

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report - Midcareer Course No. 49,
9 November - 12 December 1975

25X1A

1. Midcareer Course No. 49, overall, was a successful running. In the staff's view the participants came together as a group very early during the two weeks at [REDACTED] and this attitude remained throughout the five weeks. This class spirit prompted a free exchange of ideas between the members of the course and led to a lively interchange with the speakers.

2. Phase I on the Agency was rated highest by the class followed by Phase III, Phase II and the field trip. The class did not meet with the Director in the concluding session due to a commitment on the Hill. The DDCI substituted for Mr. Colby. Mr. Duckett had to cancel his session with the class, but the other Deputy Directors met the group. The class generally felt that the course met its stated objectives and, in a less measurable way, their own personal objectives.

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Statistics

3. Thirty students began the course at [REDACTED] but one of the DDO participants was pulled out before the end of the second week to go on a TDY associated with the President's trip to Peking. The 29 members who completed the course represented the DCI Area and the four Directorates. Nine were from the Operations Directorate, seven from the Intelligence Directorate, six from the Directorate of Administration, and six from the Directorate of Science and Technology. There was one member from the DCI Area. The average age of the class was 38.8 years, ranging between 31 and 50. The average grade was GS-13.3, with ten GS-12s, fourteen GS-13s, four GS-14s and one GS-15. The average length of service was 11 years, with a range of two to twenty years. There were two women in the class.

Major Changes

4. There were no major changes in the running of this course. Two new presentations were scheduled in Phase I. The first was a panel comprised of members of the Management Advisory Group which discussed the role of MAG and management problems as seen by junior officers. The second was a discussion of the role and responsibilities of the Inspector General. In Phase III there was a presentation on the Soviet Navy which preceded the field trip to Norfolk and a discussion of the [REDACTED] Report" by one of the members of the task force which considered proposals for the reorganization of the Agency. The ratings of these presentations ranged from fair to outstanding.

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5. Phase I proceeded smoothly. There were no cancellations of scheduled sessions and only five substitutions out of 42 scheduled speakers. The team exercise on the first day helped to get the students interacting with each other, and the first evening session with the MAG Panel generated much discussion which further coalesced the group. Although the panel met with mixed reaction from the class, it should be retained because it serves to bring the class closer together in focusing on areas of concern to middle-level officers. There were several speakers who were making their first presentation to the course. Among these were [REDACTED] who substituted for Omega Ware, Director of EEO Programs; [REDACTED] the then Deputy Inspector General; [REDACTED] Chief of Operations, FRD/DDO; Robert Gambino, Director of Security; and [REDACTED] DD/OEL, who substituted for Jim Hirsch, D/OEL. Speakers who received the highest marks during this phase were Jack Iams, Comptroller; Tom Yale, Director of Finance; [REDACTED] Deputy Chief, [REDACTED]/DDO; and [REDACTED] Chief, Operations Coordination Branch, EA/DDO. Speakers from the DDS&T generally received low marks due to their overuse of viewgraphs, although their evening sessions were better received.

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6. Phase II went according to schedule with only one substitution. Mr. Louis Sarris, Special Assistant for Political-Military Affairs, replaced Robert Baraz, Director, Office of Political-Military Affairs and Theatre Forces in the session covering State/INR. He was not well received due to a disorganized presentation. General Wilson, D/DCI/IC; George Carver, D/DCI/NIO; and Col. Clinton Granger, NSC Staff, were rated the most effective, and [REDACTED] who

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covered DIA was unanimously rated by the class as the least effective. He did not project well and left the impression that he was briefing under duress. The class also attended the Agency Guest Speaker Program in the Auditorium to hear [redacted] Reaction to this session by the class participants was completely negative.

