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30 AUG 1977

Executive Registry

77-2212-

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence

FROM: Michael J. Malanick  
Acting Deputy Director for Administration

SUBJECT: Discussion of Creativity, Controls, and  
Ethics in Midcareer Course No. 57 (U)

1. (U/AIUO) As part of the Office of Training's continuous treatment of the subject of Creativity, Controls, and Ethics at courses which lend themselves to discussion of the topic, the latest running of the Midcareer Course (No. 57) has provided the attached report of its deliberations. The class numbered 31 students drawn from all elements of the Agency.

2. (U/AIUO) For this running of the course, the class was divided into four teams, each team having representatives of each Directorate. The teams were provided very brief statements of some aspect of the problem with certain questions put to them for their team to address; the teams met separately and came up with written reports that they presented orally; and they followed this with a discussion, highlights of which have been recorded. This material is included in the four attachments to this memo, each representing the work of a single team.

3. (U/AIUO) Perhaps the most striking point of view to come out of this course discussion is the belief in the power of some superior pressure to command senior attention to dissenting views, a superior pressure that some believed could be brought to bear by giving internal CIA publicity to dissenting views. But five officers believed that if there was no adequate resolution short of it, pressure should be brought to bear by recourse to public exposure through the media. The discussions also included recommendations for

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liaison matters, for new channels to assist in resolving constructive dissent, for stimulating creativity, and for placing controls in a perspective that avoids their inhibiting creativity.

4. (U/AIUO) The class members have asked if you would share with them your views on their ideas and recommendations. I can arrange to forward directly to them any comment you may have.

/s/ Michael J. Malanick

Michael J. Malanick

Attachments:

- 1 - Team 1 Report: Innovation in Liaison (S)
- 2 - Team 2 Report: Creativity and Routine (C)
- 3 - Team 3 Report: Creativity and Controls (C)
- 4 - Team 4 Report: Dissent (S)
- 5 - "Ode to Creativity" - a poem (U)

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Attachment 5

ODE TO CREATIVITY

(written by one of the Midcareer 57 Teams)

To be creative is oft taken for granted,  
If you're a Brahms, a Poe or a Rembranted...  
In Elysian fields, a muse may be hid,  
To inspire tomorrow's PDB, CIRL, or NID.

We report and write in prose Miltonic,  
Of agents run on gins and tonic.  
In Maputu, London, Quito, or Madras,  
We pledge to create or we'll cover..

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