

UNCLASSIFIED INTERNAL USE ONLY CONFIDENTIAL SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Schedule for the Next Senior Seminar

DD/S
FILE Training 3

FROM: Director of Training
1026 CofC Bldg.

EXTENSION

NO.

DTR-7036

DATE

05 JAN 1972

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED FORWARDED

1. DD/S
7D18 Hqs.

25X1

1-12-72

This memo has been overtaken by events, i.e., the 7 Jan '72 approval of the next seminar by the Ex Dir. I discussed this with [redacted] and we agreed that no further action is necessary, at the DD/S level except preparation of a memo to Deputy Directors announcing the beginning date and selection criteria. Mr. Coffey has drafted such a memo.

MORI/CDF Pages 10, 13-30

EO-001

~~SECRET~~72-0066
DTR-7006

05 JAN 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Schedule for the Next Senior Seminar

1. My memorandum to the Executive Director-Comptroller of 17 December 1971 on the Senior Seminar recommends that it be continued as a regular Agency training program with annual spring and fall runnings. While awaiting a decision on the recommendation, my people have been busily engaged in the planning work for the next running of the Seminar.

2. As I discussed with you by phone on 4 January, there are several questions which must be considered before much time passes. One of these is the length of the next Seminar. Of the participants in the first Seminar, in commenting on its length, twelve indicated that the 9 1/2 weeks was "about right"; three suggested that it be shortened to as little as six weeks (one so suggested in order to attract officers of higher grade); and five opted in favor of lengthening the Seminar. You will recall that the first running was pared down from the 3-month limit originally approved by the Director, due in part to the suggestions of Mr. Proctor and Mr. Meyer that a shorter course would make it possible for their Directorates to nominate officers of higher grades. Based on my review of the Seminar content and our general experience with the first running, I believe that for the second session a 9-week running which omits the field trip would be satisfactory. I am attaching a draft model which the Staff is currently working on. However, revision and change in this model are almost certain as the planning goes forward.

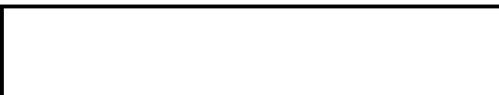
25X1 3. The other important aspect of the schedule is the starting date. The Seminar Staff is hoping to get underway on 5 March and finish up on 5 May. The reason for this is that in the absence of an approval to continue the Seminar, it becomes necessary to fit the Seminar into the schedule of other courses which use [redacted] facilities, and also not to delay its start until such time as participants would be distracted by the return of children away at school. As we discussed, an early March start underscores the need for getting the nominating and selecting process underway and before that, of course, the decision on the recommendation for further runnings.

~~SECRET~~

SECRET

- 2 -

4. Upon receipt of approval, I propose to send an announcement to component heads and training officers in the Headquarters area; a copy of a draft announcement is attached.



HUGH T. CUNNINGHAM
Director of Training

25X1

Atts

SECRET

CIA INTERNAL USE ONLY

5 January 1972

DRAFT MODEL OF SENIOR SEMINAR SESSION 2

<u>Block</u>	<u>Days</u>		<u>Manager</u>	<u>Backup</u>
I	5	The Senior Officer as Manager		
II	12	The Challenge Abroad and the US Response		
III	8	The Intelligence Mission of CIA		
IV	5	Current Trends in the Intelli- gence Community		
V	4	Other Official Relationships		
VI	3	Covert Action: The Hidden Side of Foreign Policy		
VII	5	Domestic Problems and CIA		
VIII	5	CIA and the Future		

CIA INTERNAL USE ONLY

CIA SENIOR SEMINAR

1. The second running of the CIA Senior Seminar will be conducted by the Office of Training from 5 March through 5 May 1972. This program is uniquely designed for senior Agency personnel and its content is on a level with that of the Senior Seminar in Foreign Policy, the senior military schools and the Federal Executive Institute. The Seminar's objectives are to update senior officers' knowledge of foreign developments and their impact on CIA, to enlarge their understanding of the Agency, its official relationships, and the problems and pressures facing Agency management, and to expose them to change in American society which is relevant to CIA.

2. The Seminar draws on experts from academic life and private research organizations, officials from other government agencies, and knowledgeable officers from throughout the Agency. Much of the learning and broadening in the Seminar comes, however, through extensive active participation and sharing of views and insights among the Seminar participants. Therefore, the selecting of participating officers is a key element. It is essential that the Seminar include capable senior officers who represent different organizational elements and who bring together a range of work and foreign area experience. In order to enroll a group with such a variety of backgrounds, quotas for nominations have not been established and each Directorate is requested to nominate more officers

CONFIDENTIAL

CONFIDENTIAL

-2-

than might ordinarily be expected to attend on a straight quota basis. Selection from among the total group of nominations will be made by the Training Selection Board with a view of producing a representative and balanced group. Participation will be limited to twenty officers, minimum Grade GS-15.

