planned. Urge greater time be given to population/world economics/world banking.

Discussion of these areas, and problems, gives us the clue that we should re-think our role and channeling of our efforts in these areas.

Comments of DDM&S members: (cont.)

This was generally very good. Some rearranging of the courses could come about but the intent of the course was accomplished.

STATINTL

Excellent phase with great potential. Need more provocative speakers like [REDACTED] Need more exposure to opinions, ideas and new thoughts regarding the world trends. As trends are basically theoretical let's get thought provoking speakers.

The population and oceanographic speakers' presentations were outstanding.



Other Comments of DDM&S members:

Registration for the course could be done the first day of the course rather than having a couple days in between. This would better facilitate out-of-towners even though it's nice to have a free day at Headquarters. The whole of the course adds up to more than all its parts. Outstanding leadership provided by OTR personnel, Wes and Henry. The logistics of the course were well handled and ran smooth in my opinion.

Overall course management was excellent. The staff certainly must have felt the pinch from time to time keeping the course and speakers on track but the class never felt the drift.

My mind has been stretched, urge OTR to continue to strive to lower the age/grade of participants (12.4/35 next time). Press Office Directors or whoever--to clearly spell out the selection process for course participants--why they were chosen. Let's get around the 250 miles travel restriction, the criteria should be what is worth a visit rather than what can we go to see--however relevant--within 250 miles. Phase II was tops--far and away the best and had we revised the order, I suspect that DDO and DDM&S presentations would have received even more criticism. Agree with the present quota system--a good mix here from the various parts of Agency. One suggestion, have the second get together to review our first day problems on the last day of course.

One last thought--once a management decision is made, having considered all alternative courses of action, all managers should give their full support in the implementation of that decision. It is evident in the Agency that there is not this total support, i.e. many managers downgrading their efforts and speaking against the MBO management concept without giving it a chance to succeed.

I think my main reaction to the course has been the incentive and opportunity to begin to understand myself and my relation to the Agency. This beginning is important at this time in my career because the interest and enthusiasm I originally had for the Agency's goals was becoming less. I feel this course provoked and challenged my interest again and thus will make me a better employee. This was due not only to the content of the course but also to the people you came in contact with. After associating with 29 other "students"

Other Comments

Other Comments of DDM&S members: (cont.)

and hearing their goals and learning their perceptions, I believe my thoughts concerning my career with the Agency have been redefined and I hope clarified. In short introspection and extrospection was increased.

Suggest that speakers be chosen from the peer level of the class. It was my impression that the "younger" speakers frequently deviated or attempted to "tell-it-the-way-it-is." They also generally provided more opinions and/or thought provoking presentations. The class should be exposed to more stimulating instruction as well as routine briefings. Also suggest a portion of the course be directed to management techniques. Let's get into Systems Dynamics, models, etc. Most of us will be managers someday in one form or another, so we should get some exposure to "new" management techniques. Course program was good. Agree with the format of problem solving and phase approach. Let's get into problems on management techniques, within the Agency and the world. I agree we can't solve them within the five week time frame but we have the remaining half of our careers to at least think about them.

I found the whole course to be very illuminating. Found the sessions at [REDACTED] to be the heart of the course. The established camaraderie at these early sessions allowed more freedom of interaction at later sessions. The individual presentations were often better than the scheduled speakers. Sometimes the [REDACTED] sessions lasted too long (late). Would recommend an earlier closing (8 or 8:30 p.m.).

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Other Comments of DDS&T members:

I can truthfully state that this course has been the most rewarding and beneficial Agency training I have received to date. It was well organized and exceptionally managed. I would like to extend my appreciation and thanks to [REDACTED] for their interest and work to make this class especially relevant to me and the class as a whole.

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The course as a whole is well worthwhile. It was well administered, and candid talks and questions were encouraged. This has been the most beneficial course to me that OTR has about the Agency and the world in general. I would recommend it most highly to anyone considering it. I must also add that for the first time I appreciate the other components (especially DDO) and hopefully understand them.

It is obvious that everyone cannot have this opportunity; however expanding the number of classes will be worthwhile. The insight into overall Agency operation and the spirit of cooperation developed in this class cannot help but improve our individual and collective futures. Though not necessarily the fault of OTR it seems that some offices should be encouraged to prepare their people for the course by giving them a clearer picture of what an individual should obtain from the course in order to handle his responsibility more fully. Perhaps this is another result of the haphazard personnel management program but surely some guidance beyond the course description could be provided if, in fact, the selections are based upon an individuals' future potential. Initially it was surprising to find so many common problems with so many obvious solutions that seemingly had not been tried. By now it is clear that our upper level management has and is facing some of these problems. Through this course we now understand these problems more fully and have an opportunity to help solve them. The full value of the course for me, at least, may not be realized now or even next week or next month but there is no doubt that each one of us can do a better job because of it. Thanks for an enjoyable course!

From the DDS&T standpoint this course is invaluable because the professional does not have any other way to learn about the Agency and the Intelligence Community. I think a repeat of the individual presentations at the end of the course would allow a lot of people to unload some of the points they have been trying but unable to make.

Other Comments of DDS&T members: (cont.)

STATINTL The interaction with people from other offices and directorates may be over looked as a valuable part of this course. However, it probably represents the best vehicle for cross ventilating Agency problems and attitudes. The organization and logistics were as near perfect as nature (snow), technology (batteries) and human frailties (██████████ egomania) would allow. From a very personal point of view it was five weeks well spent and will allow me to be a greater asset to the Agency.