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7. The week and a half of Phase III consisted of a two and one-half day field trip to Norfolk to visit CINCLANTFLT Headquarters and 15 scheduled speakers. The DDS&T canceled his session, and there were three substitutions, but this phase was very well received. [redacted] OGCR/DDI, and [redacted] Chief, Naval Operations Branch, OSR/DDI, made very effective presentations on Law of the Sea and the Soviet Navy to set the stage for the field trip. Mr. Lou Bley, Office of Energy Programs, Department of Commerce, substituting for Robert Shepherd, gave a low-key presentation on energy which was not very well received. Bley, obviously, had not spent much time preparing his talk. [redacted] Deputy Director of Communications, who substituted for [redacted] Deputy Comptroller, in discussing the "[redacted] Report," made an exceptionally fine presentation on a subject which had generated much interest during the course. All of the outside speakers from the academic world received high marks from the class for their presentations of differing views and challenging ideas on subjects of current and major interest. Carl Hemmer, Office of Population, AID, and [redacted] were particularly effective in lively discussions with the class.

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8. The field trip to Norfolk, Virginia, to visit CINCLANTFLT Headquarters, went very well in the view of the staff. The Navy did a commendable job in arranging a two-day tour that covered several areas of interest. The visit to the USS Mount Whitney, the SEAL and UDT demonstrations, and the briefings on COMSUBLANT and SOSUS systems were the most effective parts of the visit. Class reaction to the trip was lukewarm, however. Some of this can be laid to the mode of transportation, chartered Metro bus, and the overnight accommodations. In general I feel that Midcareerists have come to expect flying trips out of town to some exotic or unusual facility, and the class reaction reflected the disappointment in having to visit such a mundane location as Norfolk.

tough!
Is it
mundane?
of value?
Ad

Problems

9. There were no major problems associated with the running of this class.

Summary of Class Reaction

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10. The overall reaction of the class participants to the course was favorable. The opportunity to discuss problems and issues with top Agency management in the informal environment of the [redacted] and the association with other members of the class were considered to be the high points of the course. The individual student presentations were considered to be especially meaningful and valuable both from the standpoint of content and the stimulation of discussion among the class members.

To this about it is been going? AM

11. On a scale of 1 to 7, Phase I evaluations ranged from 3 to 7 with an average of 5.1. Phase II evaluations ranged from 3 to 5 with an average of 4.6, and the field trip evaluations ranged from 2 to 6 with an average of 4.0. The Phase III evaluations ranged from 2.5 to 7 with an average of 4.7. The overall class evaluation was 5.1.

[redacted]

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Course Chairman

[redacted]

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Course Co-Chairman

S-E-C-R-E-T

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MIDCAREER COURSE

NO. 49

OPENING DAY

5 November 1975

Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

25X1A

9 November - 24 November 1975



Headquarters Area

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

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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, 5 November 1975
(Room 916, Chamber of Commerce Building)

INTRODUCTION TO THE COURSE

25X1A

1300	Registration	[REDACTED]	
1315-1345	Welcoming Address	Alfonso Rodriguez Deputy 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, 9 November 1975

25X1A

1500

Arrival at [REDACTED]
[REDACTED]

25X1A

25X1A

1600

Open House [REDACTED]

25X1A

1700

Dinner (normal mess
operating hours
1630-1730)

25X1A

25X1A

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

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MONDAY, 10 November 1975

25X1A

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25X1A

0800-0830

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

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 with your classmates and you will also have an opportunity to discuss management problems with a panel from the Management Advisory Group. 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, 10 November 1975

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1300-1500 Team Reports

Dinner

25X1A

1900-2100 Evening Session - [REDACTED]

MAG Looks at Management

Panel

25X1A

[REDACTED]
Office of Legislative
Counsel

25X1A

[REDACTED]
DDO

25X1A

[REDACTED]
DDA

[REDACTED]
DDI

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Current members of the Management Advisory Group (MAG) will provide the background on the origin and purposes of the MAG and comment on its role today. They will discuss questions raised by the class concerning management problems in the Agency.

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TUESDAY, 11 November 1975

25X1A

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.

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

0945-1045

CIA in Court

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 operation and security.

