

6 January 1975

MIDCAREER COURSE NO. 44

13 November - 20 December 1974

COURSE REPORT

Midcareer Course No. 44, in the opinion of the class and staff, was a highly successful running. It was characterized by an early coming together of the participants into a closely knit camaraderie at the [REDACTED] and remained that way during the entire five weeks of the course. The students exhibited an enthusiasm and inquisitiveness that led to penetrating questioning of the speakers and each other. Several speakers, at the end of their presentations, remarked to the staff about the quality of the class members and the high caliber of their probing questions.

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This presentation of the Midcareer Course was plagued by a great number of speaker substitutions. During Phase I there were eight changes for speakers listed in the printed schedule and one cancellation. The class had the opportunity to meet with the DCI at its opening session but was able to hear only two of the four Deputy Directors (DDI and DDO). Despite these disappointments the class, nevertheless, felt that the stated objectives of the course had been met and that it had gone a long way in fulfilling their various individual objectives.

Statistics

The 30 students of Midcareer Course No. 44 represented all Directorates and the DCI's Area. Nine were from the Operations Directorate; seven from the Intelligence Directorate; six from the Directorate of Science and Technology; seven from the Directorate of Administration and one from the DCI's Area. The average grade of the class members was 12.6 with twelve GS-12's; sixteen GS-13's; and two GS-14's. One class member was promoted from GS-13 to GS-14 during the running of the course prompting many comments about "instant success" from attendance at the course. The average age of the class

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members was 35.1 with the ages running from 29 to 40 years. This set a new record for the lowest average age of any Midcareer Class. The average length of service of the class was 9.7 years with a range of three to eighteen years.

Major Changes

There were no major changes in the course format. Because we were faced with the Thanksgiving Holiday during the second week at [REDACTED] the class was forced into an abbreviated schedule and as a result, did not get as much time with Agency speakers in the informal atmosphere at [REDACTED]. The production segment of Phase I probably did not come across as strongly as previous courses due to this scheduling problem. In addition, due to the abbreviated schedule, we did not program the Organization Game as a regular agenda item but kept it as a back-up in case of speaker cancellations or delays. As it turned out it was used to good advantage on the second day of the course.

The course got off to a good start with the opening remarks by the DCI. The class was most appreciative of the more than an hour spent on his remarks and the question and answer period. In fact, it appeared that he would have been willing to continue longer but for the reminder by his aides that he had a flight to catch to New York to address the Economic Club of New York that evening.

Mr. Blake was scheduled as the opening speaker [REDACTED] for Phase I but was forced to bow out the week before he was to talk. [REDACTED], Assistant for Resources to the DDA, ably substituted for Mr. Blake in a candid and free-flowing discussion at [REDACTED]. The day devoted to the Agency's external relationships got off to a bumpy start with weather problems that forced the delay of air transportation from the Headquarters area. The Organization Game was quickly put into play which resulted in good class interaction and discussion. The perseverance of [REDACTED] is to be commended; they finally arrived late in the afternoon [REDACTED], and the class showed its appreciation during a lively and humorous extended session that evening.

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The remainder of Phase I at [redacted] went according to schedule and class reaction was generally favorable. Reaction to specific speakers was mixed, depending on the subject matter and individual reaction to the dynamism of the speakers. Despite the absence of [redacted], general reaction to the S&T speakers was good. Dr. Proctor received good reviews for his evening session, although representatives of the DDI did not receive much acclaim. Incidentally, Dr. Proctor was noticeably tired in the evening after having spoken to the Senior Seminar that afternoon and he got off to a slow start. [redacted], DDO/SE earned good marks for his presentation but the students were more critical of [redacted], DDO/EA, and [redacted], DDO/LA, on the PRC and Field [redacted] activities respectively. [redacted], DDO/DCD, gave a disjointed and low-key presentation which was pretty much of a disappointment.

The transition to Chamber of Commerce Building went about as usual. The class suffered the normal let down or cultural shock from the informal atmosphere [redacted], D/OF, and the OMS panel were the high points of the DDA presentations in Block IV of Phase I. The visit to OTS using the shortened schedule drew varied reactions. All felt that the content was good but that it was too rushed.

[redacted], D/DCI/IC, speaking to the Midcareer Course for the first time, got Phase II off to a good start. It faltered with [redacted] presentation on DIA--he was regarded almost unanimously as the weakest speaker in this phase--but interest picked up with the remaining speakers. In an effort to counter the negative reaction to previous NSA speakers, we asked [redacted] Special Assistant to the CIA SIGINT Officer, to discuss the SIGINT Community. He did a first-rate job but some felt that his focus was too narrow. [redacted] did commendable jobs covering the NIO's and USIB respectively. Lt. Col. Donald MacDonald, who replaced Col. Richard Kennedy for the NSC presentation was the only substitute in Phase II.

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The field trip to the Kennedy Space Center and the Langley Research Center can be considered an unqualified success. Our hosts at Cape Canaveral and Langley did an excellent job in providing interesting tour schedules and NASA is to be complimented for their effort. Student comments ranged from "interesting" to "awesome" and the only complaints were related to the lack of time to cover and assimilate such a wide variety of things to see. Some of the class members suggested that some way should be found to alert briefers to the true identity of the group in order to relate NASA activities to intelligence problems but cover considerations probably preclude this.