More attention should be paid to quality of speakers than to quantity. Some were so poor that I got nothing from the time spent. A lot of time was wasted on non-essential information (such as organization charts) and far too little time was devoted to real substance. The speakers from Academia (Said, the one on oceanography, Collins) were the most thought provoking. Conclusion general: (1) course is well worth the time spent--even the poorest presentation added to my own concepts and perspective of intelligence as a career. (2) The free interchange with senior Agency management was excellent--giving an opportunity to clarify many personal questions as well as reinforcing the positive aspects of the Agency. I doubt that such an interchange is possible anywhere else in Government. (3) Main criticism: too many bureaucrats for speakers--particularly in II and III--concentrate on working professionals and academic people not managers. (4) Staff is to be congratulated on establishing and maintaining a high degree of continuity throughout the course.

Other Comments of DDI members:

MCC 39 will always be a happy memory--much laughter, togetherness, and a good amount of brain stretching. We were our own best contribution in many respects--a willingness to talk openly, share experiences, and try to think about problems in a constructive fashion. The time at the Farm was perhaps too short--particularly since it is so much harder to create the free give and take that is developed there in a building as inhospitable as C of C.

STATINTL

If at all possible, extend the stay at [REDACTED] by a week, even if it has to be broken by full day trip to NASA and Norfolk. There was nothing to equal the kind of exchange at [REDACTED], nor the benefits of living together focused on the problems at hand, once we got back to D.C. I would like to add that this course has been thoroughly enjoyable and one of the most valuable experiences I have had in recent years in the Agency. Terms like "broadening" and "building perspective" are overused, but in fact, this has been a real accomplishment of the course. More important, though, are the benefits from the personal relationships we have established within the group. I feel though that we have built a basis for closer intra-Agency cooperation through the experience of getting to know one another as people. This, perhaps, is the most significant manifestation of "broadening." Thanks for the opportunity.

STATINTL

A few minor points: (1) As a rule, never have subordinates and their superiors in the same evening discussion session; (2) give NASA a full day; (3) stick with and be stricter with the allowance for question time. You might even go to 45 minutes and 45 minutes instead of the one hour and 30 minutes routine. Make a good solid contingency alternative to the field trip if the first has to be canceled. This could be in the Washington area but should involve non-classroom situations. A general observation: One thing which continues to amaze me is the amount of dedication and motivation of Agency personnel. I don't think that this is unique to the class members, but is general among employees. I sensed, however a bit of unconcern upon managers' part as to the value of this asset, and how to keep it. I don't think that it will automatically be the case that the CIA will always avoid the employee discontent you find in old line agencies such as HEW, State, and Commerce. Perhaps this should be a matter of a little emphasis somewhere down the line. Another: If it would be possible I think it would be valuable to have a problem of substance assigned to the class. The problem itself would not matter but the process of solution would be interesting. This would not be used--like the

Other Comments of DDI members: (cont.)

Managerial Grid--for an icebreaker, but as a simple, one day demonstration of how parts of the Agency work. As a substitute it would be valuable to present to the class a case history in which a problem was addressed by many elements in the Agency.

The admonition that "we've got to stay loose" was really not true. As could be seen on that Sunday of the aborted trip to Pittsburg we actually were very inflexible. Most of the speakers had been extremely well briefed on what type of information we were seeking. Getting off in mid-afternoon [REDACTED] was very beneficial as I believe we really couldn't have absorbed any more lectures than what we had.

STATINTL

The course as a whole was extremely valuable to gain an appreciation for various components, current Agency problems, interaction between peers, and for the inter-relationships within the community. As a whole we had many good topics and speakers which over-shadow those which were not so good. More should have this opportunity as will be realized through additional sessions per year. The final speaker was valuable in summing up much of what was presented during other phases of the course. He may not have realized it but in my mind, he summed up much without specifically touching on them.

Some of the more "mind-stretching" or thought provoking presentations, if given at the beginning of the course would have encouraged the class to see some issues in broader perspective, prevented some of the discussions from becoming too anecdotal, from getting bogged down in too much detail. Such presentations are also more likely to encourage thoughtful exchange among class members, with less telling of war stories. Two speakers in the morning, and two in the afternoon is too much! At the same time some of the speakers doled out their information so painfully slowly as to drive everyone to sleep. Some more class discussion of speakers seems desirable, as soon after the fact as possible, while the impressions are still fresh.

Other Comments of DDO members:

STATINTL A genuine highlight of the course came at the end, when [redacted] addressed us. It made me think that Midcareer (which I rank as one of the real bright spots of my 13+ year career) might be improved further by bringing in more substantive experts from the academic community and eliminating or limiting those canned, EOD-level speakers. [redacted] showed just how relevant, and enlightening academic types can be. In sum, this has been a great course in its totality, and the staff was first-class in making the course move along without imposing an overly-structured atmosphere or an artificial formalism. Again, this has been very informative, stimulating, challenging and pleasurable. Wish it were just beginning.

STATINTL Overall, course is a fantastic education which will serve us well throughout our careers. It would be extremely beneficial to Agency interests to make such a course available to individuals before they reach mid-career status--a condensed version (if need be, just the Phase I aspect; or perhaps emphasizing Phase I and touching on Phase II) could easily serve this purpose. It seems to me that the more of us who are aware of other Directorates--and extra-Agency--needs and capabilities, the better job we'll all be able to do--and the sooner more of us achieve this awareness, the better. [redacted] was fitting conclusion to course--left us with lot to think about and believe he generated considerable interest in his point of view--would suggest he be asked to address classes more frequently, perhaps for longer period of time. In light of restraints on field trips (distance limitations), might be worth considering travel to only one city or area--and spending the two-three days there--less costly for one thing.

I found the course, as a whole, a thoroughly interesting, rewarding and valuable experience. It should stand class members in good stead in their future activities. In fact, I found the course by far the best one--of any duration--that I have had the pleasure of attending; and I suspect that my feeling is in large part, due to the mature programming and careful selection of speakers (with notable, possibly unavoidable, exceptions). The operative words in this experience should continue to be open, candid, honest. Wherever such was not the case, the class reaction was very discernibly negative.

