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25 NOV 1987

OTE 87-6719

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Deputy Director for Administration

FROM:
Director of Training and EducationSUBJECT: Harvard Program on Intelligence and Policy:
Expected Benefits for the Agency

Bob

1. The establishment of the Program on Intelligence Assessment and Policy by Harvard University's Kennedy School of Government represents a major success for your efforts, as DDI, to improve relations between the intelligence and academic communities.

2. Harvard University has been a prominent source of criticism of CIA relations with academics. Thus, public acknowledgement of CIA funding of Harvard's new program will be seen as evidence that intelligence agencies and universities can work together in the national interest.

3. The Program--essentially case studies and a seminar for intelligence managers--will focus on an area of continuing challenge to the Agency: Increasing the impact of analysis on the policymaking process.

4. The Program will demonstrate to Congress the seriousness of our interest in improving the professional quality and utility for policymaking of our analysis.

5. The Seminar on Assessment and Policymaking, which has already been held twice, brings to bear (1) the Kennedy School faculty's understanding of relations between governmental experts and decisionmakers generally, and (2) the hands-on experience (and frustrations) of intelligence managers with the challenge in the national security arena.

6. The case studies funded under the Program will increase understanding of what works, what does not, and why--ultimately to the benefit of both parties to the intelligence-policy relationship.

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7. The Council sponsored under the Program will enable us to use the good offices of Kennedy School to raise questions (and table suggestions) regarding the practices of our policy colleagues that affect the relationship.

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