

Central Intelligence Agency  
Washington, D.C. 20505

16 July 1986

DCI/DDCI Executive Staff

NOTE FOR: DCI

This is a draft of the speech you are to give to the College Placement Directors at Aspen. They have asked that you speak for 20-30 minutes on the international situation and CIA's mission. Of course, we also want to take this opportunity to make a recruiting pitch. This draft is an attempt to take care of all three things. You will be expected to stay at the podium for another 20 minutes to field questions.



STAT

DCI ADDRESS  
TO THE  
ROCKY MOUNTAINS COLLEGE PLACEMENT ASSOCIATION  
ASPEN, COLORADO  
30 JULY 1986

LADIES AND GENTLEMEN. ITS A REAL PLEASURE TO BE HERE THIS MORNING WITH AN AUDIENCE THATS IN THE PEOPLE BUSINESS. I'M IN THE PEOPLE BUSINESS TOO. PEOPLE, OF COURSE, ARE THE LIFE BLOOD OF ANY ORGANIZATION. AT CIA WE TAKE PRIDE IN BEING A CREATIVE, ENERGETIC AND YOUNG-MINDED ORGANIZATION. WE HAVE TO BE IN ORDER TO KEEP UP WITH OUR INCREASINGLY COMPLEX AND CHALLENGING MISSION. WE CAN'T STAY ON THE CUTTING EDGE OF CREATIVITY, CHANGE AND LEARNING WITHOUT SUCCESSFUL RECRUITMENT. THIS IN TURN MEANS GETTING THE HELP AND UNDERSTANDING OF PLACEMENT DIRECTORS SUCH AS YOURSELVES. SO, ITS NOT ENTIRELY THE BEAUTY OF THE ROCKY MOUNTAINS THAT BRINGS ME HERE THIS MORNING; THE OPPORTUNITY TO ADDRESS SUCH A LARGE GROUP OF PEOPLE WHO CAN BE SO HELPFUL TO CIA AND TO OUR NATIONAL SECURITY WAS SIMPLY TOO TEMPTING TO TURN DOWN.

YOU, NO DOUBT, EXPECT TO GET A RECRUITING PITCH FROM ME AND YOU WILL. BUT PERHAPS THE BEST PITCH I CAN MAKE FOR CIA IS TO SPEND A LITTLE TIME DISCUSSING WITH YOU THE KIND OF WORLD OUR NATION CONFRONTS, AND HOW THIS SHAPES THE MISSION OF INTELLIGENCE IN SUPPORT OF UNITED STATES POLICY.

THE CIA'S ORIGINAL INTELLIGENCE MISSION WAS THE PREVENTION OF A SURPRISE ATTACK ON THE U.S. BY OUR ENEMIES -- ANOTHER PEARL HARBOR. THANKS IN LARGE PART TO OUR EXTRAORDINARILY TECHNICAL COLLECTION CAPABILITIES, WE ARE DOING A PRETTY GOOD JOB HERE. BUT ANYONE WHO IS AWARE OF THE TREMENDOUS EFFORT MOSCOW HAS MADE TO ERODE THE STRATEGIC NUCLEAR BALANCE, KNOWS WE HAVE OUR HANDS FULL.

THE SOVIETS FOR SOMETIME NOW HAVE BEEN RELENTLESSLY EXPANDING A LARGE ARSENAL OF NUCLEAR WEAPONS AIMED AT THE U.S., EUROPE AND EAST ASIA. NEW MISSILES AND MISSILE CARRYING AIRCRAFT AND SUBMARINES HAVE BEEN DEVELOPED, TESTED AND DEPLOYED IN AMAZING PROFUSION. BY 1980 SOVIET STRATEGIC OFFENSIVE FORCES ALREADY HAD CAUGHT UP, AND IN SOME KEY AREAS SURPASSED THOSE OF OUR OWN. JUST ONE SOBERING EXAMPLE: THE SOVIETS ARE NOW PROTECTING THEIR LAND BASED MISSILE FORCES BY MAKING IT MOBILE. A MOBILE U.S. ICBM WILL NOT BE DEPLOYED UNTIL THE 1990s AT BEST.