Other Comments of DDO members: (cont.)

Overall, the course was highly successful and rewarding. The field trips were an exception; if there continue to be distance limitations consideration might be given to eliminating the trips, although the fuel saved here can have no effect on the energy crisis and in the case of this class, was self-defeating. The initial team exercise substituted for the grid worked extremely well in this class to integrate and formulate inter-action. Some additional thought might be given this initial exercise to ensure success, since the results of the first one or two days will to a large extent determine the level of participation and cohesiveness of the group.

There were some excellent speakers and some terrible ones. On balance though, the subject matter was well presented and extremely interesting. I certainly feel broadened for the experience. Motivation? Time will tell, but I certainly feel we have a comparatively first-rate agency and believe this will be motivating in itself.

The two weeks at the Farm are extremely useful to bring the class together as a cohesive unit. I don't think this could be done any other way. As a comment on the course as a whole--regardless of whether selection for the course will help my career or not, I am appreciative of the opportunity to attend. It accomplished the purpose intended of extending my horizons and broadening my understanding of the Agency and its people, missions, and place in the community.

A great, great course. Superb. I will push it like hell in NE. It is axiomatic that when one has something excellent like this course one is tempted to say don't mess with it--leave it alone for godsake, and yet change has made it what it is. Conclusion: benign and informed hands should continue to do the molding. STATINTL

Suggestions for other speakers: (a) [REDACTED]  
(b) Legislative Counsel; (c) Staff member from one of Congressional oversight committees. All in all, the past five weeks have been rewarding, challenging and enjoyable, probably more so than any other experience I have had in the Agency. This is due in part, I am sure, to the excellent interaction which existed among the members of the course, but primarily because of the thoughtful manner in which the course was put together.



Other Comments of DDO members: (cont.)

Having provided comment on the Phases of the MCC via my earlier evaluations, I will confine myself to more general comment on the course as a whole and my own reactions. First, I would say that the course fulfilled the end I had personally projected for it--i.e. to give me an overview of the Agency, its current problems, and its role in the decision making process. Of particular value in this regard has been the opportunity of meeting and associating with people of other directorates with which I have had little contact in the course of my career. As I noted earlier, I was surprised from the first by the general homogeneity of view they represent. The view I have come to in the course of this exercise is that the Agency appears to be in a current state of flux. Largely deprived of its "Cold War" mission by circumstances outside of itself, it is now seeking new worlds to conquer. To some of the speakers this would seem to be pointing to a role of a research foundation--providing all answers to all questions. Others tend to resist any change. The answer, obviously must lie somewhere between. There are contributions which the Agency can make in new fields (e.g. economic intelligence), but it will be necessary to make a definite appraisal of what these contributions are to be. There are functions which must be continued--e.g. collection of political and military (strategic) intelligence. If, however, the broadest view is accepted, this will call for (possibly) completely new forms. In either case, I now believe that there is sufficient flexibility in the organization and its personnel to come up with a response.

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MIDCAREER COURSE

NO. 39

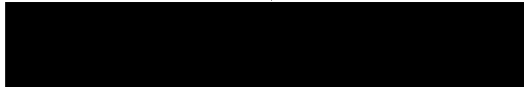
OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY

25X1A



and

Headquarters Area

Opening Day 23 January 1974

Phase I 27 January-13 February 1974

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MIDCAREER COURSE

25X1A

NO. 39

CHAIRMAN:

25X1A

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

CO-CHAIRMAN:

25X1A

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

TRAINING ASSISTANT:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of executive development as well as a forum for the exchange of views between senior managers from many components of CIA and Course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

The objectives of the Midcareer Course are:

1. To broaden your understanding of the Agency as a whole, the Directorates and components other than your own, and issues of current interest and concern to Agency members.
2. To increase your knowledge of other elements of the Intelligence Community.
3. To provide insight into national and international trends and developments that bear on U.S. foreign policy or impinge on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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MONDAY, 28 January 1974

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PHASE I--THE AGENCY

*We start with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent the first one-half of your careers in one Directorate, some in one office or division, and even a few in one branch, our intent in this phase is to open the Agency to your view and inspection, to broaden your perspectives of the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.*

0800-0850 Convene in Classroom 11 (CR-11)  
Course Administration

*Block I--Mutual Perceptions:  
The Agency and US*

*In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency itself. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of training in the Agency will be presented, as will a view of the impact of change on the organization. Finally, those officers primarily concerned with personnel matters will discuss their perceptions of the problems of people in the Agency.*

0900-1200 Team Exercise: Midcareerist Obstacles

*This team exercise is intended to bring our collective thought to bear on problems that we have all perceived at one time or another. We want to identify and clarify these obstacles, and to formulate or suggest ways of overcoming them. This exercise and its companion exercise, to be done tomorrow, should surface and bring into focus questions we all have about ourselves and the Agency which will never be very far from our minds as we go through this course for the entire five weeks.*

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MONDAY, 28 January 1974

25X1A

Lunch

25X1A

1300-1400 Discussion

Class and Staff

1415-1515 Varying Views of the Agency

Briefing Officer,  
OTR

*In order to discuss some of the problems facing the Agency, we need to know how we are organized, how we look to ourselves, and how others see us. Our speaker will briefly touch on the organization of the Agency, based on the chart in your kits, and discuss how we appear to various "outsiders."*

25X1A

1900-2100 Evening Session

Alfonso Rodriguez  
Director of  
Training

*The Director of Training is at your service this evening. He will speak briefly about the Office of Training and the types of training you can get under its auspices, and then field your questions on training, career development, and other related matters.*

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TUESDAY, 29 January 1974

25X1A

0800-1100 Team Exercise: Agency Problems

*This second-day team exercise is a companion-piece to yesterday's. This time we will focus upon what we perceive to be Agency problems--in substantive matters, in relations with the public, with Congress, with the White House, and with the Intelligence Community. As with Midcareerist Obstacles, we shall attempt to formulate or to suggest solutions to these problems. These questions we raise here today will be seen to be a thread running through almost all of the presentations we will hear from virtually all of our speakers.*