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TUESDAY, 11 November 1975

25X1A

1100-1200

The Agency's Relations
with the Press

Angus Thuermer
Assistant to
the Director

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.

Lunch

1300-1400

The Agency's Relations
with Congress

George C. 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.

25X1A

1415-1515

The Freedom of
Information Act
and Its Impact
on CIA

[REDACTED]
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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Dinner

1900-2100

Evening Session

Angus Thuermer
George L. Cary

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WEDNESDAY, 12 November 1975

25X1A

0800-0900

Reading

Class

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

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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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WEDNESDAY, 12 November 1975

25X1A

0800-0900 Reading (contd) Class

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

0945-1045 The Agency and Its
People

Fred W. Janney
 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.

25X1A

1100-1200 Equal Employment
Opportunity in
the Agency

Deputy

Omega 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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WEDNESDAY, 12 November 1975

25X1A

1300-1400

The Expanding Role and
Responsibilities of
the Inspector General

[REDACTED]
Deputy Inspector
General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigatin employee grievances. He will describe some types of problems and situations which arise and require remedial action by top management.

1415-1515

Security in the
Agency Today

Robert W. Gambino
Director of
Security

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.

25X1A

25X1A

Dinner

1900-2100

Evening Session -
[REDACTED]

Fred W. Janney
Omego J.C. Ware, Jr.
Robert W. Gambino
[REDACTED]

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THURSDAY, 13 November 1975

25X1A

0800-0845 Reading Class

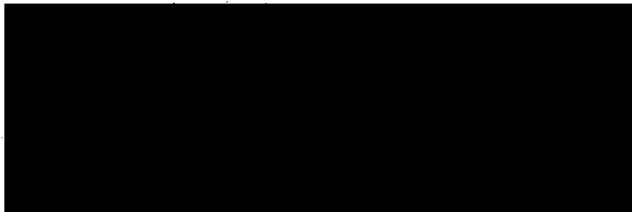
0845-0945 Individual Presentations

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

1000-1130 Target: China

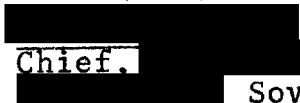


Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to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

25X1A

Lunch

1230-1400 The Soviet Union
as an Operational
Target



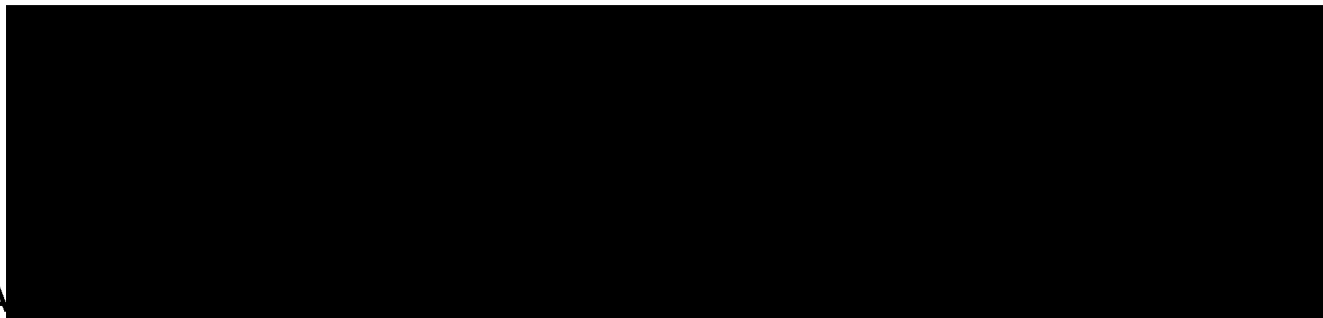
25X1A

Chief, 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.

