

DDCI CHRONO - January 1988

| | <u>TAB</u> | <u>Date/Subject</u> | |
|--------------|------------|---------------------|--|
| STAT | 1 | 4 January | [redacted] Representational Expenses Memo. |
| STAT | 2 | 5 January | [redacted] |
| | 3 | 5 January | Note to DCI re FY89 Budget. |
| | 4 | 11 January | Note to various CIA officials attaching WSJ article on leadership. |
| | 5 | 11 January | Letter to Larry Eagleburger w/Soviet speech. |
| | 6 | 11 January | Letter to William Hyland w/Soviet speech. |
| STAT | 7 | 11 January | [redacted] |
| STAT STAT | 8 | 12 January | Note to John Negroponte attaching [redacted] paper. |
| | 9 | 13 January | Note to Armacost attaching copy of Soviet speech. |
| | 10 | 13 January | Note to John Negroponte attaching Soviet speech. |
| | 11 | 13 January | Note to Leo Cherne attaching Soviet speech. |
| | 12 | 12 January | Note to SecState attaching paper on Mexico. |
| STAT | 13 | 15 January | [redacted] Representational Expenses Memo |
| STAT | 14 | 16 January | [redacted] |
| STAT | 15 | 20 January | [redacted] |
| | 16 | 22 January | Letter sending copy of Soviet speech to Henry Rowen. |
| STAT | 17 | 23 January | [redacted] |

| | | | |
|------|----|------------|---|
| STAT | 18 | 25 January | |
| | 19 | 25 January | Letter to Arnold Beichman enclosing copy of the document on "The Trust." |
| | 20 | 25 January | Letter to David Newsom regretting luncheon. |
| | 21 | 26 January | Memo for AC/NIC re Military Advisory Panel. |
| | 22 | 27 January | Letter to Mr. Kempton Dunn seconding VADM Bell's nomination for membership on the Council on Foreign Relations. |
| | 23 | 29 January | Memo for DCI re Offsite Conference. |
| STAT | 24 | 29 January | |
| | 25 | 29 January | |

~~ADMINISTRATIVE - INTERNAL USE ONLY~~



4 January 1988

MEMORANDUM FOR: Chief, DCI Administrative Staff

SUBJECT: Payment for Charges Incurred by the
DDCI for Representational Purposes

Payment from U.S. Government funds for representational expenses incurred by the DDCI for the purpose of conducting official business of the United States Government is authorized under the policy set forth in [redacted] or the following functions:

| <u>Date</u> | <u>Name</u> | <u>Organizational Affiliation</u> |
|-------------|---|-----------------------------------|
| 87.11.13 | Robert M. Gates (host) Ambassador Sy Weiss | DDCI Businessman |
| 87.11.16 | Robert M. Gates (host) [redacted] | DDCI New York Businessman |
| 87.11.23 | Robert M. Gates (host) [redacted] | DDCI Businessman |

[redacted]

O/DDCI

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

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ROUTING SLIP

TO:

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| 3 | EXDIR | | X | | |
| 4 | D/ICS | | X | | |
| 5 | DDI | | X | | |
| 6 | DDA | | X | | |
| 7 | DDO | | X | | |
| 8 | DDS&T | | X | | |
| 9 | Chm/NIC | | | | |
| 10 | GC | | | | |
| 11 | IG | | | | |
| 12 | Compt | | X | | |
| 13 | D/OCA | | X | | |
| 14 | D/PAO | | | | |
| 15 | D/PERS | | | | |
| 16 | D/Ex Staff | | X | | |
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SUSPENSE _____

Date

Remarks

Executive Secretary

5 Jan 88

Date

3637 (10-81)

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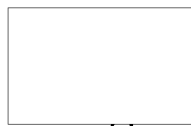
The Deputy Director of Central Intelligence

Washington, D.C. 20505

11 January 1988

NOTE TO: EXDIR
DDS&T
DDI
DDA
DDO
D/OTE

I found this article in the Wall Street Journal to be particularly interesting and insightful. I send it along in case you missed it.



Robert M. Gates

STAT

7

THE JOURNAL WEDNESDAY, JANUARY 6, 1988

Idea: Policy Dollar

Leadership: More Doing Than Dash

By PETER F. DRUCKER

Leadership is all the rage just now. "We'd want you to run a seminar for us on how one acquires charisma," the human-resources VP of a big bank said to me on the telephone—in dead earnest. Books, articles and conferences on leadership and on the "qualities" of the leader abound. Every CEO, it seems, has to be made to look like a dashing Confederate cavalry general or a board-room Elvis Presley.

