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21 October 1975

MEMORANDUM FOR: Director of Training  
THROUGH : Chief, Intelligence Institute  
SUBJECT : Course Report - Midcareer Course No. 48,  
7 September - 10 October 1975

25X1A 1. Midcareer Course No. 48, in the opinion of the class and staff, was considered to be a successful running of the course. The participants came together as a group very early in the two weeks at the [REDACTED] and this attitude remained throughout the five weeks. This situation promoted an inquisitiveness and questioning of each other but they were not as probing of the speakers as in previous courses. In fact, this lack of questioning of the speakers led the staff to wonder whether the class as a whole was lacking in intellectual curiosity about things which were not directly related to their jobs. 25X1A

2. Phases I and II were rated highest by the class followed by Phase III and the field trip. The high marks for the phases dealing with the Agency and the Intelligence Community probably reflect the interest and concern about the inquiries into the problems of intelligence currently being conducted by Congress. The low marks for the field trip probably reflect the difficulty in relating the facilities visited to intelligence or the class members' jobs. The class was not able to meet with the Director due to the many demands on his time and the DDCI had to cancel his scheduled session at the close of the course.. The class did meet with three of the Deputy Directors (Messrs. Blake, Duckett and Nelson) and the ADDI and they all received high marks for their efforts. The class felt that the course met its stated objectives but they were less clear about how it met their own personal objectives.

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Statistics

3. The nominee from the DCI's area cancelled out of the course at the last minute so that there were only 29 members in Midcareer Course No. 48. They represented all four Directorates: nine were from Operations, seven from Administration, seven from Intelligence and six from the Directorate of Science and Technology. The average age of the class was 36.7 years ranging between 30 and 45. The average grade of the class was 13 with one GS-11, eight GS-12's, twelve GS-13's, and nine GS-14's. The average length of service was 11.6 years with a range between five and nineteen years.

Major Changes

4. Major changes in this running consisted of scheduling all components of the DDA as a block rather than scattered throughout Phase I and scheduling sessions on the USSR and China targets in Phase III following presentations by academicians. Student reaction to the first change was non-existent but strong with regard to the second change. All felt that a discussion of the USSR and China targets would be more relevant in the first phase at [redacted] along with the other DDO speakers. The students had a difficult time making the transition from a consideration of the two areas by academicians and then by Agency speakers.

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5. Phase I proceeded smoothly despite nine substitutes out of 42 scheduled speakers. Four scheduled sessions in Phase I were cancelled due to press of business or weather but the staff was able to reschedule two sessions for later times in the course. The "Obstacles Exercise" served to get the class participants interacting with each other and [redacted] got the formal presentations off to a good start on the first evening. There were several speakers in this running who were new to the course or had not appeared recently.

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[redacted] of the DDO; Omego Ware, D/EEO; [redacted] of the DDA; Chairman, COMIREX; and [redacted] of the DDI. Messrs. Nelson and Walsh both participated in evening sessions at [redacted] and both were highly received, particularly Mr. Walsh who discussed at length the [redacted]

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Adams case and Adams' charges leveled at the Intelligence Community. Speakers who received the highest marks during Phase I included Bill Parmenter, ██████████, Chuck ██████████, Omega Ware and Zeke Zellmer.

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6. Phase II proceeded as scheduled with no changes. General Wilson, D/DCI/IC, made the initial presentation on the Community and, as usual, was extremely well received. General Daniel Graham, Director, DIA, spoke to the course for the first time in that capacity and his appearance was most appreciated by the class. His presentation received mixed reactions, however, for many felt that he was not forthcoming or candid in his remarks. Two new speakers were ██████████ from the IC Staff and Robert Baraz from State/INR. Class reaction to the latter was not good but the staff feels that he covered his subject well and deserves another hearing. The least effective speaker was Karl ██████████ from NSA who used too many slides and concentrated on the history of his organization. General Wilson and ██████████ FBI, were rated the most effective. Sessions with Mr. Blake and Mr. Duckett were held in this phase and they were both extremely well received for their candid and forthright discussions on Agency problems.