Phase III was the high point of the course. The class members found this segment interesting and stimulating and indicated that paid speakers from the academic and non-government arena were well worth the expense. New speakers who appeared for the first time were Andrew Pierre, Council on Foreign Relations, Verne F. St. Mars, State Department Office of Security, Milo Cox, formerly with AID, and Daniel [REDACTED] who substituted for [REDACTED]. [REDACTED] performance was pedestrian but the others did first-rate jobs and many felt that Cox was outstanding. Messrs. Pierre and [REDACTED] were invited to accompany the DCI on his plane to New York where the DCI addressed the Council on Foreign Relations on 16 December, Pierre had to cut his remarks short. This did not allow the class to get the full measure of his talents but he, as well as the others, should be invited to participate in future runnings of the course. [REDACTED], as the final speaker of the course due to Mr. Duckett's absence, left the class with a provocative and stimulating message about the future.

Problems

The only major problems associated with the course were the high number of speaker changes and the setting up of the field trip. Originally, we had planned to couple the Cape Canaveral trip with a visit to Coca Cola Headquarters in Atlanta to get a view of a multi-national corporation's operations and problems. An inquiry by DCD left the impression that while they would host the group, Coca Cola was less than enthusiastic about the visit. We then turned

to the Navy with a request for a tour of naval facilities at Norfolk. After much delay and what we thought was an affirmative response, we were told that a visit to CINCLANT was not feasible at the time requested. A fix was then made with NASA for a visit to Langley, which turned out very well. An additional problem which caused some initial confusion occurred during the early days of planning and scheduling speakers when offices were contacted to inquire about appearing before Course No. 44 and they had not yet spoken to Course 43. This happened with the Office of Communications and the Office of Medical Services in the DDA and the Office of Strategic Research in the DDI.

Summary of Class Reaction

The overall student evaluations, without exception, were favorable and enthusiastic. Exposure to class members from other directorates was invaluable and the informal student presentations were, to some, the most informative part of the course. A major factor leading to this conclusion is the opportunity to spend two weeks together at [REDACTED] from the constricting Headquarters environment. Many suggested in their evaluations that more of the Course should be given [REDACTED]

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On a scale of 1 to 7, Phase I evaluations ranged from 4 to 6 with an average of 5.2. Phase II evaluations ran from 3 to 6 averaging out at 4.7 and the Field Trip evaluations covered a range of 3 to 7 with an average of 5.3. The Phase III evaluations were the highest ranging from 4 to 7 and averaged out at 5.6. The overall average of the course came out at 5.2. The lower rating for Phase I in this course may reflect the reaction to the number of speaker changes and the shortened schedule [REDACTED]. The high rating of Phase III reflects the interest in, and appreciation of paid speakers who provided thought-provoking points of view that were different from the usual bureaucratic or government point of view.

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29 November 1974

MEMORANDUM FOR THE RECORD

SUBJECT: DDI's Remarks to Midcareer Course No. 44
on the Evening of 26 November 1974

Dr. Proctor, the Deputy Director for Intelligence, opened the session by putting the Directorate in the over-all context and focusing on the production aspect. He said that the primary purpose of the Agency was to assist the policy makers in the decision making process. The finished product, or finished intelligence, is an important part of that process. He then gave a broad overview of the Directorate concentrating on each production office and ended by referring to those components engaged in support activities. He also said that the people within the Directorate, interacting with each other and with other components of the Agency, was what made the Directorate function. He said that was also true for the Agency as a whole.

After these brief remarks, Dr. Proctor then opened the floor to questions.

The following are selected questions during this informal session:

- Q. How do you feel about taking OWI and combining it with OSR?
- A. Dr. Proctor said that he had no real problem with this. However, he said that he didn't expect it to happen until personalities actually changed.
- Q. How do you feel about the transfer of DCD from the DDI to the DDO?
- A. Dr. Proctor said that the decision was made during the Schlesinger Administration and that the important issue was the overtness of DCD. By placing the DCD within the DDO it somewhat weakens its credibility. Again Dr. Proctor stated that the overt collection was definitely the most important aspect of the office. He concluded his remarks concerning this question by saying that he really was in no position to comment further on the transfer, simply because he was not asked or consulted on the decision to move this office.

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- Q. Who are the DDI's competitors?
- A. Dr. Proctor said that the military was one although they are not competitors across the board. The Agency has established itself in the military and scientific fields of intelligence and this has tended to give the military an inferiority complex. The military is now trying to re-establish and reassert itself in these fields and for that matter probably will. There will continually be competition for us from the military services.

There are now some tensions between OER and the Treasury Department. They have asked the Agency why it is doing economic analysis, especially when CIA conclusions are different from theirs. This also applies to the Department of Agriculture and the DCI has received some critical comments from Secretary Butz, particularly in the world food area.

- Q. Do you have any thoughts on the merger of IAS and NPIC?
- A. NPIC is nationally oriented and is so large that it tends to be inflexible. He said that he viewed IAS as a pilot plant for experimentation and an institution with a great deal of flexibility that can respond quickly to crisis situations. This type of organization is also needed to respond to DDO projects that are sensitive in nature. IAS also serves as a check on other PI facilities.
- Q. Has the DDI given Dr. Kissinger satisfactory information over the years?
- A. Dr. Proctor indicated that Kissinger wanted to know about many things and many people. He cited as a specific example the support provided during the Middle East cease fire and truce negotiations. The DDI provided photos, maps, order of battle information, and ethnic data on villages in the area. With this material Dr. Kissinger was able to help establish the cease fire lines.