3. Nominations to the Senior Seminar are requested from Directorates by 4 February 1972. Final selections will be worked out by mid-February. Pre-course preparation -- briefings of the participants and distribution of a limited amount of material to be read in advance -- will be held in late February. The first week will be held and the balance of the Seminar will be conducted in the Senior Seminar area of the Chamber of Commerce Building.

25X1

CONFIDENTIAL

Approved For Release 2007/01/03 : CIA-RDP84-00780R005000020051-1

STAT

Page Denied

Next 2 Page(s) In Document Denied

Approved For Release 2007/01/03 : CIA-RDP84-00780R005000020051-1

UNCLASSIFIED

USE ONLY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Senior Seminar

FROM:

DTR
1026
CofC Bldg.

EXTENSION

NO.

DTR-7026

DATE

17 DEC 1971

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDS
7D-26, Hqs.

22
Dec

[Handwritten Signature]

5 to 1 and D/OTR:

I read this with some care and the Seminar does appear to have been a success. As you know, the Director was a little skeptical about this Seminar and I think will want to be assured that the Deputy Directors feel that it is worth the candle. In this connection, I get no feel at all for what the DDS&T or the DDP people think about the Seminar since none of the attached memoranda were from the participants of those components. If you could flesh your summary memorandum out a bit to give us some feel as to what the participants from the four Directorates think about the course, it would be helpful. I also think it would be worthwhile for me to see "the thick sheaf" which you have assembled.

2.

3. ER
7E-12, Hqs.

~~_____~~

4.

5. Ex.Dir.-Compt.
7D-59, Hqs.

6.

7. DDS
7D-26, Hqs.

8.

9. DTR
1026, CofC Bldg.

10.

11.

12.

13.

14.

15.

[Redacted Signature Box]

L. K. White

25X1

Colonel White

The Senior Seminar has evidently been exceedingly successful in its first running, and I am convinced that it should become a regular part of our training program. Accordingly, I have concurred with Hugh Cunningham's request to schedule it twice yearly and to ask that you seek the Director's approval for its continuation on this basis. I would assume you would wish to poll the Deputies before going to Mr. Helms.

STAT



John W. Coffey
22 DEC 1971

EO-DD/S:LDP/ms (21 Dec 71)

Rewritten: DD/S:JWC:pao (22 Dec 71)

Distribution:

- Orig - ExDir-Compt w/O & 2 DD/S 71-4873
- 1 - DD/S Subject w/ccy DD/S 71-4873
- 1 - DD/S Chrono

DD/S 71-4873: Memo dtd 17 Dec 71 for ExDir-Compt fr DTR, subj:
Senior Seminar w/att

Page Denied

SECRET

DTR-7026

71.4873

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Senior Seminar

1. This Memorandum reports on the first running of the CIA Senior Seminar and requests in Paragraph 9 that you seek the Director's approval for continuing it.

2. In accordance with terms of the Director's approval of my proposal for a Senior Seminar, a pilot running was conducted from 19 September through 24 November and an extremely thorough evaluation of the Seminar was made as it proceeded and at its conclusion. Twenty officers of grades GS-15 through GS-18 were chosen by the Training Selection Board from a total of 35 nominated from throughout the Agency.

3. The Seminar covered a variety of subjects which are directly relevant to the activities, relationships, interests, policies, and problems of CIA. The specific content was based on discussions with scores of senior officers throughout the Agency and an investigation of the curricula of external courses to which we send senior officers. Its final format consisted of blocks on "The Senior Agency Officer," "The Intelligence Business," "Major World Trends and Their Significance for Policy and Intelligence," "Covert Action: The Hidden Side of Foreign Policy," "The Environment of CIA: Official Relationships" followed by "Unofficial Relationships" (the latter incorporating presentations on facets of the American domestic situation which bear directly on the Agency), "New Tools and Methodologies for Intelligence," and "The Management of Intelligence and the Future." Three-day trips to optional [redacted] installations of interest were taken by Seminar groups. 25X1

4. A total of 53 non-Agency and 99 Agency guest speakers and panelists accepted invitations to participate in the pilot running:

a. Among the distinguished non-government speakers were: A. Doak Barnett, Lotitia Brown, Zbigniew Brzezinski, William Crockett, John K. Fairbank, Joseph Harsch, Herman Kahn, Roy Kohler, Peter Lisagor, Robert Osgood, Wesley Posvar, Charles Schultze, Max Ways and General Earle Wheeler;

SECRET

-2-

b. From other parts of the government: William I. Cargo, Dr. Edward David, Philip Farley, Brigadier General Daniel Graham, D. Alexis Johnson, William B. Macomber, Jr., Congressman William E. Minshall, Deputy Assistant Secretary C. Robert Moore, Eberhardt Rechten, Darrell St. Clair, Werner VonBraun, and others;

25X1

Their presentations provided a stimulus throughout the Seminar's running for the participants to make full use of their own experience, knowledge and judgments in lively exchanges both with guest speakers and with each other.