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THURSDAY, 13 November 1975

25X1A

Dinner

25X1A

1900-2100

Evening Session -

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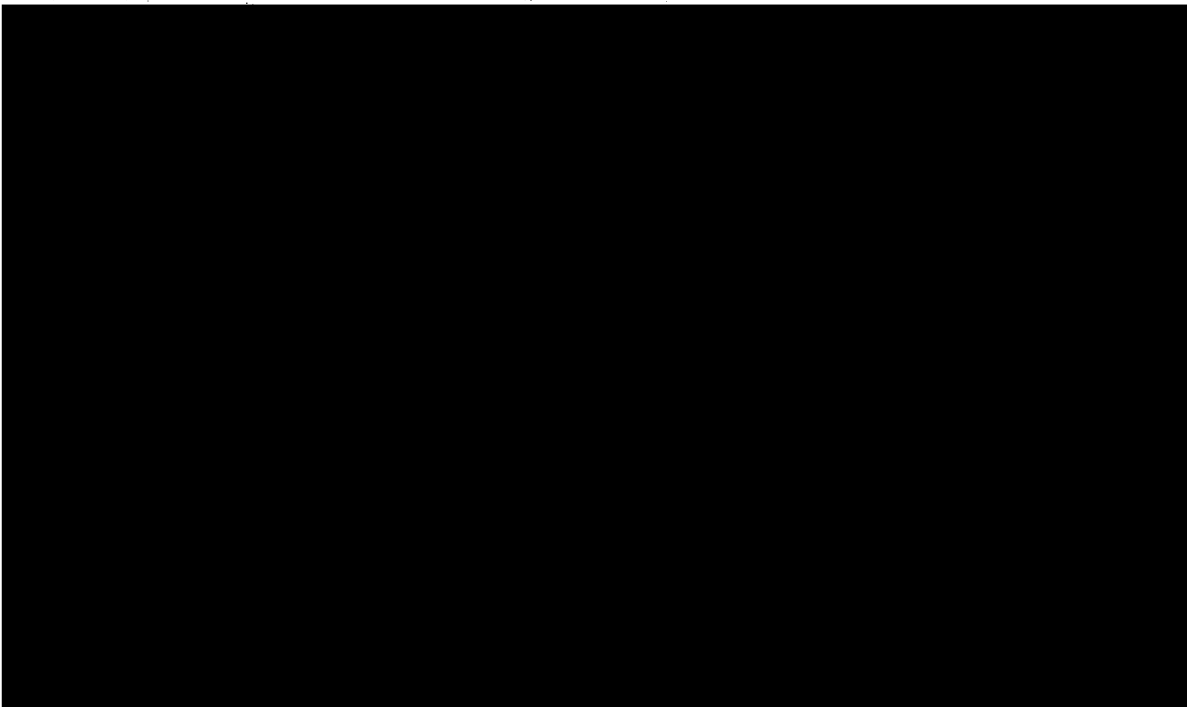
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FRIDAY, 14 November 1975

25X1A

0830-0900 Discussion Class and Staff

0900-0930 Individual Presentation



25X1A

Lunch

1300

ETD

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SUNDAY, 16 November 1975

	[REDACTED]	25X1A
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, 17 November 1975

25X1A

0800-0830

Reading

Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1976, USIB-D-22.1/43,
9 October 1975. 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

0830-0930

Individual Presentations

0945-1045

The Office of Research
and Development

Donald L. Haas
Director of Research
and Development

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

1100-1200

Technical Service
in Support of
Operations

David S. Brandwein
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 learn of the kinds of equipment and support which the Office can supply.

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Lunch

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MONDAY, 17 November 1975

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1300-1400

The Office of
Development and
Engineering

Leslie C. Dirks
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.

25X1A

1415-1515

ELINT Activities

James V. Hirsch
Deputy 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.

25X1A
25X1A
25X1A

Dinner

1900-2100

Evening Session -
[redacted]

Donald L. Haas
David S. Brandwein
Leslie C. Dirks
James V. Hirsch
[redacted]

TUESDAY, 18 November 1975
[REDACTED]

25X1A

0800-0830 Reading Class

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.