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7. Phase III consisted of 18 speakers and the field trip. Five of the eighteen speakers were new and included ██████████ OSR; Joseph Gustafarro, Office of Energy Programs; Carl Hemmer, AID; ██████████ NIO/Western Europe; and Herbert Spielman, State/Office of Environmental Affairs. The class gave very low ratings to Gustafarro and Spielman but the staff feels that despite Spielman's deliberate and slow delivery he should be invited back because his substantive presentation was well done. Carl Hemmer's presentation on population was very effective and he should be invited back again. Andrew Pierre made a very poor appearance with a disjointed presentation and probably should not be invited back. The panel session on the Middle

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who?

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8. The field trip to Columbus, Ohio, where the class visited Battelle Memorial Institute and Rockwell International went fairly well. The majority of the class felt that the trip met its objectives although there were some that had trouble relating the visits to problems of general intelligence interest. Both facilities did very well in organizing the tours for their respective days and the speakers did well as a whole. The Rockwell people were obviously well prepared and the plant tour was well done although the lack of activity on the production lines was perhaps a major disappointment to the class. The tour at Battelle received mixed reactions.

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Problems

9. The last minute cancellation of the nominee from the DCI's area prevented the staff from getting an alternate from another Directorate. In addition, a few of the participants [redacted] for the field trip. This appears to be a recurring problem and there does not seem to be any good solution to [redacted]

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Summary of Class Reaction

10. The overall student evaluations, without exception, were favorable. Exposure to class members from other Directorates was invaluable and the informal student presentations were to the majority a key part of the course. Most were appreciative of the chance to discuss major problems with the speakers, particularly those in the Agency and the Intelligence Community.

11. On a scale of 1 to 7 Phase I evaluations ranged from 4 to 7 with an average of 5.0. Phase II evaluations ranged from 4 to 6 with an average of 5.0 and the field trip evaluations ranged from 2 to 7 with an average of 4.3. The Phase III evaluations ranged from 3 to 7 averaging out at 4.6. The overall course evaluation was 5.2.

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MIDCAREER COURSE

NO. 48

OPENING DAY

3 September 1975

Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

25X1A

7 September - 23 September 1975



and

Headquarters Area

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

E-2 CL: 011208

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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.

### COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a fairly detailed understanding of the Agency, its components and issues of current concern to Agency management.
2. Achieve a broad grasp of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into selected national and international developments 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.

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WEDNESDAY, 3 September 1975  
(Room 916, Chamber of Commerce Building)

INTRODUCTION TO THE COURSE

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1300	Registration	[REDACTED]	
1315-1345	Welcoming Address	<del>Alfonso Rodriguez</del> Dep Director of Training	
1345-1430	Introduction to the Course	[REDACTED] Chairman, Midcareer Course	25X1A
1445	Special Clearance Briefings	[REDACTED] Security Officer, OTR	25X1A

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SUNDAY, 7 September 1975

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1500

Arrival at [REDACTED]

25X1A

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1600

Open House [REDACTED]

25X1A

1700

Dinner (normal mess  
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...*

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1900-2100

Class convenes at  
[REDACTED] for intro-  
ductions and discussion  
of Phase I activities

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MONDAY, 8 September 1975

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0800-0830

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

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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.*

0845-0900

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. A senior officer will discuss his functions as a member of the management echelon and how he accomplishes his managerial responsibilities. Finally, those officers concerned with the Agency's legal, legislative and media relationships will discuss their perceptions of the problems that face the Agency today.*

0910-1200

#### 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, 8 September 1975

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1300-1500 Team Reports

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Dinner

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1900-2100 Evening Session--

A Senior Officer Looks  
at the Management Role

Chief, Services  
Staff, DDO

*A senior officer who has held a variety of management positions will discuss his functions as a member of this key management echelon. He will refer to his jobs, past and present, as a manager and how he accomplishes his management responsibilities. will share some of his thoughts regarding obstacles, problems and facilitating factors he encounters as a manager.*

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TUESDAY, 9 September 1975

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0830-0930

Reading

Class

Intelligence Institute, Office of Training, Study Guide: The Organization of CIA, January 1975, 12p. and chart. SECRET

John Maury, "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

Director of Central Intelligence, Statement to the Presidential Commission on CIA Activities within the United States, 13 January 1975.