Leadership does matter, of course. But, alas, it is something different from what is now touted under this label. It has little to do with "leadership qualities" and even less to do with "charisma." It is mundane, unromantic and boring. Its essence is performance.

In the first place, leadership is not by itself good or desirable. Leadership is a means. Leadership to what end is thus the crucial question. History knows no more charismatic leaders than this century's triad of Stalin, Hitler and Mao—the misleaders who inflicted as much evil and suffering on humanity as have ever been recorded.

The Undoing of Leaders

But effective leadership doesn't depend on charisma. Dwight Eisenhower, George Marshall and Harry Truman were singularly effective leaders yet none possessed any more charisma than a dead mackerel. Nor did Konrad Adenauer, the chancellor who rebuilt West Germany after World War II. No less charismatic personality could be imagined than Abe Lincoln of Illinois, the raw-boned, uncouth backwoodsman of 1860. And there was amazingly little charisma to the bitter, defeated, almost broken Churchill of the inter-war years; what mattered was that he turned out in the end to have been right.

Indeed, charisma becomes the undoing of leaders. It makes them inflexible, convinced of their own infallibility, unable to change. This is what happened to Stalin, Hitler and Mao, and it is a commonplace in the study of ancient history that only Alexander the Great's early death saved him from becoming an ineffectual failure.

Indeed, charisma does not by itself guarantee effectiveness as a leader. John F. Kennedy may have been the most charismatic person ever to occupy the White House. Yet few presidents got as little done.

Nor are there any such things as "leadership qualities" or a "leadership personality." Franklin D. Roosevelt, Winston Churchill, George Marshall, Dwight Eisenhower, Bernard Montgomery and Douglas MacArthur, were all highly effective—and highly visible—leaders during World War II. No two of them shared any "personality

traits" or any "qualities."

What then is leadership if it is not charisma and not a set of personality traits? The first thing to say about it is that it is work—something stressed again and again by the most charismatic leaders: Julius Caesar, for instance, or Gen. MacArthur and Field Marshal Montgomery, or, to use an example from business, Alfred Sloan, the man who built and led General Motors from 1920 to 1955.

The foundation of effective leadership is thinking through the organization's mission, defining it and establishing it, clearly and visibly. The leader sets the goals, sets

Drucker on Management

Effective leadership doesn't depend on charisma. Eisenhower, George Marshall and Truman were singularly effective leaders yet none possessed any more charisma than a dead mackerel.

the priorities, and sets and maintains the standards. He makes compromises, of course; indeed, effective leaders are painfully aware that they are not in control of the universe. (Only misleaders—the Stalins, Hitlers, Maos—suffer from that delusion.) But before accepting a compromise, the effective leader has thought through what is right and desirable. The leader's first task is to be the trumpet that sounds a clear sound.

What distinguishes the leader from the misleader are his goals. Whether the compromise he makes with the constraints of reality—which may involve political, economic, financial or people problems—are compatible with his mission and goals or lead away from them determines whether he is an effective leader. And whether he holds fast to a few basic standards (exemplifying them in his own conduct) or whether "standards" for him are what he can get away with, determines whether the leader has followers or only hypocritical time-servers.

The second requirement is that the leader see leadership as responsibility rather than as rank and privilege. Effective leaders are rarely "permissive." But when things go wrong—and they always do—they do not blame others. If Winston Churchill is an example of leadership through clearly defining mission and goals, Gen. George Marshall, America's chief of staff in World War II, is an example of

leadership through responsibility. Harry Truman's folksy "The buck stops here" is still as good a definition as any.

But precisely because an effective leader knows that he, and no one else, is ultimately responsible, he is not afraid of strength in associates and subordinates. Misleaders are; they always go in for purges. But an effective leader wants strong associates; he encourages them, pushes them, indeed glories in them. Because he holds himself ultimately responsible for the mistakes of his associates and subordinates, he also sees the triumphs of his associates and subordinates as his triumphs, rather than as threats. A leader may be personally vain—as Gen. MacArthur was to an almost pathological degree. Or he may be personally humble—both Lincoln and Truman were so almost to the point of having inferiority complexes. But all three wanted able, independent, self-assured people around them; they encouraged their associates and subordinates, praising and promoting them. So did a very different person: Ike Eisenhower, when supreme commander in Europe.