PERHAPS EVEN MORE ALARMING, THE SOVIETS ARE IN THE MIDST OF A MAJOR LONGTERM MISSILE DEFENSE PROGRAM -- THEIR OWN "STAR WARS", IF YOU WILL, INVOLVING SOME 10 RESEARCH AND DEVELOPMENT FACILITIES AND THOUSANDS OF SCIENTISTS AND ENGINEERS. THEY LONG AGO DEPLOYED AN ABM SYSTEM AROUND MOSCOW. WE ARE THE NEWCOMERS ON THE BLOCK, ALTHOUGH YOU WOULD NEVER KNOW IT BY LISTENING TO SOVIET PROPAGANDA CONDEMNING THE PRESIDENT'S STRATEGIC DEFENSE INITIATIVE AS "DESTABLIZING".

IT IS HARDLY SURPRISING THAT MOSCOW AT PRESENT IS ADVANCING NEW ARMS CONTROL INITIATIVES DESIGNED TO CONSOLIDATE THEIR IMPRESSIVE GAINS AND TO CUT OFF THIS GOVERNMENT'S OWN PLANS TO MODERNIZE OUR STRATEGIC OFFENSIVE AND DEFENSIVE FORCES. BUT YOU SHOULD ALSO KNOW THAT MOSCOW PRESENTLY CONTINUES, THROUGH CAMOUFLAGE, CONCEALMENT AND OTHER MEASURES, TO DENY US CRITICAL INFORMATION WE NEED TO ASSESS THE CURRENT STRATEGIC BALANCE OR TO VERIFY ANY FUTURE ARMS CONTROL AGREEMENT.

ITS IMPORTANT FOR ALL AMERICANS TO UNDERSTAND THAT THE SOVIET LEADERSHIP IS TRYING TO BUILD A MILITARY FORCE THAT COULD FIGHT AND WIN A NUCLEAR WAR. FOR CIA THIS GRIM REALITY MEANS THAT WE MUST DEVOTE ENORMOUS RESOURCES AND A WIDE VARIETY OF HUMAN SKILLS AND SPECIALIZATIONS TO NOT JUST UNDERSTAND THE PROBLEM BUT TO ACCURATELY ASSESS SOVIET NUCLEAR ARMS CONTROL STRATEGIES OF THE CHARACTERISTICS OF SOVIET WEAPONS THAT MAY NOT BE FELT FOR ANOTHER 10 TO 15 YEARS. MUCH OF OUR BUDGET, TIME AND ATTENTION WILL CONTINUE TO BE DEDICATED TO THIS CORE PROBLEM.

THERE WAS A DAY WHEN UNDERSTANDING THE MILITARY CAPABILITIES OF OUR PRINCIPLE ADVERSARY WAS PRACTICALLY OUR ONLY MISSION. THAT DAY IS LONG PAST. THE WORLD HAS CHANGED TREMENDOUSLY SINCE THE IMMEDIATE POST-WORLD WAR II ERA WHEN THE U.S. AND SOVIET UNION WERE THE ONLY WORLD PLAYERS THAT MATTERED. THE NUMBER OF PLAYERS HAS PROLIFERATED, ISSUES HAVE BECOME BEWILDERINGLY COMPLEX, THE PACE OF

CHANGE AND TECHNOLOGICAL ADVANCE ALMOST OVERWHELMING, AND THE WORLD MUCH SMALLER AND FAR MORE INTERDEPENDENT. AND THIS, IN TURN, HAS REVOLUTIONALIZED THE WORLD OF INTELLIGENCE.

PERHAPS THE BEST EXAMPLE I CAN GIVE YOU IS THE EMPHASIS WE NOW GIVE TO THE THIRD WORLD -- FOR MOST OF CIA'S HISTORY A RELATIVELY NEGLECTED AREA. THE IRANIAN REVOLUTION MADE IT PAINFULLY CLEAR THAT THE LONGER TERM INTEREST AND SECURITY OF THIS COUNTRY CAN BE DIRECTLY AT STAKE IN THE THIRD WORLD. IN THE WAKE OF OUR SAD EXPERIENCE IN IRAN, WE HAVE SIGNIFICANTLY EXPANDED OUR EFFORT TO MONITOR AND ANTICIPATE INSTABILITY AND UNREST IN COUNTRIES OF KEY IMPORTANCE TO THE U.S.