1110-1210 Discussion

Class and Staff

Lunch

1315-1400 Film: "Future Shock"  
(Theater)

25X1A

<sup>20</sup>  
1415-1515 The Challenge of Change to CIA

Chief, Information  
Science Training  
Staff, OTR

*We are all aware that changes are occurring in the Agency and the world around us. Our speaker will argue that the source and driving force behind these changes is science and technology, and these changes will pose a strong challenge to us as an agency. He will describe some of these changes, look at what additional things are coming down the pike, and relate them to our activities.*

Dinner

25X1A

<sup>30</sup>  
1900-2100 Evening Session -

*During this informal session you will have an opportunity to ask questions of today's speaker.*

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WEDNESDAY, 30 January 1974

25X1A

0830-0930 Individual Presentations

0945-1045 The Management and Services Directorate

John Blake  
Associate Deputy  
Director for  
Management and  
Services

*We will consider today those aspects of Agency activities which involve personnel matters. Our first speaker will present an overview of his Directorate, emphasizing those offices, particularly the Office of Personnel, which directly affect all of you as Agency employees.*

25X1A

10 20  
1100-1200 Security in the Agency Today

Deputy Director of Security  
*Chief, Op. OS*

*The problem of keeping classified information secure at Headquarters and overseas is becoming increasingly complex. Here in the US leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by more sophisticated opposition. The Deputy Director of the Office of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.*

Lunch

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25X1A

WEDNESDAY, 30 January 1974

1330-1430

Equal Employment Opportunity  
in the Agency

Thomas W. Holmes  
Director of  
Equal Employment  
Opportunity  
Programs

*The Director of Central Intelligence is firmly committed to achieving equal employment opportunity (EEO) for all CIA employees regardless of race, color, religion, sex, or national origin. The Director, EEO will first present the Agency's past record for hiring minority group members and women, compare that record with that in another similar agency, and then cover the Agency's 1974 Affirmative Action EEO Plan. In this discussion he will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency supervisors have in fulfilling the Plan. He hopes to solicit the views of the class on each of the action items within the Plan.*

Dinner

25X1A

25X1A

1900-2100

Evening Session

John Blake

Thomas W. Holmes

25X1A

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THURSDAY, 31 January 1974

25X1A

0830-0930 Discussion

Class and Staff

<sup>55-1130</sup>  
~~0945-1045~~ Individual Presentations

*Block II--Collection and Processing*

*Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other. The role requirements play in the collection will also be described.*

~~1300-1400~~

~~1100-1200~~ The Soviet Union

*Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains an important rival of the US. A representative of the Soviet Bloc Division will describe to you the collection activities and targets, and he will give his views of the problems and prospects for recruitment of Soviet citizens during the decade of the Seventies.*

~~Chief, East Asia  
Operations Branch,  
Soviet Bloc  
Division~~

*Chief, Ops Services  
Group, SB*

25X1A

Lunch

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25X1A

THURSDAY, 31 January 1974

[REDACTED]

1415-1515  
~~1330-1430~~

China

25X1A

[REDACTED]

Chief, Operations  
Coordination Branch,

[REDACTED]

25X1A

An officer from DDO's [REDACTED] tions will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the President's visit to the mainland-- and indicate the level of the DDO collection effort against the PRC.

25X1A

Dinner

25X1A

1900-2100 Evening Session -

[REDACTED]

Associate Deputy  
Director for  
Operations

[REDACTED]

25X1A

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25X1A

FRIDAY, 1 February 1974

~~0800-0830~~ 0845-0945 1000-1200  
Discussion Individual Presentations Field Station Activities  
Class and Staff  
25X1A

*How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and CA activities and how it interacts with headquarters are some of the questions which will be considered by the speaker. He will*

Chief, Western Hemisphere Division

25X1C

Lunch  
1300 ETD

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SUNDAY, 3 February 1974

25X1A

1200-1930 Arrive [REDACTED]

25X1A

1630-1730 Mess Hall open for Dinner

1730 [REDACTED]

1930-2130 Individual Presentations- [REDACTED]

25X1A

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25X1A

MONDAY, 4 February 1974

0800-0830 Discussion Class and Staff

0830-0930 Individual Presentations

094

25X1A

1100-1200 Division D Operations

Deputy Chief,  
Division D

25X1A

*The speaker will outline in broad form the functions and capabilities of Division D in the field of SIGINT collection. He will focus particular attention on the problems of utilizing third-party sources, covert intercept and clandestine procurement of codes and ciphers.*

Lunch

1300-1330 Individual Presentation

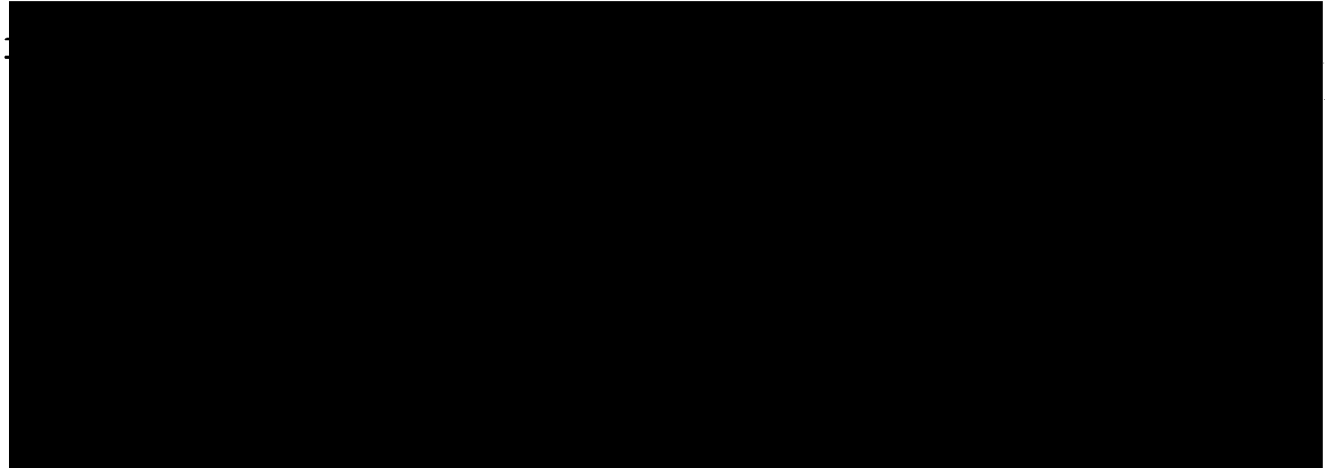
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MONDAY, 4 February 1974

