

DRAFT/TR/FH:jms

6/10/74

SUBJECT: Study Plan - Intelligence

1. The Problem.

What organizational and procedural steps should be taken to improve intelligence support for the conduct of foreign affairs, and what level of effort is required to provide adequate support?

Some important intelligence matters, including especially an examination of the usefulness of intelligence support in a variety of foreign policy situations, will be addressed in the case studies of the Research Plan. But many aspects of the organization and procedures of the intelligence community also deserve separate and reasonably comprehensive study.

The agencies are large, costly, and important to the conduct of foreign policy. Furthermore, there is considerable disagreement about the roles they should play in the post-cold war era. The issues involved have not been thoroughly examined by previous commissions.

The related subject of covert political action, and the procedures for effective oversight of it, will be handled in a separate study.

The problem of intelligence generally breaks down into the following components:

- a. The Role of Intelligence. What is the proper function performed by intelligence in support of the conduct of foreign policy; what should it do and what should it not do? Involved here is an analysis of the

NSC Referral Not Required

Dept of State review(s) completed. Approved For Release 2003/04/25 : CIA-RDP80M01133A001000060013-8

manner in which intelligence can give support to a wide variety of customers. It also calls for a review of misunderstandings and different perspectives that distort the relationship between intelligence users and intelligence producers and collectors. Analysis of this broad question should produce a basic "doctrine" for intelligence which can enable different elements of the government to have a clear understanding of the basic intelligence mission, to accept the limits of that mission, and to have a better sense of how intelligence can most effectively contribute to the formulation and implementation of foreign policy.

- b. The Activities Appropriate to that Role.
1. In the process of analysis to produce "finished" intelligence, what are the advantages and disadvantages of "competitive analysis" (or multiple advocacy) and "corporate judgments"? What are the roles best played by INR, DIA, the various analytical offices in CIA, and the whole system for producing National Intelligence Estimates?
  2. In general terms, what is the best organization for the collection of raw information in support of the conduct of foreign policy: who sets priorities, allocates

-3-

missions, and controls collectors overseas; how much collection is related to foreign policy as opposed to other purposes; what are the strengths and weaknesses of collection by Foreign Service Officers, CIA stations, military attaches, and technical sensors; what is the procedure of disseminating raw data; what are the mechanisms for insuring feedback to the collectors?

c. The Role of the Director of Central Intelligence.

What is the most desirable relationship of the DCI to the President and the National Security Council; what should be the extent of his authority over the full range of intelligence programs, military as well as civilian; what characteristics and experience should the DCI have in order to fulfill his various responsibilities?

In any examination of the intelligence function, a particular troublesome problem arises in the necessity of dealing throughout with classified material. Special clearances for all personnel and study group members will be required. Many documents cannot be mailed but rather have to be studied in specially secured quarters. The papers which are developed, if unclassified in any part, will probably require a classified annex. In short, the Commission will have to go to considerable lengths in order to accommodate the security problem.

2. The Study Mode. In anticipation of the results of other studies, extensive preparatory work can be undertaken to explore the issues outlined above.

A Study Group composed of two or three Commission members and a number of experts knowledgeable about intelligence matters - drawn from several different quarters - can prepare findings and recommendations for the Commission's review. The study group can base its work initially on preparatory material developed by research consultants retained to analyze and set forth the key problems and the fundamental choices available. The Study Plan, therefore, falls into two stages:

Stage I - Preparation of a paper by research consultants, for the review of the Intelligence Study Group, covering each of the foregoing components. Each paper, drawn from research and interviews, will comprehensively review

- (a) The basic issues involved and the key problem areas,
- (b) The relative advantages and disadvantages of alternative organization and procedures.

Stage II - Intelligence Study Group to review the foregoing papers in conjunction with the findings of other research and case studies, and to make recommendations on appropriate organization and procedures

for intelligence support of the conduct of foreign policy. Study Group may require five two-day meetings at two week intervals.

3. Participation. Study Group membership would include:

Commission Members

Others (see attached list)

4. Staff. Temporary full time consultants to be retained for the summer months to produce the paper in Stage I and to participate as appropriate in Stage II matters. Core staff (FH and TR) to monitor and oversee.

5. Budget.

6. Follow-up. Meshing of Intelligence Study Group report with other Commission work.

7. Timing.

Stage I - June, July, August

Stage II - September, October, November

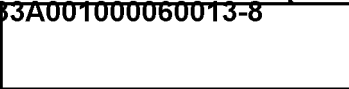
8. Next Step.

Get Commission approval.

INTELLIGENCE STUDY GROUP - Possible Members

Approved For Release 2003/04/25 : CIA-RDP80M01133A001000060013-8

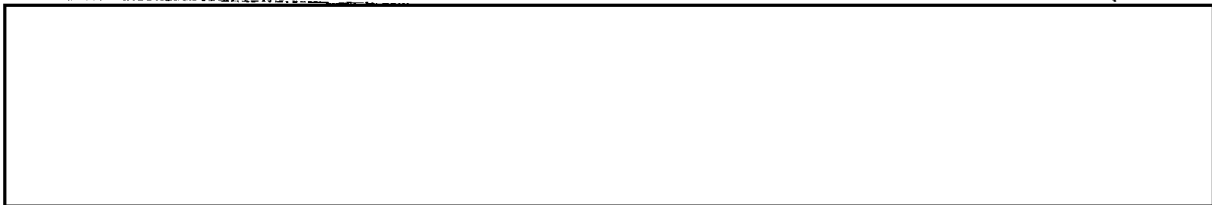
Commission Members



STATINTL  
let

*Any  
names  
come to  
mind?  
STATINTL*

Former Intelligence Officials



Academics

H. H. Ransom  
Paul Blackstock  
Ed Gullion

Jim Thomson  
Jonothan Moore  
Roger Hilsman

Journalists

Doc Welles  
Tom Brader  
Victor Zorza  
Sy Hirsch

Others

Frank Lindsay  
Lloyd Cutler  
William Watts  
Andy Marshall  
Bill Trueheart  
Paul Warnke  
Walt Slocombe

Joe Yager  
Barry Carter  
Chet Crocker  
Tom Latimer  
Larry Lynn  
William Harris