Statement by W. E. Colby, DCI, Before Defense Subcommittee of the House Appropriations Committee, February 20, 1975.

Statement by W. E. Colby, DCI, Before Government Information and Individual Rights Subcommittee of the House Government Operations Committee, March 5, 1975.

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0945-1045

The Freedom of Information Act and Its Impact on CIA

Assistant to DDA for Coordination

*Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the Privacy Act of 1974 and the effects of their implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.*

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WEDNESDAY, 10 September 1975

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0800-0900

Reading

Class

Director of Central Intelligence,  
Key Intelligence Questions for  
Fiscal Year 1975, DCI/NIO 1751-74,  
9 Aug 1974. SECRET

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

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[REDACTED], "Science,  
Technology and Change: Implications  
for the Central Intelligence Agency."  
January 1972. SECRET

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

A Study of Climatological Research  
as it Pertains to Intelligence Problems,  
RDP 2, August 1974. CONFIDENTIAL CIA  
INTERNAL USE ONLY

0900-0930

Individual Presentation

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 technical collection, looking at the technical collection systems of today and those we can expect tomorrow. We will then look at the area of human collection for which the Agency has a unique responsibility. We will see how technical and human collection interact and complement each other and relate the impact of these 25X1A as all as intelligence officers.*

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0945-1045

The Office 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.*

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WEDNESDAY, 10 September 1975

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1100-1200

Technical Service  
in Support of  
Operations

[REDACTED]  
Deputy Director of  
Technical Service

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

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Lunch

1300-1400

The Office of  
Development and  
Engineering

[REDACTED]  
~~Leslie C. Dirks~~  
Dep 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.*

1415-1515

ELINT Activities

Robert D. Singel  
Director of ELINT

*What is ELINT? A conducted tour around the world of US ELINT facilities, [REDACTED] 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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Dinner

25X1A

1900-2100

Evening Session-

~~James V. Hirsch~~  
~~Leslie C. Dirks~~  
[REDACTED]  
Robert D. Singel  
[REDACTED]

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THURSDAY, 11 September 1975

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0800-0830 Reading Class  
0830-0930 Individual Presentations  
0945-1045 The Future of Covert Action [REDACTED] Special Assistant to the DDO

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*The status of covert action has been one of the major areas of investigation of the select committees in the Senate and House of Representatives. Our speaker, in his capacity as Special Assistant to the DDO, has been dealing with this subject in the committees on a daily basis. He will discuss some of the history leading to the current situation, what the present status is, and the outlook for [REDACTED] in the future.*

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1100-1200 Managing an Area Division [REDACTED] Chief, Latin America Division

*Overall direction and support to the Chiefs of Stations and Bases overseas are provided by the geographic divisions at Headquarters. Our speaker will discuss what it is like to manage an area division with the multiplicity of stations, bases, varying requirements, and personnel needs. He will talk about the balancing act he must perform between fulfilling the Operational Directives for his area and providing support to other Agency components. He will also discuss how the division evaluates the reporting and activities of the stations under his cognizance.*

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Lunch

[REDACTED]

1415-1500 Informal Session [REDACTED]

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Dinner

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THURSDAY, 11 September 1975  
[REDACTED]

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1900-2100

An Evening with the  
Deputy Director for  
Operations

William E. Nelson

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

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SUNDAY, 14 September 1975

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1200-1830	Arrive at [REDACTED]	25X1A
1630-1730	Mess Hall open for Dinner	
1800	[REDACTED] open	25X1A
1900-2100	Individual Presentations - [REDACTED]	25X1A

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MONDAY, 15 September 1975

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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.*

0830-0930 Individual Presentations

0945-1115 The National Photographic Interpretation Center

John J. 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.*

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1130-1230 COMIREX: Imagery Requirements for the 70's

[REDACTED]  
Chairman, COMIREX

*Two of the most important functions in the Intelligence Community involve deciding which intelligence targets should be photographed and which of those targets should have the highest priority. COMIREX coordinates these functions for the Community. Our speaker will discuss how the Committee works, how it is organized, and its relationship with the various elements of the Intelligence Community. The presentation will include some of the historical background, current problem areas and future challenges for the Committee.*