ONCE AGAIN WE HAVE OUR HANDS FULL. MUCH OF THE THIRD WORLD IS IN CRISIS. ONE NEEDS TO LOOK NO FURTHER THAN JUST BEYOND OUR SOUTHERN BORDER TO SEE A GOOD CROSS SECTION OF THE PROBLEM: CRUSHING DEBT, A GROWING DISEQUALIBRIUM IN FOOD SUPPLY, RAPID POPULATION GROWTH, AND EXPLOSIVE URBANIZATION. BUT UNFORTUNATELY, THE THREAT TO THIRD WORLD STABILITY DOES NOT COME SOLELY FROM SUCH INHERENT DEVELOPMENTAL PROBLEMS. IT COMES AS WELL FROM OVERT AND COVERT SOVIET ACTIVITIES AIMED AT SUBVERTING OR DESTABILIZING GOVERNMENTS FRIENDLY TO THE U.S. IN FACT, LADIES AND GENTLEMEN, THE WEST TODAY IS ENGAGED IN A CRITICAL STRUGGLE OF TOTALITARIANISM IN THE FORM OF MARXISM - LENINISM AND THE PRIMARY BATTLEFIELD OF THIS STRUGGLE IS NOT ON THE MISSILE TEST RANGE BUT IN THE COUNTRYSIDE OF THE THIRD WORLD.

THE SOVIET UNION HAS BEEN BUSILY TESTING WHETHER THE U.S. WILL RESIST FOREIGN PROVOKED AND SUPPORTED INSTABILITY AND INSURGENCY IN THE THIRD WORLD. IT HAS DEVELOPED AN AGGRESSIVE STRATEGY WHICH AVOIDS DIRECT CONFRONTATION AND INSTEAD TAKES MAXIMUM ADVANTAGE OF THIRD WORLD SURROGATES LIKE CUBA, VIETNAM, LIBYA AND NICARAGUA TO OBTAIN SOVIET OBJECTIVES. THIS ENABLES MOSCOW TO DENY INVOLVEMENT, LABEL SUCH CONFLICTS AS INTERNAL, AND WARN SELF-RIGHTEOUSLY AGAINST OUTSIDE INTERFERENCE. OVER THE LAST SEVERAL YEARS, THE SOVIETS AND THEIR ALLIES HAVE SUPPORTED DIRECTLY OR INDIRECTLY RADICAL REGIMES OR INSURGENCIES IN MORE THAN A DOZEN COUNTRIES OF THE THIRD WORLD. TIME AND AGAIN WE HAVE WATCHED THE SOVIETS AND THEIR SURROGATES MOVE IN TO EXPLOIT AND INSTIGATE SOCIAL AND ECONOMIC DISCONTENT. THEY GAIN AN INSURGENT BASE, EXPAND IT WITH TRAINED MEN AND MILITARY ARMS, DRIVE INVESTMENT, AND WAIT FOR ANOTHER PLUM TO FALL. SINCE 1972 TWENTY FIVE NATIONS HAVE FALLEN UNDER A SIGNIFICANTLY INCREASED DEGREE OF SOVIET INFLUENCE OR INSURGENCY SUPPORTED BY THE SOVIETS OR THEIR PROXIES, WHILE ONLY FIVE NATIONS HAVE EXTRICATED THEMSELVES FROM SOVIET GRASP.

BUT THE PENDULUM OF HISTORY SLOWLY BUT SEVERELY HAS BEGUN TO SWING AWAY FROM SOVIET MARXISM AS A MODEL FOR COUNTRIES IN ASIA, AFRICA AND LATIN AMERICA, AND TOWARD THE CONCEPTS OF DEMOCRACY AND FREE MARKET ECONOMICS. MOSCOW NOW FINDS ITSELF ON THE DEFENSIVE SUPPORTING HIGH COST, LONG TERM EFFORTS TO MAINTAIN IN POWER THE REPRESSIVE REGIMES THEY HAVE INSTALLED OR COOPTED IN PLACES LIKE AFGHANISTAN, ANGOLA, ETHIOPIA, CAMBODIA, MOZAMBIQUE, YEMEN AND NICARAGUA. THIS ROLE REVERSED COULD TURN OUT TO BE ONE OF THE GREAT