5. In evaluating the Seminar, the Senior Seminar Staff solicited reactions of the participants to the value of the course as a whole for themselves and any future participants, as well as suggestions on how to improve every part of the program throughout the running. Most of the 20 Seminar attendees affirmed in strong terms that participation will be valuable to them in their Agency jobs and expressed the hope that the Seminar be continued.

6. I was particularly interested in the participants' evaluations of Senior Seminar Objective 3, concerning "self-renewal" and appreciation of the problems of others, of which here are two:

a. "The Seminar fully achieved this objective for me. I came to the Seminar believing that this was one of its basic objectives, and I leave more convinced than ever that self-renewal is sufficient justification for the time and effort that went into the course. During the Seminar I was interested, stimulated, exhilarated, and excited at times; depressed, angered, and frustrated at others. In short, the Seminar dragged me out of my usual professional mold and caused me to think, to read, and to talk with more enthusiasm than I had for years. It was great!"

b. "Many of the myths about the 'other guy' were effectively dealt with during the course of the Seminar. I came away with a more respectful appreciation of Agency-level problem areas. Not only did the course provide an opportunity (for self-renewal) but in fact did renew my sense of personal motivation, appetite and commitment to the Agency's problem areas..."

SECRET

SECRET


-3-

7. As might be expected in a first running, the Seminar Staff and participants did identify a number of "bugs" which should be eliminated and some areas requiring improvement, but these did not detract from the Seminar's generally excellent quality. The Staff has compiled all answers to the evaluation questions into a thick sheaf which is available to anyone having a legitimate interest. We will be glad to answer any further questions which the Director and yourself or other appropriate authority may have concerning all aspects of the Seminar. In the meantime, I solicit your attention to the attached memoranda voluntarily written by six participants to their Office and Directorate chiefs. To save you time, we are submitting these special memoranda rather than the thick sheaf we have assembled. Not all the evaluations are as flattering, but we are not aware of any participant going away disappointed.

8. I concur fully in the judgments of the participants that the first Seminar running was successful and valuable, and believe that it demonstrates that this training experience for senior CIA officers represents an effective investment of funds, as well as of both Staff and participants' time. The nine and a half weeks of the Seminar covered a large amount and variety of material which bears directly on Agency concerns and interests, in contrast to less pertinent content to which senior officers are exposed at some of the external training programs with sessions up to ten months. I believe that for the near future (i.e., at least through the end of FY 1973) the Senior Seminar should be scheduled for two runnings a year -- a Spring and a Fall session. Following the Director's approval, we are prepared to begin the second running early in March. Further, the program should follow the same guidelines as to its overall content with attendance limited to 20 officers of minimum grade GS-15; I would, however, hope that a larger number of more senior officers might attend.

9. On the basis of the above, I recommend that you ask the Director to approve the continuation of the Senior Seminar as a regular training program to be conducted twice a year.

25X1


ROGER T. CUNNINGHAM
Director of Training

Att: A/S

SECRET

CONCUR:

(signed) John W. Coffey

22 DEC 1971

John W. Coffey
Deputy Director
for Support

Date

The recommendation contained in Paragraph 2 is approved by the Director.

L. K. White

Executive Director-Comptroller

Date

Distribution:

- 0 - Adse (w/att) (Ret to DTR via DD/S)
- 1 - ER (w/att)
- 2 - DD/S (w/att) *copy. (circled)*
- 2 - DTR (1 w/h)
- 2 - SS/TR (w/h)

SECRET

PPB 71-1839

7 December 1971

MEMORANDUM FOR: Director of Planning, Programming,
and Budgeting

SUBJECT : Evaluation of the CIA Senior Seminar

1. This report describes my reactions to and evaluation of the CIA Senior Seminar in which I participated from 19 September to 24 November 1971. It also contains my personal assessment of the value of the Seminar to other participants and to the Agency (although perhaps this is presumptuous).

2. The composition and scheduling of the Seminar can be seen in Attachment A and is not discussed in any detail in this report. Attachment B contains the views of all Seminar participants on Agency management.

Anatomy of the Seminar

3. This was the first running of the Senior Seminar. The stated objectives were as follows:

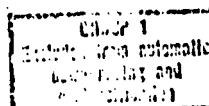
a. To develop greater insight into problems facing CIA management, the processes of change in its external relationships, and developments in society relevant to CIA.

b. To acquaint participants with U.S. foreign policy and developments.

c. To provide an opportunity for senior officers to renew personal motivation and appetite for achievement and to broaden understanding of "the other guy."

4. Twenty persons participated, representing all four Directorates and the O/DCI (O/DCI-1; DD/P-6; DD/I-6; DD/S&T-4; DD/S-4). There were no non-Agency participants.

