

DCI  
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AMHERST CLUB - 19 MARCH  
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Working lunch today - Bill Webster

Classmates - next-door frats

How 2 clean-living Amherstmen end up 30 + years later -

#1 - G-Man

#1 - Spy

Certainly neither anticipated

Doubt Amherst much expectation it was preparing many its grads  
end up these fields

But grateful Amherst did not focus on prep for profession -  
rounded, adaptable liberal education

Grateful for it - not so much for what taught - for all  
areas knowledge taught me I didn't know about -  
and made me want to know about

Perhaps Amherst helped us in being ready to shift gears and careers -

We both enjoyed our 1st careers

Both having exciting time in 2nd

Intell - exciting profession today

Rate change demand flexibility, open-mindedness, innovativeness

I Much involved tech change in techniques collecting info

Satellites

Computers

Lasers

Signal processing

etc.

II Also change in other 1/2 intell - analyzing what collected

New techniques - manipulating data -

quantitative analysis of pol, social events

New subject areas

Used to be mil - and pol

Today vast expansion

Terror

Narcotics

Food - grain

Indust production

Health

Econ forecasting

Oil - energy

Not just Sov Union and E. Eur.

Zimbabwe

Kampuchea

Afghan

Yemen

El Salvador

But surrounding pace change in collection and analysis -

vast change environment in which work - domestic environment

primarily

Like to address that - touches each you

- discussion in country - Unleashed?
- Congress controls
- Risks const. freedoms

Past -- intell activities our country isolated, secret

Since 1975 - front-page news, subject to oversight by Congress, W.H.

IOB and others

Result of this coming out from isolation, there are 4 different  
dimensions

impact internal operations/org.

impact relations rest Exec. Branch

with Congress

with press and public

1. Influence new environment had on internal operations

Past - CIA had # subdivisions of effort

- meticulous compartmentation of data

Was a plus for secrecy - (essential of profession)

question - how much?

Subcompartmentation and isolation from each other

had some minuses - ? all relevant facts

- ? checks and balances -

differing judgments

Mistakes - not malicious -

callousness

over-responsiveness

combined with two narrow a

perspective bec of this

separation of effort

4A

Big plus to be tied into policy deliberations

Can be more effective in providing objective,  
non-policy data

- But while we must be aware of policy to focus our efforts,  
must ensure that knowledge does not influence our  
conclusions in any way -- sometimes accused being  
politicized - giving answer desired - hope not true
- Also hazards in proliferation of info to gain Exec Branch  
review.
  - a. Means more #'s -
  - b. Means dealing with policy-making agencies

Motive to leak exists -

Worse today than ever

- Can lead to intellectual arrogance; i.e., you don't know all the facts .... we know what's best. Again, not malicious, just human nature.

Today - moving toward more corporate type of structure

- Corporate structure in best sense becoming more consultative/collegial/better organized for long run--trying not become more bureaucratic/less flexible; takes careful balancing.
- Major decision vetted much more before key officers Especially OGC, OLC - even PA But also broader judgmental base

All this at some risk to secrecy. To minimize risk, work on principle - minimizing numbers

e.g., decide on spy of op w/o knowing ID agent

Trying to find happy medium between dangers of isolated decision making and proliferation of info about sensitive activities

Important new dimension

## 2. Executive Branch influences on intel environment

Less independent today - less family business than one part conglomerate

NSC is Board Directors

Provides degree direction on both what collect/analyze and what do in covert action that is greater than ever before.

- Inhibitions on self (characteristic pre '60s) are gone in post-Watergate "no holds barred" environment.
- When big \$ and turf involved, some people see own interests threatened by what might be best for country.  
Act instinctively.

3. New environment's impact on Legislative Branch relations

Past - virtually nothing

Small group in know. - Attitude: don't want to know any more than necessary. Kept out of process.

Today - virtually all

Plus - in touch w/USA

- share responsibility
- differing insights - not part of same policy fights

Minus - #'s + new dimension to leaks

- leak motivations - political - not same as Exec. Branch.

Process worked well - 3 years - Want continue

Controversy today -

Why? - Attempt codify current practice

Lawyers responsible!

Some see as opportunity to push current practice closer to ideal as they perceive it - and perceptions differ

2 issues:

1. How soon do we notify?
2. How much detail?

How soon - interesting constitutional point

What founding fathers intend by separation of powers -?

Leading newspaper editorial -

If Congress not notified before Pres. acted,  
we'd be depriving him and nation of  
"Congressional consultation."

Consultation nice voluntary ring to it

But if law says it's mandatory to

notify - not really consultation -

it's partnership - or more -

it's reducing Exec to an adjunct of

Congress

Anyone has veto if knows in advance -

Leak it.

Too many vetos, no action ever.

Seems to me F.F.'s intended Congress to use its law-making

authorities and power of purse strings to do its will

With health, road building, other programs - If Congress

doesn't like what Pres plans

cut off his \$ - or direct him to do otherwise in law -

but once \$ appropriated, they don't review every

hospital or road that's to be constructed, in advance.

If Congress judges Executive actions in advance -

how ever know whether Executive effective or not?

- Robs Exec of opportunity to take any initiative within Congressional guidance and becomes puppet of Congress.

On detail - matter of perceptions

Only our country brings Parliament in to this degree -

in itself a problem because

Foreigners don't understand

Secrecy is sine qua non of intell agencies -

public relations is sine qua non of Congresses

Need some restraint -

Has been well exercised by committees

Lawyers again!

But committees not complained lacked info for oversight

Differences - yes - but resolved.

#### 4. 4th Estate

Used to get very little publicity

Now a lot

1st - We've opened up

\* Public has questioned us

Must have support

Show return

But results - Not process/sources

\* All secrets is no secrets



2nd - We've been opened up, like it or not

\* Investigations started - made newsworthy

\* Leak is prevalent and investigative reporting is in

Burrowing and piecing it together,

it comes out

Often in degree of detail of no interest

to public - great damage to us -

because helpful to KGB, et al

e.g., description of how to ID CIA

officers abroad - what American cares?

What anti-American cares - All.

Midst hostage crisis.

Most serious challenge

Asking for some help

Hughes-Ryan

FOIA

Identities

Note: none constitute any relaxation of setting

loose of CIA -

All simply pointed toward modicum of secrecy so

we can do our business

Yes conflict - secrecy and open society

Yes conflict - dirty tricks and fair play Americans

Country has to decide if need intelligence - clearly do

Must not carp at reasonable levels of secrecy

and freedom to play dirty tricks against our

Nation's conscience is clear to those of us entrusted  
with this delicate responsibility

Do not want to undermine values we're defending

Do not trust us alone -

remember - Exec Branch checks and oversight

- Legislative oversight

Poised today at balance point - 3 years experience -

can't demand tip balance even more toward disclosure,

risk of leak, etc. and still call ourselves a SIS

Not asking to be unshackled

Asking again to continue on in way we've performed

past three years -

know no accusation illegality, impropriety,

abuse -

no any inference oversight process not been

thorough and successful.

Public support mandatory

Your interest appreciated.