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- Q. How does the Management Committee operate?
- A. In a simple answer the Management Committee does not, or is not able to make decisions by itself. It simply does not work. The real decisions are made by the DCI and no one else. The committee did get the Associate Directors to work as a subgroup of the committee to work out the allocation of funds and the moving and realigning of personnel. This was a worthwhile effort. The committee also tasked the Office of Personnel to inquire from the Civil Service Commission about the ramifications of the recent decision about age discrimination and the right to work beyond 60 years of age. The results were not encouraging for the Agency.
- Q. What are the DDI objectives in the context of MBO?
- A. Dr. Proctor cited Project SAFE as one and discussed what is being done to implement that objective. He also discussed the Ke project and its organization and impact on the Directorate. He said that the remainder would probably not interest the class.
- Q. What are the NIO relationships with the DDI?
- A. The NIO's are facilitators and have no real command functions. They are the geographical or substantive authorities that are at the right hand of the DCI. Their major impact as far as production is concerned is on the DDI area. Most of the burden falls on OCI; certainly in the quick response area. Almost all of the NIO's come from the DDI area so they have a good relationship and work well together with DDI analysts. He felt that things could get sticky when the NIO's began getting into the collection area.
- Q. Have you had the Midcareer Course?
- A. Dr. Proctor said he had not. He also said that in his 21 years of Agency experience he had had only about two days of training.

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- Q. What do we as Midcareerists do with the massive amount of information we get in the course and how do we use it?
- A. He said that the information received was only incidental and that the main benefits came from the contacts with peers made in the course. It is conditioning that contributes to future performance. Each student should take advantage of this aspect of the course and cultivate them over the years.
- Q. Now that you are at the Directorate level, what drives you or what satisfaction do you receive in your position?
- A. Dr. Proctor said that he derived his major satisfaction from reading a good analytical paper, delving into this paper, and being able to make suggestions or comments that would eventually contribute to the papers success. The second bit of satisfaction is being able to provide an environment in which the analyst can work with a minimum of administrative distractions.
- Q. What are the major shortcomings of DDO activities as you see them at this time?
- A. Dr. Proctor cited only one specific problem and that was the lack of DDO resources or plans to fully exploit the Jewish emigres coming out of the Soviet Union.

Dr. Proctor spoke for approximately two hours and departed [REDACTED] with the Director at 9:30 P.M.

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[REDACTED]
Midcareer Course Co-Chairman

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Mr. Colby's Remarks to Midcareer Course 44 on
13 November 1974

Mr. Colby opened Midcareer Course 44 by welcoming all members to the course. He hoped that the last half of their career would be as beneficial as was the first. Mr. Colby asked all of the class members to look at the Agency from the outside and see how the Agency fits into the outside world while in the course. This will stimulate you as individuals and give you a chance to see where we should go in the Agency and how to do it. With Watergate and Chile, we have found that we have little time to focus on the Agency itself; we need the talents of individuals like yourselves along with your experience to give the Agency a little direction. Your ideas might take awhile to be implemented but, if they are good and sound, implementation will take place.

Mr. Colby stated that knowledge of the management of the Agency was important for an understanding of the decision-making process. Management devices such as MBO, PDP, APP, all boil down to communication of what is important and provide a base for auditing results once the decisions are made. Leave the individual alone for awhile then, after a period of time ask him how he has done. Mr. Colby said that this is what he calls the post audit system of management. The machinery runs very well by itself, so don't muck around with it.

Mr. Colby said that the main part of intelligence is the product and the substance, not the management style. This is what you as individuals should get out of this course. He also said that this was the driving force behind intelligence and our institution.

One of our main subjects in intelligence today is that of economics; it used to be counterinsurgency several years ago, but not now. Mr. Colby stressed the importance of economic intelligence collection, both overtly and covertly.

Mr. Colby asked the class members to let the substance of intelligence drive their interest during the course, so that it's in the best interest of the President, Congress and most of all the country.

Mr. Colby said that we have added a new image to both the Agency and intelligence, that being the engineer. The engineer has taken his place along side the spy. Sure we have spies and we will probably always have them, but its the new image that we have added that is important. The intellectual aspect of intelligence is where we are today,

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and being able to interrelate them is what's important. Adding these new changes and images as well as new techniques into intelligence to better broaden ourselves is what is important.

Mr. Colby also stated that we were opening up our relationship with the American public so that the public may better understand us. That is one of the reasons for his being more open, "we need the public's support." Mr. Colby said that we were also having problems keeping some of our secrets, and that he was trying to introduce new laws in the Congress to change some of this, especially the protection of sources and methods. He said that the President backs the Agency 100 percent as far as covert action is concerned, and Congress reaffirmed its support for covert action in recent voting on specific pieces of legislation.

Mr. Colby stated that as far as leaks were concerned, he only knew of one leak from the Hill thus far and that the real leaks were coming from the Executive Branch of the Government.

The following are selected questions and responses from Mr. Colby's opening remarks:

Will economic intelligence play an important part in the future?

Most definitely. Look at the economic effects of petroleum and food products. If we can help solve the economic problem, we can help solve the political situation. This sort of problem-solving can avert wars. We must develop a pattern in economic intelligence on how we can better use it. There may be discreet ways to conduct covert action to defuse potential economic disasters. By laying out the economic intelligence facts, we may be able to defuse a hostile situation between two countries.

Are we doing anything to improve our public image?