SECRET



SECRET

5. Of the 20 participants, there was one GS-18, approximately six GS-16s, and the remainder were GS-15s. The average length of service in CIA was about 20 years.

6. There were no women, nor were there any black, brown, red or yellow participants; however, there was one ~~male~~ black speaker. (Several guest speakers remarked in private conversation about the male "whiteness" of the group.)

7. The participants represented a very wide variety of skills and experience: FI ops, CI ops, CA ops, photo interpretation, communications, ADP management, strategic intelligence analysis, current intelligence analysis, security, logistics, electronics technology, overhead satellite reconnaissance development, economic^{25X1} analysis, geography, not to name them all.

8. The Seminar included one week at (the first week), one brief, domestic field trip (three to four days) and about eight weeks in the Headquarters/Washington area.

General Evaluation

9. In my opinion, the Seminar very adequately met the objectives which had been set. I personally found the experience interesting and rewarding, and very refreshing. I believe that this opinion is shared by every other participant.

10. The persons selected to participate in the Seminar seemed to be exceptionally able, intelligent people. Only two or three members seemed to have difficulty in dealing objectively and intellectually with some of the more provocative ideas and activities presented during the course. It would be highly desirable to have an additional four or five higher ranking people in future Seminars (GS-17 through EPS).

11. The selection of the course subject matter I thought to be excellent and the order of appearance of the material logical and timely. The guest speakers with few exceptions were also excellent -- they seemed to have command of their fields and almost all made effective presentations. There was generally enough time for questioning and discussion. The staff which managed the Seminar (some from OTR and some on loan from other components) should be commended for the good planning and development work which was apparent and for the day-to-day administration of the Seminar.

SECRET

12. Nearly all of the participants in this first Seminar had spent their CIA careers in one line of professional work, often within one component. Most, therefore, had limited knowledge of the activities and programs of other Agency elements. The Seminar offered them fairly deep and quite comprehensive exposure to a broad range of Agency activities and to the objectives, operations and problems of other organizations which probably could not have been achieved through normal work routines. It was apparent that there is a strong commonality of concerns and interests among various Agency components and both a need and a desire for improved intra-Agency communication. The Seminar provided a good means for establishing contacts, for exchanging views and for relating the great variety of skills and experience which the Agency possesses. I hope that the personal relationships and lines of communication which were established during the Seminar can be maintained.

13. The meetings with Congressmen and Congressional staff members, with NSC and White House officials, and with ranking State Department officers provided Seminar participants a unique opportunity to obtain the views of policy makers on domestic and foreign developments, to perceive their attitudes toward CIA and the Intelligence Community and to discuss their intelligence needs. Similarly, discussions with prominent academicians (historians, political scientists, area specialists, and economists) and with the new breed of "futurists" (those whose concern is to ponder the nature of the world 15 or 20 years from now) made an important contribution. The views of these latter groups, in particular, caused us to reexamine our opinions and interpretations in a more objective way and to question the extent to which the Intelligence Community, because it is a virtually closed society, could become subject to stereotype and narcissism in its intellectual processes.

14. A number of CIA speakers, and Seminar participants themselves, were prone to exalt the Agency and to belittle other departments -- particularly NSA, DIA and State. (There was an inordinate amount of time spent telling ourselves how good we are.) While I had no reason to disagree with this praise of the Agency, it struck me that excessive self-adulation can lead to overconfidence and a disregard of the views of others. This could produce unfortunate results over the long run.

SECRET

15. The appearance of speakers dealing with race problems, youth problems, counter cultures, radical groups and drug problems also made a strong and valuable impression. Although this segment of the Seminar may have been the most controversial among the participants, depending upon the individual "set" one might have on any of the issues presented, the exposure to the views of specialists in these fields is, in my opinion, important for CIA's senior and middle-level managers.

16. Whether or not the Seminar should include participants from other intelligence agencies is a complex problem. The presence of non-CIA persons obviously should increase understanding and improve communication within the Community. Outsiders should be able to make valuable contributions which are not available from other sources. On the other hand, the presence of non-CIA members in the Seminar might result in the guest speakers (CIA and non-CIA speakers) and the Seminar participants themselves being less frank and candid in their presentations and discussions. (The frankness and candor which was exhibited throughout the Seminar was one of its most rewarding features.) I do not have an answer or a recommendation for this matter, but I believe that it warrants further consideration by management.

17. I have only two complaints to register and it is likely that several participants will register the same criticisms. I consider these complaints to be of equal importance:

a. Too tight schedule: Nearly every day involved attendance at four or five and sometimes six or seven presentations. The normal day "in session" ran from about 0815 until 1645 -- sometimes with night sessions added to the top. There was inadequate time for preparation and for discussion among the participants, which reduced the value of the experience. Also, this too-full schedule created a general lassitude toward the end of each morning and afternoon session and a decided loss in attention. There was insufficient time for reading, relaxing or physical recreation, which I believe are necessary if one is to obtain the full benefits of advanced study.