An effective leader knows, of course, that there is a risk: Able people tend to be ambitious. But he realizes that it is a much smaller risk than to be served by mediocrity. He also knows that the gravest indictment of a leader is for the organization to collapse as soon as he leaves or dies, as happened in Russia the moment Stalin died and as happens all too often in companies. An effective leader knows that the ultimate task of leadership is to create human energies and human vision.

Earning Trust Is a Must

The final requirement of effective leadership is to earn trust. Otherwise there won't be any followers—and the only definition of a leader is someone who has followers. To trust a leader, it is not necessary to like him. Nor is it necessary to agree with him. Trust is the conviction that the leader means what he says. It is a belief in something very old-fashioned, called "integrity." A leader's actions and a leader's professed beliefs must be congruent, or at least compatible. Effective leadership—and again this is very old wisdom—is not based on being clever; it is based primarily on being consistent.

After I had said these things on the telephone to the bank's human-resources VP, there was a long silence. Finally she said: "But that's no different at all from what we have known for years are the requirements for being an effective manager."

Precisely.

Mr. Drucker is Clarke professor of social sciences at the Claremont Graduate School.

Who Owes Whom and How Much?

The Deputy Director of Central Intelligence

ER 0046-88

Washington, D.C. 20505

11 January 1988

Mr. Larry Eagleburger
Kissinger Associates
350 Park Avenue - 26th floor
New York, N.Y. 10022

Dear Larry:

As promised, a copy of my Soviet speech. I expect I will deliver it the first time in Dallas in a couple of weeks. If you have any comments or suggestions for improvement don't hesitate to call.

It was really good to see you. I am sorry we had so little time but maybe next time.

Regards,



Robert M. Gates

Enclosure:
As Stated

Distribution:
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1 - DDCI w/o Encl
1 - ER

5

Washington, D.C. 20505

ER 0046/1-88

11 January 1988

Mr. William Hyland
Council on Foreign Relations, Inc.
58 East 68th Street
New York, N.Y. 10021

Dear Bill:

As promised, a copy of my Soviet speech. I expect I will deliver it the first time in Dallas in a couple of weeks. If you have any comments or suggestions for improvement don't hesitate to call.

It was really good to see you. I am sorry we had so little time but maybe next time.

Regards,



Robert M. Gates

Enclosure:
As Stated

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Washington, D. C. 20505

12 January 1988

NOTE FOR: Ambassador John Negroponte
Deputy Assistant to the President
for National Security Affairs

John,

Attached is a copy of the paper with respect
to that I mentioned to you on the
telephone today.

Robert M. Gates

Attachment

Distribution:

- 1 - Adse via PDB Briefers
- ✓ 2 - DDCI Chrono
- 3 - ER file

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ER 0046/3-88

The Deputy Director of Central Intelligence

Washington, D.C. 20505

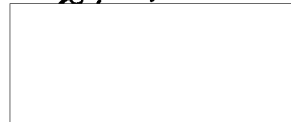
13 January 1988

The Honorable Michael H. Armacost
Under Secretary of State for Political Affairs
Department of State
Washington, D.C. 20520

Dear Mike:

Bill and I appreciated being included in the Secretary's discussion of Gorbachev's book last Friday. In this connection, you may find of some interest the text of the enclosed speech which I will be giving Tuesday to the Dallas Council on World Affairs. It represents my personal view of what is going on inside the Soviet Union, the problems Gorbachev faces, and some of the implications for Soviet foreign policy.

Regards,



Robert M. Gates

Enclosure:
As Stated

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(B-802-IR)

The Deputy Director of Central Intelligence

Washington, D.C. 20505

ER 0046/4-88

January 13, 1988

Ambassador John D. Negroponte
Deputy Assistant to the President
for National Security Affairs
The White House
Washington, D.C. 20500

Dear John:

Enclosed is the text of a speech I intend to give to the Council on World Affairs in Dallas next Tuesday. I think you will find the basic thrust highly consistent with Gorbachev's own appraisal of how things are going based on this morning's newspaper. Fritz has had a copy of the draft for a couple of weeks and has no problems with it. I have also provided a copy to Mike Armacost.