Lunch

1330-1430 The Office of Weapons Intelligence

Ernest J. Zellmer  
Director of Weapons Intelligence

*The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Zellmer will discuss*

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*[REDACTED]*  
*of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.*

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MONDAY, 15 September 1975

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1445-1545

The Production of  
Scientific Intelligence

Dep

[REDACTED]  
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.*

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Dinner

1900-2100

Evening Session -  
[REDACTED]

[REDACTED]

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TUESDAY, 16 September 1975

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0830-0930 Individual Presentations

0945-1045 The Agency's Responsibility  
for Strategic Research

[REDACTED]  
Deputy 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.*

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1100-1200 A New Emphasis on  
Economic Research

[REDACTED]  
Deputy 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 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 organizational changes OER has made, as well as the changes in its requirements for intelligence collection.*

Lunch

1300-1400 The Agency's Role in  
Current Intelligence

William K. Parmenter  
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 Current Intelligence 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.*

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1415-1500 Informal Panel

[REDACTED]  
William K. Parmenter

Dinner

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TUESDAY, 16 September 1975  
[REDACTED]

1900-2100

The Intelligence  
Directorate

Paul V. Walsh  
Associate Deputy  
Director for  
Intelligence

*The ADDI 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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0800-0900

Reading

Class

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CIA, Employee Bulletin [REDACTED]  
"New Approaches to Personnel  
Management," 1 April 1974,  
ADMINISTRATIVE - INTERNAL USE  
ONLY

Office of Personnel (a briefing  
prepared for Harold Brownman,  
DDM&S), "Annual Personnel Plan,"  
ADMINISTRATIVE - INTERNAL USE ONLY

-----, Annual Personnel  
Plan: Comment Sheet, ADMINISTRATIVE -  
INTERNAL USE ONLY

-----, Annual Personnel  
Plan, FY 74/75 (Table of Contents  
only; the actual forms are available  
for examination), ADMINISTRATIVE -  
INTERNAL USE ONLY

-----, Personnel Develop-  
ment Program--FY 1975, ADMINISTRATIVE -  
INTERNAL USE ONLY

-----, Personnel Develop-  
ment 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 -  
INTERNAL USE ONLY

Central Intelligence Agency, Affirmative  
Action Plan for Equal Employment Opportunity,  
Calendar Year 1975, UNCLASSIFIED

CIA, Employee Bulletin [REDACTED] "Progress  
and New Directions in Personnel Management,"  
23 July 1975, ADMINISTRATIVE - INTERNAL  
USE ONLY

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Personnel Evaluation System Handbook,  
DDO Career Service, SECRET

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0800-0900      Reading (contd)      Class

Directorate of Administration;  
Personnel Management Handbook,  
ADMINISTRATIVE - INTERNAL USE  
ONLY

Directorate of Intelligence;  
Personnel Handbook, ADMINISTRATIVE-  
INTERNAL USE ONLY

Directorate of Science and Technology;  
Personnel Management Employee Handbook,  
ADMINISTRATIVE - INTERNAL USE ONLY

0900-0930      Individual Presentation

Block IV--Support to the Intelligence Process

*Intelligence collection and production requires a variety of processing and support mechanisms. During the next five days you will hear about some of these activities dealing with men, money and machines and visit two major support facilities.*

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0945-1045      The Agency and Its  
People

~~Fred W. Janney~~  
~~Director of~~  
~~Personnel~~

Dep Dir of Personnel  
for Plans & Control

*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.*

1100-1200      Equal Employment  
Opportunity in the  
Agency

Omego J.C. Ware, Jr.  
Director of Equal  
Employment  
Opportunity  
Programs

*The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Ware will describe the nature of the problem and the actions to be taken to attempt to solve it.*

Lunch

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25X1A

WEDNESDAY, 17 September 1975

[REDACTED]

25X1A

1300-1330 Individual Presentation

[REDACTED]

1345-1445 Security in the Agency Today

~~Robert W. Gambino~~  
~~Director of Security~~

Chief, Policy  
& Management  
Div, OS

*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. Mr. Gambino will describe the environment within which the Office of Security works and what its major current activities are.*