We are not launching any full-scale promotion effort to improve our public image. However, I do a good deal of this. For example, I am going to New York this evening to speak to the Economic Club there. General Walters does a good deal of this also, as well as some analysts in the Agency.

What is the Agency's role in the SALT Negotiations?

The negotiations depend on the Agency for its answers and projections. There appears to be a real effort for a SALT agreement during 1975, prior to the election in

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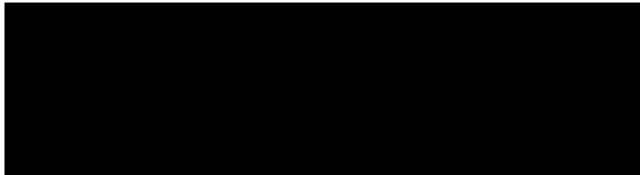
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1976. The verification of an agreement will be extremely difficult as well as will be the symmetry. We have certainly raised the points about supposed violations, but you're dealing with a culture here, so its very difficult. We must convince the Soviets to be more open and less secretive.

What's the Agency's role in covert collection of intelligence in the U.S.?

We only collect intelligence from Americans in a willing and witting manner. We really collect foreign intelligence against foreigners in this country, such as foreign diplomats, trade representatives, foreign students and technical personnel. We have a good relationship with the FBI. We have told them that we would not collect intelligence against any foreigner in this country without their knowledge. The FBI has the central coordinatng repsonsibility.



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Midcareer Course Co-Chairman

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MIDCAREER COURSE

NO. 44

OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY



25X1A

and

Headquarters Area

Opening Day 13 November 1974
Phase I 17 November-4 December 1974

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MIDCAREER COURSE

NO. 44

CHAIRMAN:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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TRAINING ASSISTANT:

[REDACTED]
Room 921, 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 career 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

Midcareer Course members are expected to:


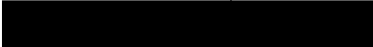
1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear 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.

WEDNESDAY, 13 November 1974
(DCI Conference Room, 7 D 64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	<u>Introduction to the Course</u>	 Chairman, Midcareer Course	25X1A
1430	<u>Welcoming Address</u>	<u>William E. Colby</u> Director of Central Intelligence	
1530	<u>Special Clearance Briefings</u>	 Security Officer, OTR	25X1A

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SUNDAY, 17 November 1974

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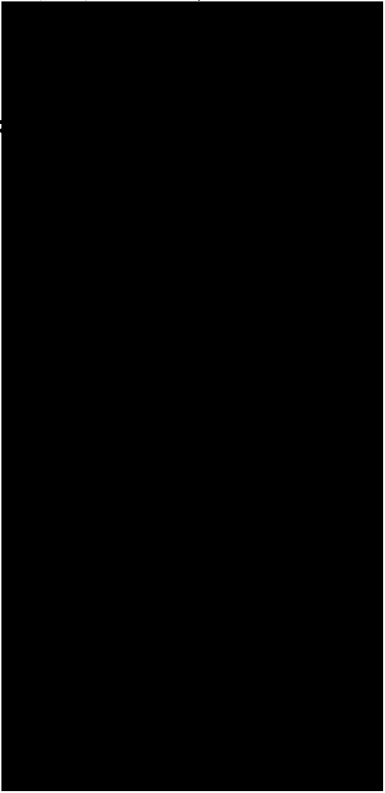
25X1A 1415



25X1A 1515

Welcome [redacted] and Security
Briefing (Please convene in
Classroom 11)

Def



25X1A 1600

Open Ho



1700

Dinner

operating

hours 1630-1730)

*Your predecessors in this course
frequently have said that one of the
greatest benefits of the course is the
interaction among the class members,
and so first, we introduce ourselves...*

1900-2100

Class convenes [redacted]
for introductions and
discussion of Phase I
activities

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MONDAY, 18 November 1974

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PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on 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
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. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Directorate of Administration will be discussed, as will legislative, legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.

0900-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

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MONDAY, 18 November 1974

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1300-1515 Team reports

Dinner

1900-2100 An Evening with the Deputy
Director for Administration

✓ John F. Blake

*Assistant for
Resources*

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The DDA will speak briefly on the current status of his Directorate, bringing you up to date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

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TUESDAY, 19 November 1974

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0800-0930 Reading Class

Intelligence Institute, Office
of Training, Study Guide: The
Organization of CIA, March 1974,
12p. and chart. SECRET

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██████████ "CIA and the Congress,"
pp 1-14, Studies in Intelligence,
Vol 18 No. 2, Summer 1974.
SECRET No Foreign Dissem

Rep. Lucien Nedzi, "Oversight or
Overlook: Congress and the US
Intelligence Agencies," pp 15-20,
Studies in Intelligence, Vol 18
No. 2, SECRET No Foreign Dissem

Supplementary reading:

Briefing Officer, Intelligence
Institute, Office of Training,
The Central Intelligence Agency,
January 1974, 24 p. UNCLASSIFIED

*This Office of Training handout may be
useful for a quick refresher on some
of the aspects of our work that we make
public. It does not treat any aspect in
depth, but it may suggest what can be
said in answer to questions.*

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TUESDAY, 19 November 1974

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0945-1045 The Agency's Relations
with Congress

George L. Cary
Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

1100-1200 CIA in Court

Assoc. Deputy General
Counsel

One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operations and security.