HISTORICAL TURNING POINTS OF OUR LIFETIME. BUT IT WILL ONLY WORK OUT THIS WAY IF THE INDIGENOUS THIRD WORLD FORCES RESISTING MARXISM-LENINISM, TOGETHER WITH THE U.S. AND THE WEST, CAN ACT TO TAKE ADVANTAGE OF THIS OPEN "WINDOW OF OPPORTUNITY" TO ADVANCE DEMOCRACY. THE IMPLICATIONS FOR U.S. POLICY AND FOR INTELLIGENCE SUPPORT ARE FAIRLY OBVIOUS. NOT ONLY DO WE HAVE TO UNDERSTAND THIRD WORLD PROBLEMS AND POTENTIAL SOLUTIONS, WE HAVE TO BE ACTIVELY INVOLVED IN SEARCHING FOR SOVIET VULNERABILITIES AND IN DOING WHAT WE CAN TO SUPPORT THE RESISTANCE TO SOVIET-BACKED REPRESSIVE REGIMES. NEEDLESS TO SAY, WE'VE HAD TO MOVE THIS HUGE GENERAL ISSUE OF THIRD WORLD STABILITY AND FREEDOM UP TO ONE OF OUR FRONT BURNERS. OUR NEED FOR PEOPLE WITH LANGUAGE CAPABILITIES, SOME AREA EXPERIENCE, FOR THIRD WORLD ECONOMISTS AND SOCIAL SCIENTISTS HAS NEVER BEEN GREATER.

CIA ALSO HAS BEEN DRAWN INTO OTHER NON-TRADITIONAL AREAS OF COLLECTION AND ANALYSIS. I AM TALKING ABOUT THE KIND OF INTERNATIONAL ISSUES THAT ARE IMPOSING INCREASINGLY DIFFICULT CHALLENGES TO OUR SOCIETY. THE LIST IS LONG -- NARCOTICS, TECHNOLOGY TRANSFER, INTERNATIONAL FINANCE, INDUSTRIAL COMPETITIVENESS, THE PROLIFERATION OF NUCLEAR, CHEMICAL AND BIOLOGICAL WEAPONS JUST TO MENTION A FEW. EACH OF THEM DESERVES A SPEECH ALL ITS OWN. SUFFICE IT TO SAY THAT TODAY'S POLICYMAKER HAS TO DEAL WITH AN INCREDIBLE RANGE OF COMPLEX, INTRACTABLE ISSUES LIKE THOSE I'VE JUST MENTIONED. FOR CIA IT MEANS WE HAVE HAD TO DEVELOP NEW COLLECTION TECHNIQUES, HIRE NEW KINDS OF ANALYSTS AND DEVELOP NEW TECHNOLOGIES TO DEAL WITH THIS NEW AGENDA.

LET ME TALK IN A LITTLE MORE DETAIL ABOUT OUR EVOLVING EFFORT ON ONE OF THESE NEW AGENDA ITEMS -- INTERNATIONAL TERRORISM, A SCOURGE THAT IS INCREASINGLY COMING TO DOMINATE OUR LIVES AND TIMES. TERRORISM IS A CANCER THAT IS SPREADING. IN 1983 WE RECORDED ABOUT 500 INTERNATIONAL TERRORISM INCIDENTS; LAST YEAR THE NUMBER ROSE TO ABOUT 800. THE UNITED STATES AND ITS FRIENDS AND ALLIES CONTINUE TO BE THE PRIMARY TARGETS. THE NUMBER OF PERSONS KILLED OR INJURED IN 1985 EXCEEDED 2,200 -- MORE THAN ANY OTHER YEAR, MORE EVEN THAN THE TERRIBLE TOLL IN 1983 WHEN THE US AND FRENCH CONTINGENTS OF THE PEACEKEEPING FORCE IN LEBANON WERE BOMBED.