~~SECRET~~

b. No Defense Department coverage: Except for one presentation by General Earle Wheeler and one by Dr. Rehtin (Deputy, DDR&E), there was no coverage of Defense intelligence or military activities. As a minimum, the Seminar should have had speakers from DIA, NSA, and perhaps from other Defense organizations.

Recommendations

- 18. Continue the Senior Seminar.
- 19. Develop a somewhat more relaxed schedule (add a week to the course if necessary).
- 20. Include coverage of selected Defense Department activities.
- 21. Reevaluate the future need for the Advanced Intelligence Seminar (AIS), the Midcareer Executive Development Course (MCEDC) and the Advanced Management Planning Course (AMP).
- 22. Determine the most effective combination of the courses needed. For example, it might be desirable to eliminate the AIS and AMP and schedule but one running each year of the Senior Seminar and one running of the MCEDC. (Perhaps on this basis one staff in OTR could manage both courses and the same physical facilities could be used.)
- 23. Continue to maintain high standards of selection for participation in the Senior Seminar and try to attract more senior people. Particular attention should be given to selecting persons GS-15, and up who have shown flexible attitudes, who are receptive to ideas, and who are willing to engage in personal interaction and confrontation.
- 24. Evaluate the desirability of having representation from other intelligence agencies.



AD/P&R
O/PPB

RB/hg

Distribution:

1 - ExDir; D/PPB; MICS

①

1 - PPB Staff

1 - RB file

SECRET

CONFIDENTIAL

29 November 1971

MEMORANDUM FOR: Deputy Director for Intelligence**SUBJECT : CIA Senior Seminar 19 September-
24 November 1971**

1. Having just completed nearly ten weeks in the first running of the CIA Senior Seminar, I am an unabashed enthusiast for the course. Indeed, my belief that the Seminar should be continued is so strong that my comments in this memorandum are focused less on the merits of the present course than on ideas to help improve future runnings of the Seminar. [redacted] & Co. put together a remarkably coherent and comprehensive program. In my view, they now deserve the support of the Director and his Deputy Directors in planning the next Seminar and ensuring that it is even better.

25X1

2. The Seminar was the most rewarding personal and professional experience I have had in years. There rarely has been a two-month period in which my energies, enthusiasm, and interest were as fully enlisted as they were during the Seminar. I learned more about the Agency, of course, than ever before. I was encouraged by the extent to which managers have been looking ahead, by the willingness of many senior people to entertain new ideas, and by the Agency's balance between tough-mindedness and compassion in personnel matters. I was not looking for answers to all problems and questions, but I was agreeably surprised by the extent to which my own concerns are shared by senior officers. This exposure to so many parts of the Agency did not merely confirm long-held prejudices; I tried out ideas, found some of them fairly sound, and discarded or modified others. I leave the Seminar more knowledgeable and approach my job with more confidence and conviction than I had before.

CONFIDENTIAL

CONFIDENTIAL

3. The things above must be said because the Seminar must be justified primarily in terms of tangible benefits to the Agency. Yet I believe the most lasting and beneficial aspect of the course is quite personal and difficult to record on a profit and loss sheet. The Seminar provided me with a unique opportunity for self-renewal (better than reading John Gardner), for introspection, for exchanging ideas with unfamiliar peers, and for exposure to the world outside the Agency and outside the area of foreign affairs. I may not be able to relate all these intangibles directly to my own job, but I have no doubt that the experience of the Seminar will condition my work for a long time to come. About two-thirds of the way through the course I remarked to a fellow Seminarian that the outside world was so intriguing that I wondered why we stayed inside. But whether by design or by accident, the course evolved in such a way that in the final two weeks my attention became redirected toward the Agency and toward the work we do. I believe I am going back to the job with an improved outlook, with wider horizons, and with renewed desire to strive for the best we can produce. Surely it is worthwhile to send selected officers to this Seminar in an attempt to remove some cobwebs and to restimulate minds dulled by the day-to-day experiences of a bureaucrat.

4. Each member of the Seminar evaluated sections of the course in writing as we went along, and each of us was asked to provide a broader evaluation at the end. (Mine is attached.) Despite my enthusiasm, I had many suggestions and I joined the group in some rather spirited criticism of some aspects of the course. I see no reason to cover these suggestions here; most of them are refinements that will be considered or incorporated in the planning of future Seminars. But there are a few problems that I call to your attention because they can only be addressed effectively by senior management.