Lunch

moved to Wed 20th

1300-1330 Individual Presentation]

1345-1445 The Agency's Relations
with the Press

Spec. Assistant to the
Director *DDO*

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

1900-2100 Evening Session -

George L. Cary

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WEDNESDAY, 20 November 1974

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0830-0900
~~0800-0930~~
0900-0930

Reading

Class

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IP
CIA, Employee Bulletin [REDACTED]
"New Approaches to Personnel
Management," 1 April 1974,
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Office of Personnel (a briefing
prepared for Harold Brownman,
DDM&S), "Annual Personnel Plan,"
ADMINISTRATIVE - INTERNAL USE
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-----, Annual
Personnel Plan: Comment Sheet,
ADMINISTRATIVE - INTERNAL USE
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-----, Annual
Personnel Plan, FY 74/75
(Table of Contents only; the
actual forms are available for
examination), ADMINISTRATIVE -
INTERNAL USE ONLY

-----, Personnel
Development Program--FY 1975,
ADMINISTRATIVE - INTERNAL USE
ONLY

-----, Personnel
Development Program Report Formats
--Section I, ADMINISTRATIVE -
INTERNAL USE ONLY

-----, PDP Charts
and forms--Executive-level
Development, and two Sample
models for Developmental
Profiles; available for
examination, ADMINISTRATIVE -
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WEDNESDAY, 20 November 1974

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Central Intelligence Agency,
Affirmative Action Plan for
Equal Employment Opportunity,
Calendar Year 1974, Part D,
pp. 17-34, November 1, 1973,
UNCLASSIFIED

1015-1115

0945-1045

The Agency and Its People

Deputy Director
of Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

20 - 15
1100-1200

Equal Employment Opportunity
in the Agency

Director of Equal
Employment
Opportunity Program

The DCI is firmly committed to achieve equal employment opportunity for all CIA employees.

will describe the nature of the problem and the actions to be taken to attempt to solve it.

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Lunch


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WEDNESDAY, 20 November 1974


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1300-1400 Developments in Agency Training



Deputy Director
of Training

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 will discuss the role of training in the Agency, new programs and developments within the Office of Training, as well as the various types of training available to Agency personnel under its auspices.

1415-1515 Security in the Agency Today


Deputy Director
of Security

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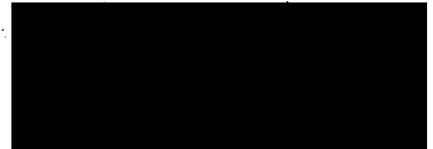
The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex.  will describe the environment within which the Office of Security works and what its major current activities are.

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Dinner

25X1A

1900-2100 Evening Session - 



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THURSDAY, 21 November 1974

25X1A

0800-0830 Reading Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1975, DCI/NIO 175I-
74, 9 Aug. 1974, SECRET

Director of Central Intelligence
Perspectives for Intelligence,
1975-1980, USIB/IRAC D22.1/20,
July 1974, 13 p. SECRET No
Foreign Dissem

0830-0930 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.

25X1A

Lunch

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THURSDAY, 21 November 1974

25X1A

13 15-15 15

The Soviet Union as an
Operational Target

Soviet/East European
Division

25X1A

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the target and the difficulties encountered; several case histories will be presented.

Dinner

25X1A

1900-2100

Evening Session -

25X1A

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MONDAY, 25 November 1974

25X1A

0800-0830 Reading Class

25X1A [redacted], "Science, Technology, and Change: Implications for the Central Intelligence Agency." Jan. 1972. SECRET

Planning Study for Research and Development, Some Likely Key Intelligence Questions for the 1980's, RDPI, 1 June 1974, SECRET No Foreign Dissem Background Use Only

0830-0930 Individual Presentations
1000-1040
~~0945-1030~~ Technology and Intelligence

Our speaker will present an overview of his Directorate, focusing on the whole of the Directorate's mission, organization, and the inter-relationships of the components.

1300-1400
~~1045-1200~~ The Office 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.

Lunch

Les Dirks
~~Sayre Stevens~~
Associate Deputy Director for Science and Technology

Leslie C. Dirks
Director of Development and Engineering

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25X1A MONDAY, 25 November 1974
([REDACTED])

1045-1200

~~1300-1400~~ ELINT Activities

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.

Dep. ~~Robert D. Singel~~
Director of ELINT

25X1A

1415-1530 The National Photographic Interpretation Center
(Arena B)

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.

John J. Hicks
Director, National Photographic Interpretation Center

Dinner 25X1A

1900-2100 Evening Session - [REDACTED]

~~Sayra Stevens~~
~~Leslie C. Dirks~~
~~Robert D. Singel~~
~~John J. Hicks~~

Bonus

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TUESDAY, 26 November 1974

25X1A

0800-0830 Reading (continued)

0830-0930 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--economic, political, scientific and military.

1000-1045

0945-1045

A New Emphasis on
Economic Research

Maurice G. Ernst
Dep. Director of
Economic Research

25X1A

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 makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organisational changes OER has made, as well as the changes in its requirements for intelligence collection.

1100-1200 The Agency's Role in
Current Intelligence

Richard Lehman
Director of Current
Intelligence

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.

Lunch

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TUESDAY, 26 November 1974

25X1A

1300-1400 The Office of
Political Research

Lewis J. Lapham
Director of
Political Research

This office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence. 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.