THE CAPABILITY OF THE TERRORIST TO KILL, MAIM, KIDNAP, AND TORTURE HIS VICTIMS HAS BEEN ENORMOUSLY ENHANCED BY STATE SPONSORSHIP. LIBYA, SYRIA, AND IRAN USE TERRORISM AS AN INSTRUMENT OF FOREIGN POLICY. THEY HIRE AND SUPPORT ESTABLISHED TERRORIST ORGANIZATIONS, OF WHICH THERE ARE MANY AROUND THE WORLD. THESE COUNTRIES MAKE THEIR OFFICIALS, THEIR EMBASSIES, THEIR DIPLOMATIC POUCHES, THEIR COMMUNICATIONS CHANNELS, AND THEIR TERRITORY AS SAFEHAVEN FOR THESE CRIMINALS AVAILABLE TO PLAN, DIRECT AND EXECUTE BOMBINGS, ASSASSINATIONS, KIDNAPPINGS AND OTHER TERRORIST OPERATIONS.

THEY HAVE OPERATED LARGELY IN THE MIDDLE EAST AND IN EUROPE. BUT TODAY THEY ARE SPREADING THEIR WINGS INTO THIS HEMISPHERE. THE THREAT TO US FACILITIES, PERSONNEL, AND INTERESTS IS PARTICULARLY HIGH IN COLOMBIA, ECUADOR, AND PERU WHERE STRONGLY ANTI-U.S. TERRORIST GROUPS ARE ACTIVE. THE LINK BETWEEN LIBYAN- AND CUBAN-SPONSORED TERRORISM AND NICARAGUAN-SPONSORED TERRORISM IS



LARGE AND GROWING LARGER. FOR SOME YEARS, THE LIBYANS HAVE BEEN SUPPORTING THE SANDINISTA GOVERNMENT IN NICARAGUA WITH SOMETHING LIKE \$100 MILLION DOLLARS A YEAR. WE NOW SEE NICARAGUA TRAINING YOUNG MEN FOR VIOLENCE AND SUBVERSION, SENDING THEM AS FAR DOWN INTO SOUTH AMERICA AS CHILE. YOUNG MEN FROM LATIN AMERICA ARE BEING SENT TO LIBYA FOR TRAINING IN THE TERRORIST CAMPS THERE AND THEN ARE BROUGHT BACK TO BE PLANTED AMONG THE POPULATION IN CENTRAL AMERICA, IN VENEZUELA, IN ECUADOR. IF THE SANDINISTA REGIME CONSOLIDATES ITSELF, WE CAN EXPECT MANAGUA TO BECOME THE BERUIT OF THE WESTERN HEMISPHERE.

THERE IS A SOVIET CONNECTION AND SUPPORT FOR ALL THIS. WHILE SOME REFER TO THAT CONNECTION AS SHADOWY, IT SEEMS VERY REAL TO ME. THE STATES I HAVE JUST MENTIONED SHARE WITH MOSCOW, A FUNDAMENTAL HOSTILITY TO THE WEST. THE SOVIETS, WHO HOLD NO MORAL OBJECTIONS TO THE USE OF TERRORISM AND SEE MUCH OF THE UNREST IT CREATES AS ULTIMATELY BENEFICIAL TO THEIR FOREIGN POLICY OBJECTIVES, DO NOT PARTICIPATE IN ANY INTERNATIONAL EFFORTS TO BLOCK TERRORISM OR TO JOIN IN MULTILATERAL EFFORTS TO COMBAT IT. AND BEYOND THIS POSITION OF PASSIVE ACCEPTANCE, MORE DIRECT SOVIET SUPPORT FOR INTERNATIONAL TERRORISM COMES PACKAGED IN A VARIETY OF WAYS RANGING FROM DIRECT TRAINING OF TERRORIST PERSONNEL TO POLITICAL BACKING AND FUNDING FOR STATES ACTIVELY ENGAGED IN SPONSORING TERRORISM.

SO AGAIN WE HAVE OUR HANDS FULL. IN ORDER TO PREVENT TERRORIST PLANS OR DISRUPT THEIR ACTIVITIES, WE NEED INFORMATION ABOUT THEM. BUT THE VERY NATURE OF TERRORIST GROUPS AND THEIR ACTIVITIES MAKES THIS TASK EXTREMELY COMPLICATED.