25X1A

STATSPEC



1800 Dinner - Base Club

1930-2130 Technology and Intelligence

*The Deputy Director for Science and Technology will pull it all together, focusing on the whole of his Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work.*

~~Carl Duckett  
Deputy Director  
for Science and  
Technology~~



25X1A

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25X1A

TUESDAY, 5 February 1974

0800-0830 Discussion

Class and Staff

0840-0940 Panel Discussion

25X1A

4 Class Members

~~0945-1025~~

~~DDST~~

~~0945-1115~~

The Office of Development  
and Engineering (Arena B)

Les Dirks

25X1A

*Rep.* Director of  
Development and  
Engineering

*The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.*

~~1130-1200 Individual Presentation~~

Lunch

1300-1400 ELINT Activities

James Hirsch  
Director of  
ELINT

*What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.*

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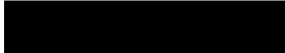
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TUESDAY, 5 February 1974

25X1A



25X1A



1415-1515 The Office of Research and Development

*Dep.* ~~Sayre Stevens~~  
Director of  
Research and  
Development

*This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.*

Dinner

25X1A

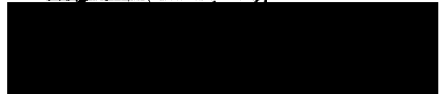
25X1A



1900-2100 Evening Session -



~~Les Dirks~~  
~~James Hirsch~~  
~~Sayre Stevens~~



25X1A

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25X1A

WEDNESDAY, 6 February 1974

0800-0830 Discussion Class and Staff  
0840-0940 Individual Presentations

*Block III--Intelligence Production*

*The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--scientific, military, economic and political. Attention will also be given to the requirement process.*

0945-1045 The Office of Scientific Intelligence

*Karl Weber*  
*Dep.* Director of Scientific Intelligence

25X1A

*The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of OSI will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.*

1100-1200 The Office of Weapons Intelligence

*David Brandwein*  
Director of Weapons Intelligence

*The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. The Director of OWI will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information, to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.*

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25X1A

WEDNESDAY, 6 February 1974

Lunch

1300-1330 Individual Presentation

1345-1445 The Agency's Responsibility  
in Strategic Research

Hank Knoche  
Director of  
Strategic Research

*The speaker will progress from a broad definition of "strategic intelligence" to a specific consideration of OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will discuss a number of topics, including the following: current research priorities and the effect on these priorities of recent international developments such as arms regulation and improved relations with the USSR and China; the major inputs into OSR's product; and its role in producing national intelligence estimates and net assessments.*

25X1A

Dinner

25X1A

1900-2100 Evening Session -

~~Karl Weber~~  
David Brandwein  
Hank Knoche  
and  
John Hicks  
Director, National  
Photographic  
Interpretation  
Center

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25X1A

THURSDAY, 7 February 1974

0800-0830 Discussion Class and Staff

0840-0940 Individual Presentations

0945-1045 New Emphasis on Economic Research Maurice Ernst  
Director of Economic Research

*The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.*

1100-1200 The Office of Political Research Ramsey Forbush  
Director, Political Research

*This new office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence about which we will hear more later today. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.*

Lunch

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25X1A

THURSDAY, 7 February 1974

1330-1430 The Agency's Role in  
Current Intelligence

Richard Lehman  
Director of  
Current Intel-  
ligence

*One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.*

1445-1515 Individual Presentation

Dinner

25X1A

1900-2100 Evening Session -

Maurice Ernst  
Ramsey Forbush  
Richard Lehman

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FRIDAY, 8 February 1974  
(Field Trip)

We now take a break from our routine and travel to Hampton for the morning. We will visit NASA's Langley Research Center and learn of the work carried on here in the area of aeronautical and space research. You will have an opportunity to see some of the research facilities and be briefed on their current activities. A detailed schedule for the day will be provided later.

Depart by bus for Hampton  
(Assemble in front of Mess Hall)

-1300

Briefings and Tour of  
Langley Research Center

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MONDAY, 11 February 1974  
(Room 916, Chamber of Commerce Building)


*Block IV--Supporting Our Intelligence Tasks*

*Intelligence collection and production require a variety of support mechanisms. You will hear first about some of the new approaches to analytic methodology being undertaken to help the producers. We will then consider the comptroller function, Agency communications, and visit the office which has primary responsibility for supplying technical hardware for operational use.*

0900-0950 Meeting Consumer Needs

*As the needs of our consumers for analytic products change, we must be prepared to develop and use new and different methodologies. Our speaker will describe the techniques now in use throughout the Community and why they have or have not been successful.*


25X1A

  
Office of Current Intelligence

<sup>1115</sup>  
~~1000-1050~~ Developing New Analytical Methodologies

*You have heard previously that ORD is the Office which pushes science and technology to the utmost. Our speaker will discuss his Center activities in developing "far out" methodologies for use in the future and their potential applications.*