25X1A

^{oo}
1415-1515 Informal Session

Maurice C. Ernst
Richard Lehman
Lewis J. Lapham

Dinner

1900-2100 An Evening with the
Deputy Director for
Intelligence

Edward W. Proctor

In an informal evening 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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WEDNESDAY, 27 November 1974

25X1A

0800-0930 Individual Presentations

0945-1045 The Production of
Scientific Intelligence

Karl H. Weber
Director of
Scientific
Intelligence

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 Scientific Intelligence 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

R. Evans Hineman
Acting Director of
Weapons Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. The Acting Director of Weapons Intelligence 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.

Lunch

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WEDNESDAY, 27 November 1974

25X1A

1300-1400

The Agency's Responsibility
in Strategic Research

Hank Knoche
Director of
Strategic Research

The speaker will discuss 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 trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.

1415-1500

Informal Session

Karl H. Weber
R. Evans Hineman
Hank Knoche

1515

ETD

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THURSDAY, 28 November 1974

THANKSGIVING DAY - HOLIDAY

FRIDAY, 29 November 1974

No scheduled activities

Class members may use this time for preparation of individual presentations, reading in the library, or annual leave.

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MONDAY, 2 December 1974
(Chamber of Commerce Building)

0830-0930 Individual Presentations

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next two days you will hear about some of these activities and visit one of our major support facilities.

0945-1045 The Role of Computers in Support of Agency Activities

Harry E. Fitzwater
Director of Joint
Computer Support

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management. Mr. Fitzwater will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how OJCS can be helpful to you as a potential user of computers.

1100-1200 Financial Operations in the Agency

Thomas B. Yale
Director of
Finance

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

Lunch

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MONDAY, 2 December 1974
(Chamber of Commerce Building)

1330-1445 Developments in Agency
Communications

[REDACTED]
Deputy Director
of Communications

25X1A

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. Following [REDACTED] presentation there will be a demonstration of equipment used in covert operations.

25X1A

1500-1530 Covert Equipment
Demonstration

[REDACTED]
Chief, Covert
Operations
Division/OC

25X1A

1545-1615 Individual Presentation

1615 Course Administration

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CONFIDENTIAL

TUESDAY, 3 December 1974

25X1A [REDACTED] Chamber of Commerce Building)

0815 Bus leaves from Chamber of
25X1A Commerce Building for
[REDACTED] Meet at rear
of Chamber of Commerce
Building

0900-1130 The Imagery Analysis
Service

[REDACTED] 25X1A
Dep. Director, Imagery
Analysis Service

*The Director will discuss the
role of IAS in support of intelli-
gence production and operations
components of CIA focusing
particular attention upon the
support provided to on going
disarmament talks--SALT and
MBFR. You will then have an
opportunity to visit individual
components and talk informally
with the PI analysts.*

25X1A Lunch - [REDACTED] Cafeteria

1230 Bus to Chamber of Commerce Building

1330-1500 The Agency's Medical
Services

[REDACTED] 25X1A
Dep. Dr. John R. Tietjen
Director of Medical
Services

*In an organization such as ours
the physical and mental health
of its employees is of paramount
importance. The speaker and panel
members will describe how the
Agency's Office of Medical
Services provides world-wide
support to its human resources.
They will also discuss intelli-
gence research conducted on*

and Panel 25X1A
[REDACTED]

25X6 [REDACTED]

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CONFIDENTIAL

TUESDAY, 3 December 1974

25X1A

[REDACTED] Chamber of Commerce Building)

1515-1615

The Agency and Intelli-
gence Resource Planning

John D. Tams
Dep. Comptroller

25X1A

Our final speaker this afternoon directs the office which has the responsibility for preparing the annual Agency budget request and overseeing programs for the proper utilization of resources--both money and manpower. He will describe what the present resource picture is and explain what tighter resources will mean to the Agency in the future. He will also discuss the Agency budgeting process and current planning, budgetary and management practices.

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WEDNESDAY, 4 December 1974
(Local Field Trip)

0800 Car pools depart [REDACTED] 25X1A

0900-1200 Technical Service in David S. Brandwein
Support of Operations Director of
Technical Service

The Office of Technical Service 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.

Briefings and Tour OTS Staff
of Laboratory

1215 Carpools depart for Chamber of Commerce Building

Lunch

1400-1500 Phase I Evaluation

CONFIDENTIAL

MIDCAREER COURSE

NO. 44

PHASE II

THE INTELLIGENCE COMMUNITY
(4-9 December 1974)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS
(10-20 December 1974)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

PHASE II & III
4-20 December 1974

CONFIDENTIAL

WEDNESDAY, 4 December 1974
(Room 916, Chamber of Commerce Building)

1400-1500 Phase I Evaluations Class

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

1500-1630 The Intelligence
Community Staff

Lieutenant General
Samuel V. Wilson
Deputy to the DCI
for the Intel-
ligence Community

The President in November of 1971 directed additional leadership and resource overview responsibility to the Director of Central Intelligence as they relate to the Intelligence Community. The DCI has taken a range of actions to respond and has his Intelligence Community Staff to help him. We will hear of the approaches being taken, the accomplishments achieved to date, and a picture of likely future issues.

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THURSDAY, 5 December 1974
(Room 916, Chamber of Commerce Building)

0830-0900 Discussion Class and Staff

0900-0945 Reading Class

Intelligence Institute, Office
of Training, Study Guide: The
United States Intelligence
Community, July 1974, 25p. and
Chart. SECRET

David S. Brandwein, "Confessions
of a Former USIB Committee
Chairman," pp 43-50, Studies in
Intelligence, Vol 18 No. 2,
Summer 1974. SECRET No Foreign
Dissem

Supplementary Reading

Marvin and Bernard Kalb, "Twenty
Days in October," New York
Times Magazine, June 23, 1974,
p.3 ff.