SO HOW DO WE GO ABOUT IT? FIRST, WE ARE ACQUIRING AS MUCH INFORMATION AS WE CAN ABOUT TERRORIST GROUPS INCLUDING MODUS OPERANDI, ORGANIZATIONAL STRUCTURE, PERSONNEL SUPPORT, FINANCIAL AND COMMUNICATIONS ARRANGEMENTS, AND THEIR RELATIONSHIPS WITH OTHER GROUPS OR STATE SPNSORS. MUCH OF THIS IS JUST HARD RESEARCH, COMPILING A LARGE DATA BASE AND ATTEMPTING TO FILL IN THE GAPS. IT IS NOT VERY GLAMOROUS AND PEOPLE WHO DO IT DO NOT CAPTURE THE HEADLINES. BUT IT IS THE FOUNDATION UPON WHICH THE U.S. COUNTERTERRORISM EFFORT RESTS. CONTINUING COLLECTION AND ANALYSIS ENABLES US TO IMPROVE OUR ABILITY TO DETECT TRENDS IN TERRORISM OPRATIONS, UPGRADE SECURITY IN AREAS MOST LIKELY AT RISK, DETERMINE VULNERABILITIES OF TERRORIST GROUPS AND, MOST IMPORTANTLY, PASS OUR CONLCUSIONS AND WARNINGS QUICKLY TO THE POINT OF THREAT IN ORDER TO PREVENT ATTACKS.

SO FAR THIS YEAR, FOR EXAMPLE, WE HAVE REPORTS OF WELL OVER 35 LIBYAN-ASSOCIATED THREATS, INCLUDING SURVEILLANCE OF PLANNED ATTACKS AGAINST U.S. PERSONNEL AND FACILITIES IN EUROPE, AFRICA, AND ASIA. WE ARE USING THIS KIND OF INFORMATION TO SUCCESSFULLY PREEMPT ATTACKS. SOMETIMES WE FALL JUST HEART-BREAKINGLY SHORT OF SUCCESS, AS WAS THE CASE WITH THE BERLIN NIGHTCLUB BOMBING EARLY THIS YEAR, BUT WE ARE SAVING AMERICAN LIVES.

INCIDENTALLY, OUR PURSUIT OF TERRORISM IS PRODUCING SOME INTELLIGENCE WINDFALLS IN OTHER AREAS OF INTEREST TO US. WE ARE LEARNING A LOT MORE ABOUT THE MURKY AREA OF COLLUSION BETWEEN BIG DRUG DEALERS, TERRORISTS, AND GOVERNMENTS. FOR EXAMPLE, RECENTLY WE CAUGHT THE SANDINISTA GOVERNMENT IN NICARAGUA RED-HANDED IN NARCOTIC PRODUCTION AND TRAFFICKING BETWEEN COLOMBIA AND MIAMI, APPARENTLY IN AN EFFORT TO RAISE MONEY TO BOLSTER THEIR SAGGING ECONOMY.

I THINK I HAVE SAID ENOUGH TO MAKE IT CLEAR THAT BOTH THE WORLD AND THE INTELLIGENCE PROFESSION ARE A LOT DIFFERENT THAN JUST 10 YEARS AGO. AT CIA WE HAVE THE INFORMATION, EXPERTISE AND RESOURCES TO DO INDEPTH RESEARCH ACROSS THE BROAD SPECTRUM OF INTERNATIONAL, POLITICAL, ECONOMIC, MILITARY AND DEMOGRAPHIC DEVELOPMENTS TAKING PLACE AND DISTILL FROM IT CAREFUL ASSESSMENTS OF THE PROBLEMS WE WILL FACE NOW AND BEYOND THE YEAR 2,000. IN ADDITION TO MEETING THE IMPOSING INTELLIGENCE REQUIREMENTS OF TODAY, WE MUST SCOUT THE FUTURE.

THE BREADTH OF OUR MISSION MAKES IT NEARLY IMPOSSIBLE TO DESCRIBE A TYPICAL CIA CAREER. SOME OF OUR NEW RECRUITS WILL BE CHARGED WITH UNRAVELING THE PUZZLE OF HOW THE SOVIET UNION AND SOME OTHER COUNTRIES ARE SETTING UP HUNDREDS OF DUMMY CORPORATIONS IN ORDER TO ILLEGALLY TO ACQUIRE SOME OF OUR MOST SENSITIVE NEW TECHNOLOGY. OTHERS WILL BE GIVEN THE JOB OF CHARTING THE CONVULUTED ROADMAP OF INTERNATIONAL DRUG DEALING. OTHERS WILL BE CHARGED WITH THE TASK OF EXPOSING AND COUNTERING THE HUGE SOVIET ESPIONAGE AND PROPAGANDA APPARATUS. A CAREER IN INTELLIGENCE CAN TAKE AN ALMOST INFINITE NUMBER OF FORMS.