0945-1045 A New Emphasis on Economic Research

Maurice C. Ernst
Director of Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy 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.

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1100-1200 The Office of Political Research

[REDACTED]
Deputy Director,
Political Research

This office was created primarily to conduct political and inter-disciplinary research in depth, rather than current intelligence. The Deputy Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

Lunch

1300-1330 Individual Presentation

1345-1445 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.

Dinner

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TUESDAY, 18 November 1975

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1900-2100

Evening Session -

Maurice C. Ernst

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William K. Parmenter

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WEDNESDAY, 19 November 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.

1100-1200

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

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

25X1A

Lunch

1300-1400

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.

1415-1515

Imagery Analysis

George W. Allen
Director, Imagery
Analysis Service

The speaker will discuss the role of IAS in support of intelligence production and operations components of CIA. He will focus particular attention upon the support provided to on-going disarmament talks--SALT and MBFR.

S-E-C-R-E-T

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WEDNESDAY, 19 November 1975

25X1A

1900-2100

Evening Session

Karl H. Weber
Ernest J. Zellmer
George W. Allen

25X1A

25X1A

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S-E-C-R-E-T

THURSDAY, 20 November 1975

25X1A

0800-0845 Discussion [redacted] Class and Staff

0900-0930 Individual Presentation

25X1A

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next three days you will hear about some of these activities.

0945-1045 Logistical Support Michael J. Malanick
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

25X1A

[redacted]
described for us as they have become part of the "new look" in the logistics field.

25X1A

1100-1200 The Role of the Office John D. Iams
of the Comptroller in CIA Comptroller
Budgeting, Management
and Planning

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.

Lunch

1300-1330 Individual Presentation

1345-1445 Financial Operations Thomas B. Yale
in the Agency Director, 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.

Dinner

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THURSDAY, 20 November 1975

[REDACTED]

25X1A

25X1A

1900-2100

Evening Session -

[REDACTED]

~~Michael J. Malanick~~

John D. Iams

Thomas B. Yale

[REDACTED]

25X1A

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S-E-C-R-E-T

FRIDAY, 21 November 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.

1100-1230 The Agency's Medical Services

Dr. Charles Bohrer
Director of Medical Services

25X1A

and Panel

[REDACTED]
Deputy Chief,
Operations Division

25X1A

[REDACTED]
Chief, Special Activities Branch,
Psychological Division Psychiatric Staff

25X1A

[REDACTED]
Chief, Psychological Branch,
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

25X1B

Lunch

1300

ETD


S-E-C-R-E-T

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MONDAY, 24 November 1975
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 Developments in Agency
Communications


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.

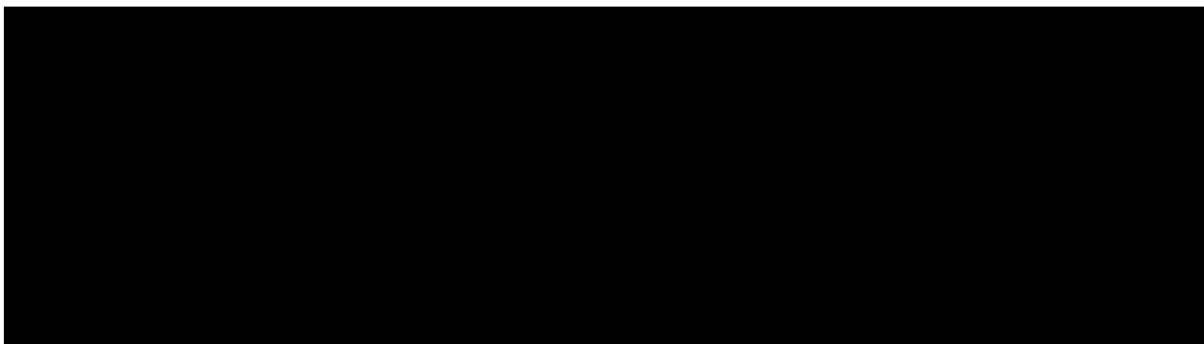
1100-1200 The Intelligence
Directorate

Edward W. Proctor
Deputy Director
for Intelligence

The DDI 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.