*An interesting account, adapted from the
Kalb brothers' book on Kissinger,
of the orchestration of the Middle
East cease-fire. It illustrates
very well the stop-and-go nature of
diplomacy and the importance a
little bit of intelligence assumes
in a relative vacuum. The Intel-
ligence Community does not subscribe
completely to every statement made
by the Kalbs, but we feel that this
article provides a worthwhile view
from the outside.*

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THURSDAY, 5 December 1974

(Room 916, Chamber of Commerce Building)

25X1A

1000-1130 The Defense Intelligence Agency

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.

Assistant Deputy
Director for
Intelligence, DIA

1130-1200 Individual Presentation

Lunch

1330-1445 The Bureau of Intelligence and Research

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

Martin Packman
Deputy Director,
Bureau of Intel-
ligence and
Research, Depart-
ment of State

1500-1615 The SIGINT Community

Our speaker will discuss the organization of the SIGINT Community and the relationship between the collector, the consumer, and source of policy. He will provide an insight into the workings of the USIB SIGINT Committee, of which he is Alternate Chairman, and discuss the Agency's relationship to the other principals in this field.

25X1A

Special Assistant
to the CIA SIGINT
Officer

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FRIDAY, 6 December 1974
(Room 916, Chamber of Commerce Building)

0830-0900 Reading (continued) Class

0900-0930 Individual Presentation

0945-1045 Treasury's Role in the
Intelligence Community

William N. Morell, Jr
Special Assistant
to the Secretary of
the Treasury for
National Security

The Department of the Treasury joined the United States Intelligence Board just over two years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kinds of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

1100-1200 Individual Presentations

Lunch

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FRIDAY, 6 December 1974
(Room 916, Chamber of Commerce Building)

1330-1445 The FBI and Intelligence

As Agency employees, we have several questions 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 Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

████████████████████
Chief, Counter-intelligence Branch, Intelligence Division, FBI

25X1A

1500-1615 The 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.

████████████████████
National Intelligence Officer for Latin America

25X1A

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MONDAY, 9 December 1974
(Room 916, Chamber of Commerce Building)

0845-0915 Individual Presentation

0930-1030 The United States
Intelligence Board

Bruce A. Lowe
Executive Secretary,
USIB

Our speaker this morning will discuss the role of the United States Intelligence Board and its support to the DCI in producing national intelligence required for the formulation of national security policy. He will give examples of how USIB coordinates some of the major intelligence tasks and highlight changes in the role of the Board since Mr. Colby has been DCI.

1045-1215 The National Security Council
Under the Ford Administration

The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

Lunch

Donald Mac Donald
Colonel
~~Richard T. Kennedy~~
~~Deputy Assistant
to the President
for National Security
Council Planning~~
Staff Member

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MONDAY, 9 December 1974
(Room 916, Chamber of Commerce Building)

1330-1500 The President's Foreign
Intelligence Advisory Board

Wheaton B. Byers
Executive
Secretary, PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

1515-1545 Phase II Evaluation

1545-1615 Individual Presentation

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TUESDAY, 10 December 1974
(Room 916, Chamber of Commerce Building)

PHASE III--UNITED STATES AND WORLD AFFAIRS

The international environment within which the Agency operates has undergone considerable change in recent years. National security as a national objective has required some redefinition. Economic turbulence and urban concerns at home have brought about significant reordering of national priorities. In Phase III we intend to bring you up to date on the most important developments both on the international and domestic scene, and the impact of such developments on the work of the Agency.

0830-0900 Course Administration Staff

0915-0945 Film - "Energy: Critical Choices
Choices Ahead"

The scope and impact of the current energy crisis is described in this new film produced by the Department of Commerce.

1000-1130 Energy: Challenge of the 70's

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.

James A. West
Associate Assistant
Administrator for
Importing Nations,
Federal Energy
Administration

Lunch and travel to Headquarters
Convene in Room 7 D 32

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TUESDAY, 10 December 1974
(Room 7 D 32, Headquarters)

1300-1430 The Deputy Director's View
of the Operations Directorate

William E. Nelson

*Mr. Nelson will present an overview
of his Directorate and his thoughts
on the future of its operational
responsibilities.*

1500-1700 Headquarters Auditorium:
American Business Looks at
International Affairs Today

William M. Blumenthal
President, Bendix
Corporation

*Class members will have the
opportunity to hear the third
address on the 1974-75 CIA
Guest Speaker Program.*


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WEDNESDAY, 11 December 1974
(Room 7 E 62, Headquarters Building)

0845-0945 Individual Presentations

1000-1130 The US-Soviet Strategic Balance


National Intelligence Officer
for Strategic Programs

25X1A

Understanding Soviet Defense policy is a major goal of US intelligence gathering efforts. The Soviet view of the relationship between the strategic forces of the US and the Soviet Union is an important input into the determination of Soviet defense policy. The composition and complexity of opposing nuclear offensive and defensive arsenals make it difficult, however, to measure the strategic balance. Our speaker will describe the US-Soviet strategic balance in this period of the Strategic Arms Limitation talks.