The Participants:

5. Obviously a seminar can only be as good as the people in it. This one had excellent people and a very broad range of skills. Yet I was distressed at times by the extent to which our discussions and question and answer sessions were dominated by a few individuals. Sometimes I felt we were a seminar of ten rather than twenty members. This was fine for those of us who like to talk, but it left me uneasy. Too many people seemed uninterested, or

CONFIDENTIAL

unable or unwilling to participate. Some sessions that did not go very well might have been better if there had been more minds churning about in search of ideas. I felt for a time that perhaps some participants had little interest in looking ahead because they do not intend to be with the Agency much longer. But I concluded that the problem was less a matter of age than of outlook. It is essential, I think, that those who select future participants in this Seminar do everything possible to choose people who not only have demonstrated substantive competence and managerial talent, but who are more interested in looking to the problems of the future than recalling the successes of the past. Moreover, they must not be afraid to take a dip in unfamiliar intellectual waters.

Content and Duration of the Seminar

6. If, as I believe, the Seminar's objective of individual self-renewal is as important as informing senior officers about the workings of the Agency, then the Senior Seminar should be less of a trade school and more of a forum for ideas. Participants should be exposed to as wide a range of ideas and issues as possible. This was accomplished to a very large extent in this first Seminar, but I suggest even more looking outward from the Agency and a bit less looking inward at the Agency. I would like to see more contact with universities during the Seminar, more exposure to domestic issues and to government agencies involved in domestic matters, and more presentations by people at odds with US policies in general and with the Agency in particular. I also think there could be more input from DDI offices than there was. Surely with all the time we spend briefing people with only marginal interests in our work, more DDIs could profitably spend a couple of hours with this collection of senior Agency officers.

7. As currently structured, the Seminar needs another week or two to give some time for reading that simply was not available in this session. Certainly the Seminar should not be any shorter than it is now. I know there are problems when senior people are absent from their jobs for so long, but I think the hardships are worth suffering in order to give more people a chance to experience something like the Senior Seminar. Moreover, I believe that you should consider supporting an even longer course--say of three to four months duration--with the additional time used to flesh out the existing structure, to make it richer, and to make more demands on the participants.

CONFIDENTIAL

CONFIDENTIALThe Kid-Glove Treatment

8. I think the Seminar would have benefited from more controversy, more sparks, and more demands on the participants. I know the Seminar staff had to move gingerly during this first running, but I believe there was too much effort to treat us with kid gloves. During the first few weeks I felt there were too many speakers telling us how good we are and how the Agency can outperform all others. This changed in the latter half of the course when more and more speakers began to let down some hair and to concentrate on problem areas, on their concerns, and on telling what is expected of us to make this Agency better. I certainly appreciated all the kindnesses and courtesies we were shown by OTF, but I think the staff was too gentle and too concerned about our sensitivities in choosing speakers and methods of making a point. Our group needed to hear some outrageous arguments--or at least ones on which there would be sharp disagreement--in order to open up dormant brain passages and to get some intellectual fluids running again. This happened on occasion, but not often enough. On this point I do not fault the Seminar staff as much as those of us in the Seminar who were inclined to be too polite and too easy on tame speakers.

9. In this same connection--and I know I am in a minority of one on this point--I think that more reading should be expected of the participants. We were encouraged to read, of course, and we were provided with enormous amounts of material, but there was not enough time nor enough demand for reading. One cannot go through the amount of subject matter we did during the past two months without feeling a need to explore some areas in more detail. I wish there had been more time to do so, and that those sending officers to the Seminar would urge maximum use of the opportunities the course provides for developing new perspectives.

The Matter of Clout

10. I may be dead wrong on this point, but I felt this Seminar suffered to some extent because of uneven backing from top-level Agency management. I know that senior officers are busy, that they dislike releasing good people, and that sessions with training groups can be a drag. Nonetheless, our times with you, with Carl Duckett, with Col. White, and with a handful of other


CONFIDENTIAL

CONFIDENTIAL

senior officials were among the highlights of the course. Our group was responsive and highly appreciative of the candor displayed in many of these sessions. We were disappointed there was no similar session with the Director.

11. But more important than personal appearances, the Seminar needs the clout that only top management can provide. To be a success in the future, the Seminar needs the strong support of the DCI, of you the Deputy Directors, and of people throughout your offices who can contribute to it. I believe this calls for offices suggesting areas where they might contribute a speaker, a panel, or an idea for making the Seminar better. I hope the Seminar evolves into an institution within the Agency, one that people are eager to attend, and one that management believes is worth cultivating by putting its best people forward.

25X1


Deputy Chief, European Division
Office of Current Intelligence

CONFIDENTIAL

30 November 1971

MEMORANDUM FOR: Deputy Director for Intelligence
THROUGH : Director, Basic and Geographic Intelligence
THROUGH : Chief, Geography Division
SUBJECT : Evaluation of the Senior Seminar

STATSPEC

Principal Conclusions

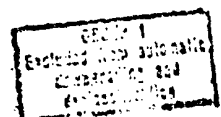
1. During the past nine and a half weeks of my participation in the Senior Seminar I learned more about the range of Agency activities and problems than I have in the past decade. I feel this broader understanding has equipped each of the Seminar members to contribute more intelligently to the re-adjustments that the Agency and the Intelligence Community is being required to make. My experience leads me to strongly recommend continuation of the Seminar in generally the same format as the pilot run.