25X1A

  
Chief, Center for the Development of Analytical Methodology, ORD

<sup>20 45</sup>  
~~1100-1130~~ Panel

25X1A

<sup>45</sup>  
~~1130-1200~~ Course Administration  
Lunch

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MONDAY, 11 February 1974  
(Room 916, Chamber of Commerce Building)

1315-1345 Individual Presentation

~~1400-1615~~  
1530

The Role of the Office of  
the Comptroller in Budgeting,  
Management and Planning

25X1A

Office of the  
Comptroller

*You have heard that the Agency and each one of us is expected to "do more with less." Our speakers will explain what the resource picture is now and what tighter resources will mean to the Agency as a whole. They will discuss the Agency budgeting processes--what they are now and how they operate--and discuss current planning, budgetary and management practices.*

*1540-1610 Individual Presentation*

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TUESDAY, 12 February 1974  
(Headquarters, Room 1 E 78)

0815-0845 Discussion Class and Staff  
25X1A  
0900-1030 Developments in Agency  
Communications [REDACTED]  
Director of  
Communications

*Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.*

25X1A 1045-1215 Tours: Operations Center and [REDACTED] 25X1A  
[REDACTED] The class will be split into two groups, one visiting the CIA Operations Center (Room 7 F 33) and the other, after introductory remarks in Room 1 E 78, will tour [REDACTED]

Lunch

25X1A 1330-1500 Tours Continued. The group which toured the Operations Center this morning will switch with the group which visited [REDACTED]

1515 Management and Services  
Directorate Harold Brownman  
Deputy Director  
for Management  
and Services

*You have now seen and heard from several of the Offices in the DD/M&S. The Deputy Director will take a longer view of the Directorate's role in the Agency. He will discuss its management responsibility in a period of shrinking resources and constraints on the services the Directorate provides the Agency and its people.*

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WEDNESDAY, 13 February 1974  
(Local Field Trip and Headquarters)

0745 Carpools assemble at far end of Lanes E-F,  
West Parking Lot

0800 Depart Headquarters

25X1A

0900-1000 Technical Services in  
Support of Operations

Deputy Director  
of Technical  
Services

*The Office of Technical Services primarily provides technical support to operations of the DDO. You will have an overview of these activities and then tour OTS facilities to learn of the kinds of equipment and support which the Office can supply.*

1000-1130 Briefings and Tours of  
Laboratory

OTS Staff

Buffet Lunch

1230-1430 Briefings and Tours Continued

OTS Staff

25X1A

1445-1515 Questions and Answers

1530 Carpools depart for Headquarters

1700 The Directorate for Intel-  
ligence (DCI Conference Room,  
7 D 64 Headquarters)

Edward Proctor  
Deputy Director  
for Intelligence

*In an informal session, the Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.*

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MIDCAREER COURSE

NO. 39

PHASE II

THE INTELLIGENCE COMMUNITY

Chamber of Commerce Building  
14-19 February 1974

PHASE III

WORLD AFFAIRS

Chamber of Commerce Building  
20-22 February 1974  
and  
27 February - 1 March 1974

Field Trip  
24-26 February 1974

PHASE II & III

14 February - 1 March 1974

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MIDCAREER COURSE

NO. 39

CHAIRMAN:

25X1A

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063  
25X1A

CO-CHAIRMAN:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063  
25X1A

TRAINING ASSISTANT:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

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THURSDAY, 14 February 1974  
(Room 916, Chamber of Commerce Building)

0800-0900 Phase I Evaluations

PHASE II--THE INTELLIGENCE COMMUNITY

*Now that you all have acquired a common base of knowledge regarding the Agency and its components, we turn to that amalgam known as the Intelligence Community. We will have speakers representing most of the other members of the Community who will give us insights into the problems they face, both internally and with respect to each other.*

0915-1045 The National Security Council  
Under the Nixon Administration

Lieutenant Colonel  
Donald Stukel  
National Security  
Council Staff

*The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.*

1100-1200 The FBI and Intelligence

25X1A

Chief, Counter-  
intelligence Branch,  
Intelligence  
Division, FBI

*Some questions arise concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now and how does it look for the future? How does the new Director at the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.*

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THURSDAY, 14 February 1974  
(Room 916, Chamber of Commerce Building)

Lunch

1330-1500 State's Role in Intelligence

*State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, at home and abroad.*

David Mark  
Deputy Director,  
Bureau of Intel-  
ligence and Research,  
Department of State

25X1A

1515-1645 The National Security Agency

*Our sister agency at Fort Meade is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.*

Chief, Operations  
Group A, NSA

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FRIDAY, 15 February 1974  
(Room 916, Chamber of Commerce Building)

0830-0900 Discussion

Class and Staff


0915-1015 Treasury's Role in the  
Intelligence Community

J. Foster Collins  
Deputy Special  
Assistant to the  
Secretary of the  
Treasury for USIB  
and Special  
Support

*Treasury is the newest member of the United States Intelligence Board, having joined the Board two years ago in recognition of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role in this sphere and the kinds of information the intelligence community can provide for the successful conduct of US international economic policy.*

1130-1200 The Defense Intelligence  
Agency

25X1A

  
Deputy Director  
for Intelligence,  
DIA

*How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.*

Lunch

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FRIDAY, 15 February 1974  
(Room 916, Chamber of Commerce Building)

1400-1530

25X1A

~~1330-1500~~ The Intelligence  
Community Staff

  
Deputy to the  
DCI for the  
Intelligence  
Community

*With the Director's additional responsibilities regarding the Community comes a new importance to the DCI's Intelligence Community Staff. Its numbers and makeup have changed to reflect the new thrust. We will hear of its four groups and their missions, functions, and personnel and their relationship to the Agency and other Community members.*