Lunch

Depart for Field Trip, 11-13 December

CONFIDENTIAL

WEDNESDAY-FRIDAY, 11-13 December 1974
(Field Trip)

Wednesday, 11 December

1245 Convene at SW Entrance
1300-1345 Bus to Andrews AFB
1400-1700 Flight from Andrews AFB to
Patrick AFB, Cocoa Beach, Fla.
1715 Bus to Holiday Inn, Cocoa Beach

Thursday, 12 December

0830-1500 Briefings and Tour at NASA, Cape Kennedy
1530-1800 Flight from Patrick AFB to
~~Norfolk Naval Air Station~~ *Langley AFB, Hampton, Va.*
1815 Bus to ~~Norfolk Scope~~ Holiday Inn
Hampton

Friday, 13 December

~~0900-1530~~
~~0815-1600~~ Briefings and Tour at CINCLANT *Langley Research Center*
1645 ~~and Norfolk Naval Base~~
~~1600-1715~~ Flight from ~~Norfolk Naval Air Station~~ *Langley AFB*
00-00 to Andrews AFB
~~1750-1830~~ Bus to Headquarters

MONDAY, 16 December 1974
(Room 916, Chamber of Commerce Building)

0830-0930 Reading

Class

Barnds, William J., "Intelligence and Foreign Policy: Dilemmas of a Democracy."

0945-1145 U.S. Foreign Policy Today

William J. Barnds
Council on
Foreign Relations

We turn now to a survey of US relations with major areas of the world. We begin with a review of the recent history and current directions of US foreign policy and the significance of prospective trends in foreign policy for intelligence. Mr. Barnds will review US foreign policy from the standpoint of a scholar who understands both the governmental and domestic influences on it.

Lunch

1340
1240-1415 U.S. Strategy and European Security

Andrew J. Pierre
Council on
Foreign Relations

A re-examination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.

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MONDAY, 16 December 1974
(Room 916, Chamber of Commerce Building)

1400 - 1530

~~1430-1600~~ Intelligence Support to
Negotiations: The Case
of MBFR

 Office of Strategic
Research

25X1A

This presentation will center on our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. Our speaker will discuss how the Agency supports the MBFR negotiations while they are in progress and how the Community intends to carry out its verification responsibilities once an accord is reached.

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TUESDAY, 17 December 1974
(Room 916, Chamber of Commerce Building)

0830-0915 Discussion Class and Staff
0930-1000 Individual Presentation
1015-1200 The Outlook for China
in World Affairs

Oscar V. Armstrong
Director, People's
Republic of China
and Mongolia 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 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.

Lunch

25X1A

1315-1345 Individual Presentation
1400-1600 Prospects for Soviet-
American Relations

The current attempt to achieve detente between the US and the USSR is a cornerstone of global relations today. Our speaker will examine the current state of US-USSR relations and the practical significance of detente. He will assess the role of trade and will evaluate the prospects for further arms control agreements. He will also discuss US and Soviet interests in the Middle East and other areas of the world.

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WEDNESDAY, 18 December 1974
(Room 916, Chamber of Commerce Building)

0830-0945 Reading Class

Intelligence Community Staff,
Analysis of Intelligence on
Middle East War--October 1973,
5 Aug 1974 23p. TOP SECRET
SENSITIVE

1000-1130 Terrorism: A New Dimension
in World Affairs

Verne F. St Mars
Chief, Foreign
Operations Division,
Office of Security,
Department of State

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will describe the Department's efforts to neutralize terrorist acts directed at US personnel and property abroad. He will also discuss United States' inter-agency efforts to cope with this threat and will describe the Government's policies aimed at thwarting terrorist activities.

Lunch

25X1A

³⁰ ³⁰
1308-1508 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.

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WEDNESDAY, 18 December 1974
(Room 9I6, Chamber of Commerce Building)

1900 Informal Reception Class, Staff
and Spouses

2000-2130 The Art of Communication

James Bostain
Foreign Service
Institute, Depart-
ment of State

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.

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THURSDAY, 19 December 1974
(Room 916, Chamber of Commerce Building)

0845-0945 The US Intelligence
Interest in Law of the
Sea Negotiations

████████████████████
Office of Political Research

25X1A

Our speaker, from the Office of Political Research, has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conference, just conducted in Caracas, Venezuela, from June to August of this year. ██████████ summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

25X1A

1000-1200 The World Food Crisis

Milo L. Cox
Former Associate
Director of
Agriculture, AID

An authority on world-wide agricultural programs will discuss the global scarcity of food, the rise in prices in international markets and the outlook for the future. He will cover the effects of devaluation on competition for domestically produced agricultural raw materials, constraints on global food production and the changes in demand. The problems of increasing production, increasing food reserves, combatting weather cycles, and eliciting third nation control and assistance will be discussed. The speaker will comment on what research and planning the US is conducting to attack the problem and what part intelligence could play in meeting the objectives.

Lunch

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THURSDAY, 19 December 1974
(Room 916, Chamber of Commerce Building)

1330-1500 International Drug Trafficking:
The Role of Intelligence



25X1A

The prevention of illegal importation of drugs into the US is 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.

1515-1615 Discussion

Class and Staff

CONFIDENTIAL

FRIDAY, 20 December 1974
(Rooms 1 A 07 and 6 E 60, Headquarters Building)

25X1A

0900-0945 Phase III Evaluation

Class

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 speaker will challenge you to "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.

Lunch

1300-1400 Overall Evaluations

Class

~~1415 Management in CIA~~

~~Carl E. Duckett
Deputy Director
for Science and
Technology and
Secretary, CIA
Management
Committee~~

~~*You have heard much during the past five weeks about management within the Agency. The secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.*~~

Award of Certificates

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