Detailed Comments

2. As the above paragraph indicates, I am now an enthusiastic supporter of the Senior Seminar. More accurately, I should be categorized as a convert for I entered the Seminar with a degree of skepticism and a basic question as to whether OTR had not gone overboard in developing this extensive course.

3. That skepticism has been completely dissipated. I found the course to be soundly conceived, carefully planned, and well implemented. The briefings, tours, and the candid supplementary discussions among the Seminar members successfully cut through the parochial and security barriers that normally hinder communication within and between the various offices of the Agency. I had been previously aware of many of the Agency's extensive activities and current problems, but a considerable number of others were partially or completely filtered out. The Seminar provided a mind-stretching exposure to the entire spectrum of programs, to the effects of budget cuts and personnel reductions, and to the program and management re-adjustments of the Agency and the Intel-

CIA INTERNAL USE ONLY



CIA INTERNAL USE ONLY

- 25X1

Intelligence Community demanded by the President, Congress, limitations on [redacted] and on-coming systems.

4. Speakers from within and outside the Agency exposed us to a diversity of viewpoints. The inside speakers increased my respect for the professional capabilities of the personnel of other offices and dissipated -- or in some cases strengthened -- the stereo-type impressions which we inevitably acquire to some degree. The speakers from the outside were generally of high caliber, but in my view sometimes less balanced and less candid; nevertheless they served their function of effectively presenting important current points of view. The Seminar speakers and readings put into somewhat sharper focus the changes on the domestic and foreign scene that will require serious Agency attention, if not major re-adjustments of intelligence programs, e.g., in the fields of economic intelligence and covert action. Definitive answers to our problems were, of course, rarely available, but an increased consciousness and additional insights were developed. The net effect was to pull me out of the rut of the narrow regional and topical specialization of my daily work assignment and to revitalize my interest in the rest of the world. I feel all the Seminar members were sensitized to the challenges the Intelligence Community faces and hopefully also to the opportunities for effecting long-needed changes which could not be implemented without the current pressures to improve intelligence management and operations. The briefings as to the extent to which some management tools have already been developed in OPPB and NIPE were especially illuminating at this time.

5. The Seminar had some deficiencies, but I feel that they were all basically minor. For example, there was no exposure to DIA or NSA. If the Seminar is repeated, efforts should be continued to find effective spokesmen from these two organizations. Past US intelligence successes were analyzed, and our failures were subjected to considerable soul-searching criticism, but an integrated analysis of the current tactics of foreign intelligence organizations was lacking. The principal insights on this point came from the comments of the Seminar members.

6. The length of the course was just about right. The only change I would recommend is a minor extension to a full ten weeks, probably by expanding the block on the Business of Intelligence, where the pace was at times too rapid for effective absorption and discussion. In my opinion, going beyond ten weeks

CIA INTERNAL USE ONLY

would reach the point of diminishing returns. Any reduction to less than eight weeks would adversely affect the Seminar's capability to achieve its major objectives.

7. The course is unquestionably expensive! It ties down twenty senior Agency officers and a considerable training staff, puts additional demands on the time of top Agency managers and other government speakers, and requires funds for outside speakers. Even in past periods of relatively abundant resources, the conservative side of my make-up would have had some doubts about the value of such an expensive course -- but that opinion was in the context of the relatively stable conditions that prevailed in the Agency and the Intelligence Community. With the present changing environment I feel the need for such a Seminar, which prepares twenty senior Agency personnel to contribute more effectively to the day-to-day decision-making process, is especially critical -- even though resources are tighter. If I were given an option of nominating an Agency individual for either the Senior Seminar or a Military College, I would unhesitatingly recommend the former by a wide margin. Except in those instances where Agency personnel specifically need to develop strong contacts with the military, the return per unit of time is so much greater.

8. I therefore feel the course is worth its cost, and every effort should be made to maximize the number of Agency personnel who are exposed to this type of training by scheduling two, and if feasible even three, sessions per year. If the Seminar is continued, I would also recommend that the initial classes be restricted to Agency personnel. Not only does the Agency need to take care of its own critical needs first, but the presence of non-Agency personnel would also constitute a damper on the free discussion of Agency problems that the pilot run was able to achieve.

25X1



Chief, USSR-Europe Branch
Geography Division, OBG

CIA INTERNAL USE ONLY

CONFIDENTIAL

IAS/SID - 153/71

1 December 1971


Copy No. 3

MEMORANDUM FOR: Director of Training
THROUGH : Deputy Director for Intelligence
SUBJECT : Senior Seminar

1. The recently completed Senior Seminar was the finest course, Agency or non-Agency, that I have ever attended. It was outstandingly effective in its effort to renew one's sense of personal motivation and appetite for achievement. I found especially rewarding the recognition that the "over-the-hill" age group was deemed worthy of such an effort.