Regards,



Robert M. Gates

Enclosure:
As Stated

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1 - DDCI w/o attachment
1 - ER

10

Washington, D.C. 20505

ER 0046/5-88

January 13, 1988

Mr. Leo Cherne
Vice Chairman
President's Foreign Intelligence
Advisory Board
Washington, D.C. 20500

Dear Leo:

I will give this speech to the Council on World
Affairs in Dallas next Tuesday. Thought you might
be interested. Would appreciate any comments.

Regards,



Robert M. Gates

Enclosure:
As Stated

Orig - Adse via DCI Courier 13 Jan 1445 hrs

1 - DDCI w/o attachment

1 - ER

12

The Deputy Director of Central Intelligence

Washington, D. C. 20505

15 January 1988

NOTE FOR: The Secretary of State

Attached is the paper on Mexico Bill
was referring to yesterday.



Robert M. Gates

Attachment
As Stated

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15 January 1988

MEMORANDUM FOR: Chief, DCI Administrative Staff

SUBJECT: Payment for Charges Incurred by the
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Payment from U.S. Government funds for representational expenses incurred by the DDCI for the purpose of conducting official business of the United States Government is authorized under the policy set forth in [redacted] for the following functions:

| <u>Date</u> | <u>Name</u> | <u>Organizational Affiliation</u> |
|-------------|---|-------------------------------------|
| 87.12.01 | Robert M. Gates (host) Richard L. Armitage | DDCI Asst. Sec. of Defense (ISA) |
| 87.12.02 | Robert M. Gates (host) Herbert Meyer | DDCI Former C/NIC) |

/s/

[redacted]

O/DDCI

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

January 22, 1988

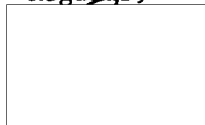
Professor Henry S. Rowen
Stanford University
1005 Hoover Tower
Stanford, California 94305

Dear Harry:

It was good to see you last week. Sorry to hear that we can't get together the first week in February. Next time you are planning to pass through Washington be sure to call so we can have a bit of lunch.

Enclosed is a speech I gave this week to the Dallas Council on World Affairs. Thought you might be interested.

Regards,



Robert M. Gates

Enclosure:
As Stated

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STAT

DALLAS COUNCIL ON WORLD AFFAIRS
19 JANUARY 1988

WHAT IS GOING ON IN THE SOVIET UNION
BY ROBERT M. GATES
DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE

INTRODUCTION

THE SELECTION OF MIKHAIL GORBACHEV AS GENERAL SECRETARY IN THE SPRING OF 1985 SIGNALLED THE POLITBURO'S RECOGNITION THAT THE SOVIET UNION WAS IN DEEP TROUBLE -- ESPECIALLY ECONOMICALLY AND SPIRITUALLY -- TROUBLE THAT THEY RECOGNIZED WOULD SOON BEGIN TO HAVE REAL EFFECT ON MILITARY POWER AND THEIR POSITION IN THE WORLD. DESPITE ENORMOUS RAW ECONOMIC POWER AND RESOURCES, INCLUDING A \$2 TRILLION A YEAR GNP, THE SOVIET LEADERSHIP BY THE MID-1980S CONFRONTED A STEADILY WIDENING GAP WITH THE WEST AND JAPAN -- ECONOMICALLY, TECHNOLOGICALLY AND IN VIRTUALLY ALL AREAS OF THE QUALITY OF LIFE.

AS A RESULT OF THESE TRENDS, THE POLITBURO RECOGNIZED THAT THE SOVIET UNION COULD NO LONGER RISK THE SUSPENDED ANIMATION OF THE BREZHNEV YEARS, AND COALESCED AROUND AN IMAGINATIVE AND VIGOROUS LEADER WHOM THEY HOPED COULD REVITALIZE THE COUNTRY WITHOUT ALTERING THE BASIC STRUCTURE OF THE SOVIET STATE OR COMMUNIST PARTY.

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

25 January 1988

NOTE TO: Director, National Security Agency

Attached is the signed version of the response to Senator Helms. The reply was delivered first thing this morning. A copy of this has been sent to Frank Carlucci as well.



Robert M. Gates

STAT

18

The Deputy Director of Central Intelligence

Washington, D.C. 20505

25 January 1988

NOTE TO: The Secretary of Defense
Assistant to the President for
National Security Affairs
Director, State/INR

Attached is the signed version of the
response to Senator Helms. The reply
was delivered first thing this morning.