STATSPEC

Lunch



1445-1545 The Office of
Geographic and
Cartographic
Research

John K. King
Director, Office of
Geographic and
Cartographic Research

The Agency produces intelligence on virtually all subjects of interest to government policy makers. We now cover another major area of intelligence production--Geography and Cartography. Our speaker will cover the functions of his office and how it interfaces with the other areas of Agency operations. He will include some of the trends and problem areas encountered in producing geographic intelligence.

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MIDCAREER COURSE

NO. 49

PHASE II

THE INTELLIGENCE COMMUNITY
(25 November - 2 December 1975)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS
(3-12 December 1975)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

S-E-C-R-E-T

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MIDCAREER COURSE

NO. 49

		25X1A
CHAIRMAN	: [REDACTED] Room 921, Chamber of Commerce Extension 2063	
	[REDACTED] Room 921, Chamber of Commerce Extension 2063	25X1A
TRAINING ASSISTANT:	[REDACTED] Room 921, Chamber of Commerce Extension 2063	25X1A

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TUESDAY, 25 November 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

25X1A

1300-1330	<u>Phase I Evaluation and Course Administration</u>	
1330-1430	<u>Resources for the Intelligence Community</u>	 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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TUESDAY, 25 November 1975
(Room 916, Chamber of Commerce Building)

25X1A

1445-1615

The Defense
Intelligence
Agency


Deputy Director for
Intelligence, NMIC

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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WEDNESDAY, 26 November 1975

([REDACTED] and Room 916, Chamber of Commerce Building) 25X1A

0815 Bus leaves from Chamber of Commerce Building to [REDACTED] (meet at rear of Chamber of Commerce Building) 25X1A
25X1A

0900-1130 The National Photographic Interpretation Center John J. Hicks Director, NPIC

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 reports and in the decision making process. Our speaker will discuss NPIC's support to the Intelligence Community. You will also have an opportunity to visit with PI analysts in a division of your own choosing.

25X1A

Lunch at [REDACTED] Cafeteria

1230 Bus to Chamber of Commerce Building

1330-1430 The National Intelligence Officers George A. Carver Deputy to the DCI for National Intelligence Officers

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

1445-1615 The President's Foreign Intelligence Advisory Board CDR Lionel Olmer Special Assistant to the 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.

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THURSDAY, 27 November 1975

THANKSGIVING HOLIDAY

FRIDAY, 28 November 1975

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, 1 December 1975
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0915-1015 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.

1030-1145 The Bureau of Intelligence and Research *Special Assistant for* ~~Louis Sarris~~
~~Robert H. Baraz~~
Director, Office of
Political-Military
Affairs and Theatre
Forces, State Department

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

Lunch

1315-1445 The SIGINT Community 
Special Assistant
to the CIA SIGINT
Officer

Our speaker will discuss the organization of the SIGINT community and the relationship between the collector, the consumer, and the 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.

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MONDAY, 1 December 1975

(Room 916, Chamber of Commerce Building)

25X1A

1500-1630

The FBI and
Intelligence


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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TUESDAY, 2 December 1975

~~(Room 916, Chamber of Commerce Building
and Headquarters)~~

0830-0930 Individual Presentations

0945-1100

The National Security
Council Under the
Ford Administration
(Room 916, C/C)

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.