2. A detailed critique of the seminar has been submitted to the Director of Training. Additionally, I would mention that as a first run I considered the seminar to be remarkably free of needs for major revisions. Overall, it was marked by first-rate presentations and first-class treatment to the participants. I strongly recommend continuation of the Senior Seminar.

25X1


Chief, Scientific and Industrial Division
Imagery Analysis Service

Distribution:

- Orig - Addressee
- 1 - IAS/SID
- 1 - Chief, Senior Seminar
- 1 - Executive Director NPIC

CONFIDENTIAL

SECRET

8 December 1971

25X1

MEMORANDUM FOR: Director of Training

ATTENTION:

SUBJECT: Senior Seminar

Don:

1. This memorandum supplements the detailed evaluation form which was submitted by the Senior Seminar participants at the conclusion of the course.

2. First, I should like to express my appreciation for having had the opportunity to take part in the program. It was a very interesting and profitable session, and I would strongly urge that it be continued. I know of no other way in which Agency officers could acquire this type of exposure and experience, or have the opportunity to talk with senior executives in other agencies about common problems. In our compartmented work environment, there are relatively few officers whose day-to-day activities would permit them to gain an understanding of the relationships between agencies and departments, the political considerations which influence our activities, and the rapidly changing international scene. Your staff did an outstanding job in developing the blocks.

3. One of the most obvious questions is whether the course is too long. Since shortening it would mean eliminating some of the substance, and since there is no part which I think should be eliminated, I believe that it is about the right length. In fact, some of the participants felt that certain days were too full, and that they should have been spread out a bit. The level of effort which has gone into the development of the Seminar, and the objectives it is designed to achieve, clearly make it essential that we devote enough time to it to assure its success. I think it would be a mistake to reduce the scope merely to compress the time. For something as important as this, another week is of no great significance, and the officer who says "I can't be away for three months" probably needs the Seminar more than anyone else.

SECRET

GROUP 1 Excluded from automatic downgrading and declassification

SECRET

SUBJECT: Senior Seminar

4. If the course is continued, the key to its success will be the selection of the future participants. I was impressed with those in my class. The announcement of the Seminar stated that it was designed for GS-16's and above, and it should be possible to adhere to that general guideline. There are of course, numbers of highly qualified GS-15's who are in supergrade jobs, or who will soon be supergrades, and the Seminar would certainly benefit them. However, there are also a large number of supergrades who are already in supergrade positions, and the Seminar would benefit them as much or more. The program was designed for officers who could have a significant influence on Agency management and policies during the immediate future, and it should be possible to select the participants from officers who are already operating at that level. It is also apparent that the participants should be officers who will not be retiring in the immediate future. Because of the different retirement programs, a statement that "I'll be around for ___ years" would be better than an age limit.

5. Again, I appreciate having had the opportunity to be a part of the group. Please let me know if there is anything else I can do.

25X1



Chief, Support Staff
NPIC

SECRET

SECRET

6 December 1971

MEMORANDUM FOR: Mr.

25X1

SUBJECT : Senior Seminar Critique

1. Attached herewith is a somewhat rambling critique, which attempts to answer honestly the various questions which were raised about the objectives and scope of the course.

2. In forwarding this to you, I wish to stress ever so much that the criticisms should be considered in proper context. From an overall standpoint, I feel that it was an outstanding success; any weaknesses in the program were minor; and it is my very sincere hope that the program be continued. I consider it a real privilege to have been chosen to attend the Senior Seminar; I very definitely feel that it was an extremely useful course; and I would urge my associates to attend. I would definitely want to go on record as supporting the program in every possible way.

3. Having said this, I do feel that rather minor changes might be made which would improve certain aspects of the program. Generally speaking, some attempt should be made to put just a little bit more "fire" into the course. This particularly relates to the problems of Blacks and viewpoints of youths. Don't make major changes because it is a real winner at this point.

4. Overall, I think the course was well balanced. However, the visit to NASA seemed to be out of place, when it is considered that we neglected NSA and the Pentagon. Internally, I feel that we should certainly have heard from the Director, Office of Medical Services, and the Director of Security, both

SECRET

SECRET

of whom have available a lot of significant information relating to the Agency environment. This is particularly the case when we got rather deeply involved in various aspects of TSD; studied a "retirement case"; got a tape recording on the Agency "memory"; and spent four days on CA. I also feel that every effort should be made to have the Deputy Director for Plans actively participate in the program, and I think it would be good to have participation by the Chief, Soviet Bloc Division.

5. In summary, I consider the course to have been a real success, and would urge that you build onto an excellent program rather than attempt to make sudden radical changes. The Staff did an outstanding job in arranging the course.

25X1



SECRET