Dinner

1900-2100 Evening Session -

[REDACTED]

~~Fred W. Janney~~  
~~Omego J.C. Ware, Jr.~~  
~~Robert W. Gambino~~

[REDACTED]

25X1A

25X1A

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THURSDAY, 18 September 1975

25X1A

0800-0830 Reading Class

0830-0930 Individual Presentations

25X1A

0945-1045 The Role of the Office of the Comptroller in Budgeting, Management and Planning

████████████████████  
Chief,  
Administration  
Group, Office of  
the Comptroller

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

25X1A

1100-1200 Financial Operations in the Agency

████████████████████  
Executive Officer,  
Office 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

1300-1330 Individual Presentation

25X1A

1345-1445 Logistical Support of Agency Activities

████████████████████  
Deputy Director  
of Logistics

*Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.*

Dinner

25X1A

1900-2100 Evening Session -

25X1A

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FRIDAY, 19 September 1975

25X1A

0830-0930 Individual Presentations

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.*

25X1A

1100-1230 The Agency's Medical  
Services

Deputy Director of  
Medical Services

and Panel

25X1A

Deputy Chief,  
Operations Division

25X1A

Deputy Chief,  
Psychiatric Staff

25X1A

Psychological  
Services Staff

*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 intelligence research conducted on*

25X1B

Lunch

1330

ETD

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MONDAY, 22 September 1975  
(Headquarters Building)

0845-0915 Individual Presentation  
(GA-13)


0930-1045 Developments in Agency  
Communications  
(GA-13)

  
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.*

1100-1200 Presidential Briefing  
Support


  
Chief, White House  
Support Staff, OCI

25X1A

*Each Administration has required intelligence briefings in a variety of ways. Under the Ford Administration the Agency provides daily morning briefings when the President is in town. Our speaker will discuss this activity: how it began, what it involves, and how it works.*

Lunch

1330-1430 The CIA Operations  
Center  
(6F-19)

  
Vincent J. Heyman  
Dep Chief, CIA  
Operations Center

25X1A

*Following an overview of the work of the Operations Center the class will be divided up into two groups for a tour of its facilities.*

1445-1545 Processing Intelligence:  
The Role of the Central  
Reference Service  
(7D-32)

Harry C. Eisenbeiss  
Director, Central  
Reference Service

*The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, efforts to improve the system and your service.*

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TUESDAY, 23 September 1975  
(Local Field Trip and Headquarters)

25X1A  
0800 Car pools depart for  
[REDACTED] - Assemble  
at far end of Lanes E-F,  
West Parking

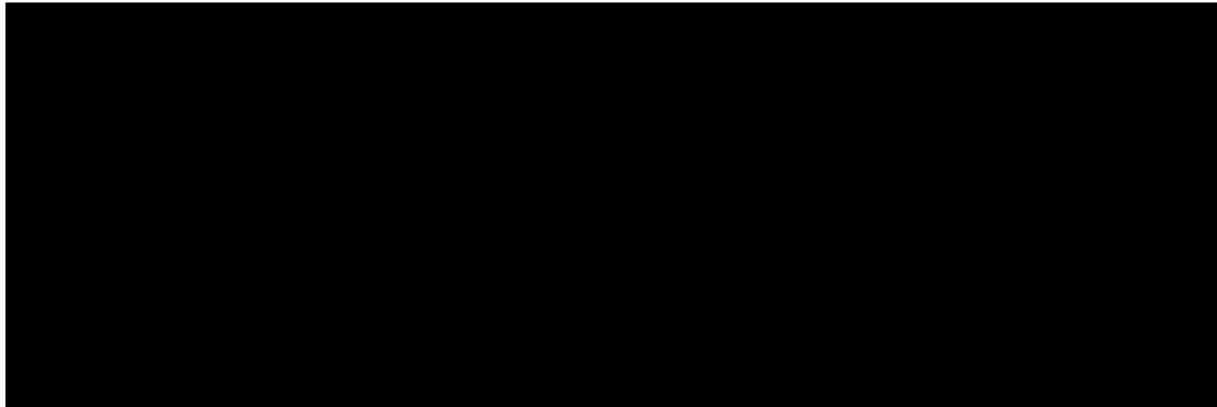
0900-1200 Technical Service in OTS Staff  
Support of Operations