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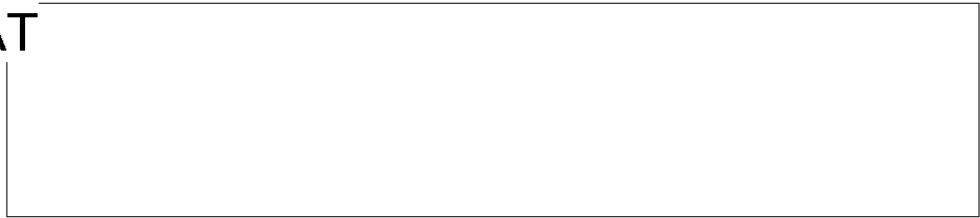


Robert M. Gates

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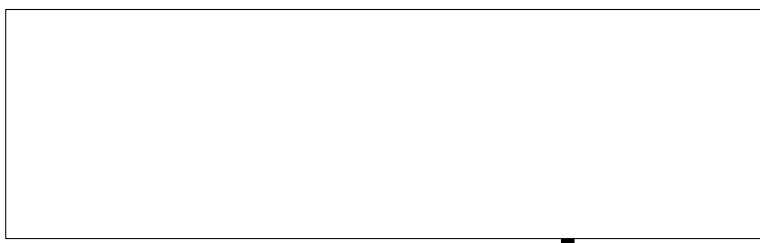
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Come back copies on
material based out on
Saturday for Bol Gates.

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Date

The Deputy Director of Central Intelligence

Washington, D.C. 20505

1-23-88

~~Frank Carlucci~~

~~Colin Powell~~

~~Morton Abramowitz~~

Attached is the draft reply to Senator Helms
I intend to present to the DCI tomorrow. If he approves
we will deliver it to the Senator early Monday
morning.

~~Bob gates~~

Washington, D.C. 20505

1-23-88

Carlucci

Powell

Abramowitz

Attached is the draft reply
to Senator Helms I intend to
present to the DSI tomorrow.

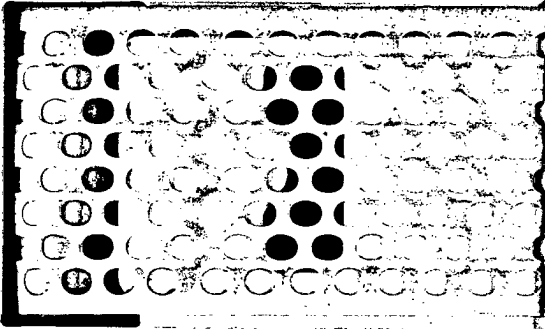
If he approves, we will
deliver it to the Senator
early Monday morning.

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

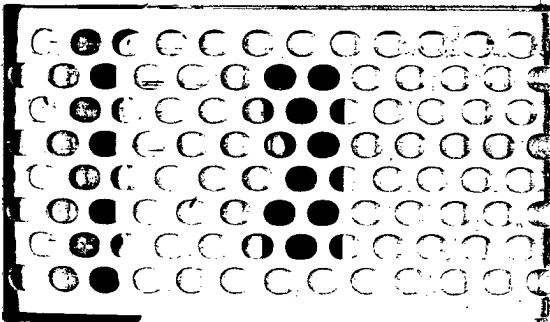
1/23

Colin -

Attached is the Helm's letter we discussed last night. Feel free to have Will Ball come to your office and read it. I will LIX our draft response around noon.



(The citations are essentially accurate & from a November draft.)



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Central Intelligence Agency



Washington, D.C. 20505

Executive Registry
0313-88

25 January 1988

Mr. Arnold Beichman
Research Fellow, Hoover Institution
Stanford, California 94305

Dear Arnold:

I am pleased to send you a copy of the document on "The Trust." Anthony Cave Brown quoted from the last paragraph on Page 10.

I would not describe the document as a formal Agency publication, but rather a gisting of unclassified historical material available as of March 1969. Within that limitation it has served a mildly useful role in educating a number of Agency employees on certain Soviet intelligence techniques.

It was good to hear from you.

Sincerely,

Robert M. Gates
Deputy Director of Central Intelligence

Enclosure

Arnold - Sorry for the delay. Getting this sprung was a little complicated. (I also enclose my Soviet bibliography you requested.)