PERHAPS IT WOULD BE MORE HELPFUL FOR ME TO CONCLUDE BY TALKING ABOUT SOME OF THE MORE GENERAL STANDARDS AND QUALIFICATIONS WE ARE LOOKING FOR IN NEW RECRUITS. FIRST OF ALL, WHILE INTELLIGENCE MAY SOUND SHADY AND OUT OF SIGHT, MOST OF US ARE NOT. OUR PEOPLE AT HEADQUARTERS ARE ENCOURAGED TO HAVE CLOSE AND ACTIVE WORKING RELATIONSHIPS WITH THEIR COUNTERPARTS IN THE POLICY COMMUNITY -- THEY CAN'T DO THEIR JOB OTHERWISE. BUT WE DON'T STOP THERE. IF WE FAIL TO TAP THE IMPRESSIVE SOURCE OF EXPERTISE IN THIS COUNTRY OUTSIDE OF GOVERNMENT, OUR OWN CAPITAL STOCK OF KNOWLEDGE WILL RAPIDLY DEplete. WE WORK HARD TO MAINTAIN PRODUCTIVE DIALOGUE WITH THE ACADEMIC AND PRIVATE SECTOR.

SO WE DON'T WORK IN A CLOISTER AND WE ARE NOT PARTICULARLY INTERESTED IN PEOPLE WHO ARE LOOKING FOR THAT WORK STYLE.

NOR IS CIA THE PLACE FOR TENDER EGOS OR SHRINKING VIOLETS. INTELLIGENCE IS NOT COLLECTED OR ANALYZED IN IVORY TOWERS. THE DEBATES AND CLASHES OF IDEAS CAN GET ROUGH. NO ONE'S VIEWS FROM MY OWN TO THOSE OF THE MOST JUNIOR ANALYSTS ARE PROTECTED FROM CHALLENGE. NOR IS CIA THE PLACE FOR THE CYNICAL OR THE MERELY CURIOUS. WE ARE LOOKING FOR PEOPLE WHO ARE AWARE OF THE WORLD AND WHO ARE READY AND WILLING TO MAKE A COMMITMENT TO SERVE THEIR COUNTRY IN A CHALLENGING ENVIRONMENT WHERE ONE PERSON CAN INDEED MAKE A DIFFERENCE. I CAN'T THINK OF A MORE REWARDING AND CHALLENGING CAREER FOR A YOUNG PERSON TO CHOOSE.

WE WORK HARD AT RECRUITING JUST LIKE EVERYONE ELSE. ONE PART OF OUR EFFORT IS TO BRING COLLEGE PLACEMENT DIRECTORS TO CIA FOR A TWO-DAY SEMINAR DURING WHICH WE EXPLAIN IN SOME DETAIL WHAT WE DO, THE KIND OF PEOPLE WE NEED AND WHAT IT TAKES TO GET THROUGH OUR RIGOROUS SCREENING PROCESS. I DARE SAY THAT SOME OF YOU HERE THIS MORNING HAVE VISITED US ALREADY AND I AM SURE THAT OTHERS OF YOU WILL HAVE THE OPPORTUNITY TO DO SO IN THE NEAR FUTURE. WHEN YOU DO COME VISIT US, YOU WILL BE ABLE TO TALK TO OUR NEW RECRUITS DIRECTLY AND GET THEIR OWN ASSESSMENT OF THE PROFESSION I HAVE BEEN TRYING TO DESCRIBE. I THINK YOU'LL BE IMPRESSED. I CERTAINLY HOPE SO BECAUSE WE DO NEED YOUR SUPPORT.

I HAVE COVERED A LOT OF GROUND IN VERY LITTLE TIME. I WILL STOP NOW AND BE HAPPY TO ENTERTAIN YOUR QUESTIONS.