*You received an overview of OTS earlier. Today you will hear about two of the Office's major activities and then tour OTS facilities to learn of the other kinds of equipment and support which the Office can supply.*

Briefings and Tour  
of Laboratory

1215 Car pools depart for  
Headquarters

Lunch



1515-1615  
1515-1630

Film "A Point in Time"  
The Outlook for the  
Future in the  
Directorate of  
Administration

John F. Blake  
Deputy Director  
for Administration

*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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MIDCAREER COURSE

NO. 48

PHASE II

THE INTELLIGENCE COMMUNITY  
(24-29 September 1975)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS  
(30 September - 10 October 1975)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400080001-3

WEDNESDAY, 24 September 1975  
(Room 916, Chamber of Commerce Building)

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.*


0830-0900	Discussion	Class and Staff
0915-0945	Individual Presentation	
1000-1130	<u>Managing the Intelligence Community</u>	Lieutenant General Samuel V. Wilson Deputy to the DCI for the Intelligence Community

*The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the Intelligence Community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the Director created the Intelligence Community Staff. Our speaker will outline the scope of this responsibility, some of the major problems, and his prognosis for success.*

Lunch

1300-1330 Phase I Evaluation and Course Administration

1330-1430 Resources for the Intelligence Community

  
Deputy Chief,  
Management, Planning  
Resources and Review  
Division, IC Staff

*The Intelligence Community is a vast, sprawling conglomerate of different agencies, each with a slightly different perspective and each frequently holding differing views on any given subject. Managing and coordinating the resources necessary to make this entire structure work is an extremely complex task. Our speaker will discuss these resources, how they are managed, the role of the DCI in resource management, and the relationship of this area to the current investigations in Congress.*

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WEDNESDAY, 24 September 1975  
(Room 916, Chamber of Commerce Building)

1445-1615 The Defense Intelligence Agency

Lieutenant General Daniel O. Graham  
Director, 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.*

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THURSDAY, 25 September 1975  
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Individual Presentations

0945-1100 The National Intelligence  
Officers

[REDACTED]  
National Intelligence  
Officer for Latin  
America

*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.*

1115-1145 Individual Presentation

Lunch

1315-1430 The Bureau of Intelligence  
and Research

Robert H. Baraz  
Director, Office of  
Political-Military  
Affairs and Theatre  
Forces

*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.*

25X1A

1445-1615 The National Security  
Agency

[REDACTED]  
Assistant to the  
Dean of the Crypto-  
logic Management  
Faculty, National  
Cryptologic School

*The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the affect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.*

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FRIDAY, 26 September 1975

( [REDACTED] and Chamber of Commerce Building)

25X1A

0815 Bus leaves from Chamber of Commerce Building to [REDACTED] (meet at rear of Chamber of Commerce Building)

25X1A

0900-1130 The Imagery Analysis Service

George W. Allen  
Director, Imagery Analysis Service

*The Director will discuss the role of IAS in support of intelligence 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

1330-1430 Treasury's Role in the Intelligence Community

David Laux  
National Security Advisor, Office of National Security Affairs, Treasury

*The Department of the Treasury joined the United States Intelligence Board just over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind 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.*

25X1A

1445-1615 The FBI and Intelligence

[REDACTED]  
Chief, Counter-intelligence Branch, Intelligence Division, FBI

*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.*

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MONDAY, 29 September 1975  
(Room 916, Chamber of Commerce Building  
and Headquarters)

0830-0930 Individual Presentations

0945-1100 The National Security Council Under the Ford Administration Col. Clinton Granger  
National Security Council Staff

*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.*

1115-1230 The President's Foreign Intelligence Advisory Board Wheaton 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.*

Lunch

1430-1530 The Outlook for the Future in the Directorate of Administration (7 D 32) John F. Blake  
Deputy Director for Administration

*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.*

1545-1645 Management in CIA (6 E 60) Carl E. Duckett  
Deputy Director for Science and Technology and Secretary, CIA Management Committee