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TUESDAY, 19 February 1974  
(Room 916, Chamber of Commerce Building)

25X1A

0830 Bus from Chamber of Commerce Building  
(Meet at  
[REDACTED] Entrance)

0900-1130 The National Photographic  
Interpretation Center

John Hicks  
Director, National  
Photographic  
Interpretation  
Center

*Although NPIC is predominantly a  
processor, it is closely involved  
with research and development  
personnel, collectors, and producers.  
It provides a mass of critical  
information for use in the finished  
intelligence report and in the decision  
making process. The Director of NPIC  
will discuss his support to the  
Intelligence Community. You will also  
have an opportunity to visit with PI  
analysts in a division of your own  
choosing.*

<sup>5</sup>  
1145 Bus to Chamber of Commerce Building

Lunch

<sup>15</sup> <sup>20</sup>  
~~1400-1500~~ The National Intelligence  
Officers

George A. Carver, Jr.  
Deputy to the DCI  
for National  
Intelligence Officers

*The National Intelligence Officer  
system has been introduced to  
provide the Director with a small  
group of officers drawn from the  
Intelligence Community responsible  
for specific subjects or areas. Our  
speaker will discuss the origins  
of this concept, how it is evolving,  
and what lies ahead.*

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TUESDAY, 19 February 1974  
(Room 916, Chamber of Commerce Building)

1575-1645

The President's Foreign  
Intelligence Advisory Board

  
Dep. Executive  
Secretary, PFIAB

25X1A

*To conclude our look at the intelligence community we will hear about the Board which oversees US foreign intelligence activities. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how President Nixon uses the Board in comparison with other Chief Executives. He will also give us his views of what the future may hold for this advisory organization.*

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WEDNESDAY, 20 February 1974  
(Room 916, Chamber of Commerce Building)

0845-0915 Individual Presentation

0915-1000 Phase II Evaluations

PHASE III--WORLD AFFAIRS

*The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has undergone some changes in the 70's; whereas the Soviet threat used to be regarded as paramount, now new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among U.S. international objectives. It is the purpose of Phase III to bring you up to date on these changing national concerns, affected by world developments, and to suggest the impact of such developments upon the work of the Agency.*

1015-1145 World Problems:  
A Perspective

Willard Matthias  
Former Member,  
Board of National  
Estimat-s

*This presentation will be a broad overview of world problems which confront the US today, and are likely to be important in the 70's. While the importance of the bipolar US-Soviet relationship in world affairs continues, we must focus also on the other emerging centers of power and the impact of the multipolar world on the US in particular.*

Lunch

1315-1345 Individual Presentation

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WEDNESDAY, 20 February 1974  
(Room 916, Chamber of Commerce Building)

1400-1530 The US in the World Economy

*This presentation will analyze the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, Canada, and Japan. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to supporting him in his policy making role.*

F. William Hawley  
Professional  
Staff Member  
Council on  
International  
Economic Policy

1530 Course Admin  
1900 Informal Reception

Class, Staff  
and Spouses

1930-2100 How to Read a Foreigner

*In this presentation, Mr. Bostain alerts us to the foibles and peculiarities of our own American cultural, educational and linguistic values--and in the process aims at breaking through our preconceptions to create a greater degree of understanding of non-American, foreign, values with which we will come in contact both abroad and in the processes of intelligence analysis.*

James Bostain  
Foreign Service  
Institute,  
Department of  
State

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THURSDAY, 21 February 1974  
(Room 916, Chamber of Commerce Building)

0845-0945 Discussion Class and Staff

0945-1015 Individual Presentation

25X1A

1030-1200 The Middle East:  
An Academic View

*Our speaker will discuss current developments in the Middle East and give us his views as to what the US policy for approximately the next decade should be. He will introduce some of the historical background from this century that has led to the present situation.*

25X1C

Lunch

1515-1645 Panel Presentation  
Terrorism: A New Dimension  
in World Affairs

*A panel composed of two officers closely involved with the terrorism problem will analyze this phenomenon from several perspectives. A representative of the Cabinet Committee on Terrorism will give the White House perceptions of the threat to the US and the government's policies aimed at thwarting terrorist activities. Finally, an Agency specialist in international terrorist activities will describe our role in this difficult area.*

Ambassador  
Lewis Hoffacker  
Cabinet Committee  
on Terrorism  
25X1A

Chief, International  
Terrorist Group

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FRIDAY, 22 February 1974  
(Room 916, Chamber of Commerce Building)

0845-0945 Individual Presentations

25X1A

1000-1130 Prospects for Soviet-  
American Relations

[REDACTED]  
National Intel-  
ligence Officer  
for the USSR

*The detente between the US and the USSR is one of the apparent cornerstones of new world relations. Our speaker will examine for us the current state of US-USSR relations and whether or not the detente is real. He will assess trade as a possible lever to accomplish some of our aims and evaluate the prospects for mutual and balanced force reductions (MBFR). He will also discuss our respective roles in the Middle East and their effect on our relations in other parts of the world.*

Lunch

1300-1430 The Outlook for China  
in World Affairs

Alan Romberg  
Officer in Charge,  
Peoples Republic  
of China Affairs,  
Department of  
State

*China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze China's perception of the world and the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.*


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FRIDAY, 22 February 1974  
(Room 916, Chamber of Commerce Building)

25X1A

1445-1615 SALT: Stabilizing  
the Arms Race

  
Chief, CIA SALT  
Support Staff

*A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.*

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MONDAY, 25 February 1974

1000	Course Administration	
1015-1200	<u>Review of Methodology</u> <u>Applications and</u> <u>Terminal Exercises</u>	25X1A [REDACTED] Chief, Information Science Training Staff, OTR
1330	Film: <u>The National</u> <u>Energy Outlook</u>	
1415-1445	<u>Questions and Answers</u>	25X1A [REDACTED] Briefing Officer, OTR
1500	Bus from Chamber of Commerce Building to Andrews AFB (Meet at Woodrow Street Entrance)	