~~1115-1145~~

~~1330-1445~~

Course Administration
Cash Advance for Field
Trip
~~(Room 916, C/C)) E-78~~

Lunch

~~1115-1215~~

~~1330-1430~~

The Deputy Director's
View of the Operations
Directorate
~~(Room 7 E 32 (1 E 78)
DDI Conference Room)~~

William E. Nelson

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

1500-1700

Agency Guest Speaker
(Auditorium)

Command and Intelligence

Professor R. V.
Jones
Head of Department
of Natural Philosophy,
University of Aberdeen

The speaker, Director of Scientific Intelligence in the British Air Ministry during World War II, will speak on the practical role and function of Intelligence within any organization, private or governmental, and the inter-relationship between intelligence and the command line. Prof. Jones, a distinguished scientist as well as intelligence officer, is generally considered the father of Scientific Intelligence.

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WEDNESDAY, 3 December 1975
(Headquarters, Room I E 78)

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

1000-1130

The US-Soviet
Strategic Balance

Assistant National
Intelligence Officer
for Strategic Programs

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

25X1A

1230-1345

The Soviet
Navy Today

Chief, Naval Operations
Branch, OSR

On our field trip, we will be visiting a major U.S. Naval Command. Before we find out about ourselves, it will be useful to learn something about the Navy of our major adversary, the Soviet Union. Our speaker will cover the Soviet Navy, its strengths, weaknesses, organization and size plus some thoughts on the outlook for the future.

1400

Depart for Field Trip
3 - 5 December

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MONDAY, 8 December 1978
(Room 916, Chamber of Commerce Building)

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

25X1A

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

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.

Switch to Wednesday 3 December 1978

Lunch

1300-1330 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.

1345-1500 Energy: Challenge of the 70's

~~Lou Bley
Robert E. Shepherd
Deputy Director,
Office of Energy Programs, Commerce~~

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.

25X1A

1515-1630 Agency Reorganization - A Proposal

~~Deputy Comptroller
Deputy Director of Communications~~

During the past few weeks, you have heard many references, by Agency speakers, to the "Report." This report is the labor of a task force commissioned by the Director, headed by [redacted] and composed of senior Agency officers from various components, which considered how the Intelligence Community and the Agency might be reorganized in the face of the current investigations. [redacted] will discuss the findings and recommendations of the report and the impact it might have on the Agency.

25X1A

25X1A

25X1A

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TUESDAY, 9 December 1975
(Headquarters)

0845-0945

Individual Presentations
(Room 1 E 78)

25X1A

1000-1200

U.S. Foreign Policy
and the United Nations
(Room 1 E 73)

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

1330-1430

The Outlook for
the Future in the
Directorate of
Administration
(Room 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.

1445-1630

Management in CIA
(Room 6 E 60)

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

You have heard much during the past four 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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Four CIA Operations Center
2 F 33

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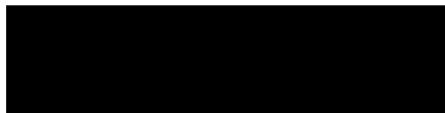
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THURSDAY, 11 December 1975
(Room 916, Chamber of Commerce Building)

25X1A

0830-1030

The Soviet Union
and the West in
an Age of Detente



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

1045-1200

Reading

Class

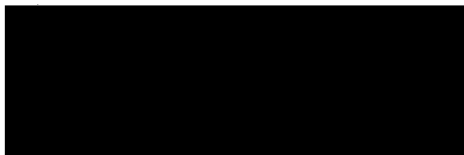
"The Art of China-Watching", pp. 23-33, Studies in Intelligence, Vol. 19, No. 1, Spring 1975. SECRET
No Foreign Dissem

Lunch

25X1A

1330-1500

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.

1515-1630

World Population
Problems

Carl Hemmer
Chief, Population
Policies Development
Division, 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.

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FRIDAY, 12 December 1975
(Headquarters)

0845-0930	Discussion	Class and Staff
0930-1000	Phase III Evaluations	
1000-1200	<u>Inventing the Future</u> (Room 1 A 07)	

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.

Lunch

1330-1415 Overall Evaluations

~~1430~~ Informal Remarks
(Room 7 D 64)

Deputy General Walters
~~William E. Colby~~
Director of Central Intelligence

Award of Certificates

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