*You have heard much during the past three 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.*

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TUESDAY, 30 September 1975  
(Room 916, Chamber of Commerce Building)

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 required some redefinition; whereas the Soviet threat remains paramount, 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 US international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.*

25X1A

0845-0945 Individual Presentations

1000-1200 U.S. Foreign Policy and  
the United Nations

*Since entering government service in 1969, Henry Kissinger has dominated the making of both U.S. foreign policy and U.S. policy in the United Nations. Our speaker will discuss the raison d'etre of the Kissinger foreign policy, based partly on first hand, personal, experience and how this policy relates to the U.N. He will discuss the strengths and weaknesses of the Kissinger approach and make some projections as to what the future may hold.*

Lunch

1330-1500 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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TUESDAY, 30 September 1975  
(Room 916, Chamber of Commerce Building)

1515-1630 The US-Soviet  
Strategic Balance

  
Chief, Strategic  
Evaluation Center, OSR

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.*

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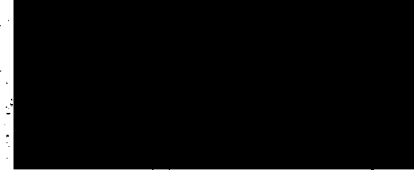
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WEDNESDAY, 1 October 1975  
(Room 916, Chamber of Commerce Building)

0900-1100

The Soviet Union  
and the West in  
an Age of Detente




25X1A

*The speaker will consider the significance of detente in assessing Soviet objectives and achievements in her relations with the West. He will focus in particular on the Soviet Union's perceptions of the short and long-term prospects for detente.*

25X1A

1115-1230

The Soviet Union  
as an Operational  
Target

  
Chief, External  
Operations, Soviet/  
East European Division

*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 morning will describe approaches to the target and the difficulties encountered; several case histories will be presented.*

Lunch

1330-1345

Course Administration

Depart for Field Trip, 1 - 3 October 1975

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MONDAY, 6 October 1975  
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0900-0930 Reading

Class

25X1A

 "The Art of China-Watching",  
pp. 23-33, Studies in Intelligence,  
Vol. 19 No. 1, Spring 1975. SECRET  
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25X1A

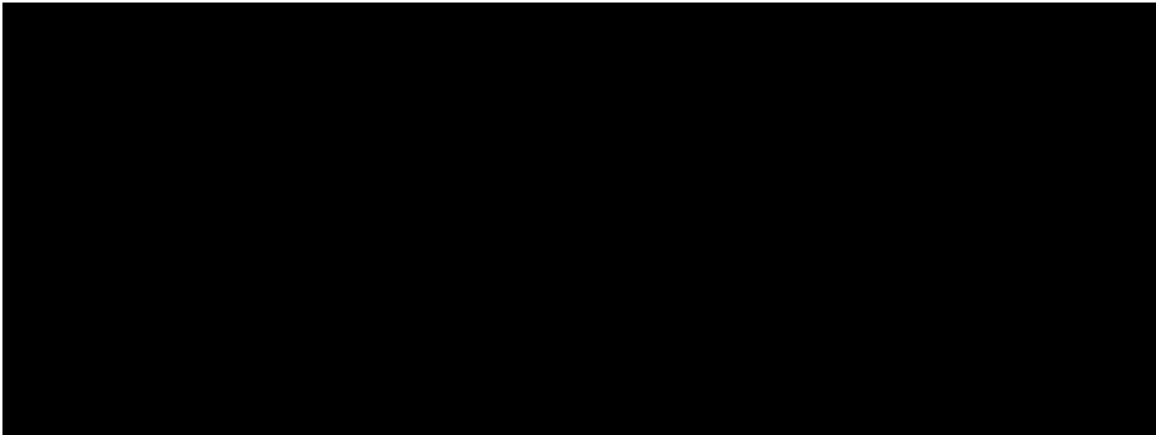
0945-1145 The Outlook for China  
in World Affairs