SUNDAY-TUESDAY, 24-26 February 1974  
(Field Trip)

Sunday, 24 February

1445 Convene at Headquarters (SW Entrance)  
1500-1545 Bus to Andrews AFB  
1600-1700 Flight from Andrews AFB to Pittsburgh, Pa.  
1715-1815 Bus to Pittsburgh-North Holiday Inn

Monday, 25 February

~~0930-0945 Bus to Gulf Research~~  
~~1000-1600 Briefings and Tours Gulf Research~~  
~~1600-1730 Bus to Pittsburgh Airport~~  
~~1745-1945 Flight from Pittsburgh to Andrews to~~  
1600-1645 Norfolk Naval Air Station  
2000 Bus to Norfolk-Scope Holiday Inn

Tuesday, 26 February

0815-1600 Briefings and Tour at CINCLANT  
and Norfolk Naval Base  
1630-1715 Flight from Norfolk Naval Air Station  
to Andrews AFB  
1730-1830 Bus to Headquarters

**NOTE:** The above Field Trip Schedule is subject to change  
and will be confirmed the week before the trip.

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WEDNESDAY, 27 February 1974  
(Room 916, Chamber of Commerce Building)

0845-0945 Discussion

Class and Staff

1000-1130 Energy: Challenge of the 70's

James West  
Executive  
Assistant to  
Steven E. Wakefield,  
Federal Energy  
Office

*As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.*

Lunch

~~1300-1400~~  
1445-1545

Energy: The Challenge  
to Intelligence

25X1A

████████████████████  
Acting Deputy  
Director of  
Economic Research

*You have now had an opportunity to visit one of the major centers of research on the energy problems and heard from a representative of the new Federal Energy Office. Our speaker will put this into the content of intelligence activities and discuss what we are doing in this area and what more needs to be done.*

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WEDNESDAY, 27 February 1974  
(Room 916, Chamber of Commerce Building)

1300-1430

~~1415-1545~~ World Population Problems

*This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.*

William Spengler  
Deputy Special  
Assistant to the  
Secretary of State  
for Population  
Matters

1630-1805 *Management of the Agency*  
(6 E 60)

Carl Duckett

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THURSDAY, 28 February 1974  
(Room 916, Chamber of Commerce Building)

25X1A

0900-1030 The World Ocean

*Our speaker will discuss how the following trends can affect what is to become of the sea, and how they may ultimately affect what is to become of the human race: converging, increasingly overlapping, uses, misuses and abuses of the sea; our lack of knowledge in some of these areas, helped in some degree by ongoing research; and often conflicting national interests. The Law of the Sea Conference may be cited as a case in point.*

1030-1145 Team Exercise

*You have now had an opportunity to hear from almost 60 speakers about the Agency, the Community, and selected problems in World Affairs. At the beginning of the Course you developed a series of problems and solutions concerning Midcareerists and the Agency. We will now take a short time to break into teams again to develop those problems and proposed solutions which you now perceive after having completed most of the Course.*

Lunch

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THURSDAY, 28 February 1974  
(Room 916, Chamber of Commerce Building)

1300-1400 International Drug Trafficking:  
The Role of Intelligence

*Drug abuse in the US resulted in the President naming the prevention of the illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationships of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).*

25X1A

Chief, DDO/  
Operations  
NARCOG

1415-1515 International Drug Trafficking:  
Overseeing US Countermeasures

*The Drug Enforcement Agency is the primary enforcement arm of the US Government for violations of drug import laws. A representative from DEA will discuss his Agency's mission and organization for enforcement, and discuss DEA's operations overseas, particularly how DEA interacts and coordinates activities with CIA and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).*

John Warner  
Chief, Inter-  
national Intel-  
ligence Division,  
Office of Intel-  
ligence, Drug  
Enforcement  
Administration

1530-1630 Questions and Answers

25X1A

John Warner

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FRIDAY, 1 March 1974  
(DCI Conference Room, 7 D 64)

0845-0945 Phase III Evaluations  
(Room 1 A 07)

1000-1200 Inventing the Future

*During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our final speaker will now challenge you to return to your assignments next week and "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during the course.*

Dr. Richard Collins  
Professor of Public  
Affairs and Admin-  
istration Federal  
Executive Institute

Lunch

1300-1415 Overall Evaluations  
(Room 1 A 07)

1430 Informal Remarks

Lieutenant General Vernon A. Walters  
Deputy Director of Central Intelligence

25X1A

Award of Certificates

  
D/DTR

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional) <p style="text-align: center;">Midcareer Course Report No. 39</p>				
FROM: C/MCC		EXTENSION 2063	NO.  DATE <p style="text-align: center;">12 Mar 74</p>	
TO: (Officer designation, room number, and building)		DATE RECEIVED      FORWARDED		OFFICER'S INITIALS
COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)				
1.	C/IMB	12 March 74		LC/B
2.				
3.	C/II	3/12	3/12	JD
4.				
5.	C/PDS/DTG	13 Mar 74		Cof
6.				
7.	C/PDS	15 Mar		Jr
8.				
9.	DD/TR	3/15	3/22	I
10.				
11.	D/TR	3/22	4/1/74	AR
12.				25X1A
13.	C/II			
14.	926 Cof			
15.	C/IMB	9 April		VCS

Apparently the Grid was not as important a part of the MC as many were inclined to think! The phenomenon of a class "jelling" on the first Sunday evening also was noticed before the Grid was tacked onto the front end of the MC! So... an era endeth...  
 Cof

1) AN excellent & informative rpt.  
 2) Chas F. is right on Grid.  
 3) What about 3 who at Dilocations vs gain? Is it practical? Let me know.

I Am impressed with the very positive reaction of most students. AR

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