*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.*

25X1A

Lunch



1500-1630 The Office of  
Medical Service

Panel

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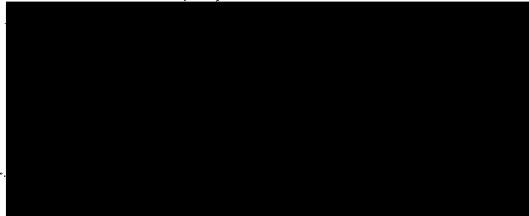
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TUESDAY, 7 October 1975  
(Room 916, Chamber of Commerce Building)

25X1A

0900-1130 The Middle East in  
Perspective



Parker T. Hart  
Special Representative  
for the Middle East  
and North Africa,  
Bechtel Corporation

*The Middle East continues to be a problem that could erupt at any moment into a serious conflagration. Although there are many ways of viewing this perpetual crisis area, two of the more significant perspectives are through the eyes of our two speakers--one a former ambassador and the other a university professor specializing in the Mideast. They will cover some of the history of the area, the current situation, and the outlook.*

Lunch

1330-1400 Film: "Energy: Critical  
Choices Ahead"

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

1415-1545 Energy: Challenge  
of the 70's

Joseph Gustafarro  
Office of Energy  
Programs

*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.*

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WEDNESDAY, 8 October 1975  
(Room 916, Chamber of Commerce Building)

0900-0950 Film: "Who Owns the Sea?"

*This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.*

1000-1130 Law of the Sea

Office of Geographic  
and Cartographic  
Research

25X1A

*Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences, the second of which was held recently in Geneva. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.*

Lunch

1300-1430 World Population  
Problems

Carl Hemmer  
Office of Population,  
AID

*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.*

1730-1930 Reception in  
Executive Dining  
Room (7 D 42)

Class, Staff,  
Spouses and Guests

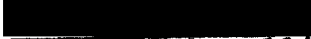
*Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.*

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THURSDAY, 9 October 1975  
(Room 916, Chamber of Commerce Building)

0900-1030 Crisis in Southern Europe

  
National Intelligence  
Officer for Western  
Europe

*For the past 30 years, NATO and the countries of Western Europe have formed the bulwark of defense against possible Soviet aggression. Today, upheaval and dissension in Southern Europe threaten large portions of the fabric of European defense and unity. Our speaker will discuss the problem areas and present some thoughts on the direction events may turn in the future.*

1045-1200 International Politics and Environmental Problems

Herbert Spielman  
Office of Environ-  
mental Affairs,  
Department of State

*The deterioration of the fragile ecological balance is a problem which confronts all mankind and yet is susceptible to solution only by nations acting in concert. Emphasizing the politics of environment, our speaker will contrast US perceptions, objectives and aims with those of other nations. He will also share his views on the role intelligence may come to play in supporting the policy maker in this important area.*

Lunch

1300-1430 Terrorism: A New Dimension in World Affairs

Verne F. St. Mars  
Assistant Director  
for Domestic and  
Foreign Security  
Operations, 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 discuss the world-wide scope of terrorist activities and international efforts to cope with this threat. He will also discuss United States' inter-agency efforts in this field, particularly as it relates to the US, and he will describe the Government's policies aimed at thwarting terrorist activities.*


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THURSDAY, 9 October 1975  
(Room 916, Chamber of Commerce Building)

25X1A

1445-1600 Political Consequences  
of Nuclear Proliferation

  
Office of Political  
Research

*The countries that have or are capable of building atomic weapons are growing. These weapons are increasingly accessible to irresponsible groups including terrorists. The hidden threat of use of atomic weaponry is becoming a fact of political power for countries and forces that might not be significant factors on the international scene. A member of the staff of the Office of Political Research will discuss her analysis of the problem.*

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FRIDAY, 10 October 1975

~~(Room 1 A 07, Headquarters Building)~~

9/16 c/c

0845-0930 Discussion Class and Staff  
0930-1000 Phase III Evaluations  
1000-1200 Inventing the Future

25X1A

*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 this course.*

*Award of Certificates*

Lunch

~~1330-1415 Overall Evaluations  
1430 Informal Remarks  
(7 D 64)~~

Lt. Gen. Vernon A. Walters  
Deputy Director of Central Intelligence

Award of Certificates

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