All the best.

DCI
EXEC
REG

19

DISSEMINATION OF MR. GATES 25 JAN 88 Ltr to MR. BEICHMAN

Orig w/2 Encls - Mr. Beichman

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* Hoover Institution * Stanford, CA 94305 *

4 January 1988

Robert Gates, Esq.,
Central Intelligence Agency,
Washington, D.C.

Dear Bob:

On page 800, footnote #30, of Anthony Cave Brown's biography of Menzies (which I'm reviewing for the Washington Times) there is a statement that the Agency has done an historical study of "The Trust." If this is an unclassified work, can you tell me how I can get a copy ?

I thought your Foreign Affairs piece excellent and I am making some reference to it in a column I've done for the Washington Times.

With all best wishes for 1988,

Sincerely,



Arnold Beichman,
Research Fellow

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305-6010



January 5, 1988

Memorandum to: *R. Jates*
From: Arnold Beichman

I have been asked by Policy Review, the Heritage Foundation publication, to prepare a bibliographical essay on what people ought to read about the Soviet Union and Soviet-American relations. I would like to ask your help.

Could you list for me at the bottom of this letterhead at least five (or more) books which ought to be recommended for the general reader and which are easily obtainable in bookstores or libraries ?

This memorandum is going, primarily, to people who have written books on the Soviet Union or on Soviet-U.S. relations, books which, most assuredly, would be included by my own choice in such an annotated bibliography.

All best & Thanks

Arnold - here are my offerings:

1. Utopia in Power. Mikhail Heller and Aleksandr M. Nekrich.
2. Harvest of Sorrow. Robert Conquest
3. Same Plan. Zbigniew Brzezinski
4. Soviet Strategic Deception. Brian Harley and Patrick Parker
5. The Real War. Richard Nixon
6. The Russian Tradition. Tibor Szamuely (not on the USSR per se but it provides remarkable insight into ~~the~~ Russian history and culture - highly relevant to today in my view.)

Good luck



Encl # 1

STAT

Historical Intelligence
Collection

Encl # 2

Page # 1

'INTERNAL CIA STUDY
Completed ca. March 1969
Never published. THE TRUST

In his speech at the Ninth Congress of the Soviets in Moscow on 23 December 1921, Lenin referred to this meeting as the "Congress for Peace", because the civil war had been brought to a victorious conclusion, and overt foreign intervention on Russian soil had ceased. He said that the rebuilding of the country was the next task of the Bolshevik party. Dwelling on this topic, he indicated that a new policy, the NEP, would ease considerably the daily life of the average Russian by opening the door to private enterprise, but it would also entail great risks to the Bolshevik party, since it constituted a clear deviation from its teachings. He therefore called for increased vigilance against dangers from abroad and from within.

Irritated by the stance of the Soviet Union, some foreign powers might still be tempted to exploit the obvious weakness of the country. The second enemy was the White Russian emigration, which was trying to stir up the people of Russia against the new ruler.

Officially, Lenin's call for vigilance was addressed to the Red Army; but there are indications that it was directed at the Cheka also. This meant, among other things, that the Cheka was expected to increase its penetration of the emigre organizations at home and abroad.

The Cheka had not been idle in this field. As early as 1920 UNSHLIKHT had established the operation MAYAK (Beacon), the purpose of which was to create confusion in emigre organizations so they could not distinguish between foe and friend. It was also designed to learn their intentions and assess their capabilities. The Supreme Monarchist Council in Berlin had been penetrated through the recruitment of one TRETAKOV. A Cheka agent, MIKELSON, had

LAST PAGE

SHIMANOV, N. (Colonel General of the Airforce)

In a critique of NIKULIN's book, The Swell, appearing in the Moscow Krasnaya Zvezda on 22 September 1965, SHIMANOV gives the author credit for his research of pertinent documents, but accuses him of presenting a biased account in a few major respects. (For the nature of his criticism, see review of NIKULIN's book above.)

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ER 0314-88

Central Intelligence Agency



Washington, D.C. 20505

25 January 1988

The Honorable David D. Newsom
Institute for the Study of Diplomacy
School of Foreign Service
Georgetown University
Washington, D.C. 20057

Dear David:

Thank you for inviting me to attend the first of a series of Distinguished Speaker Luncheons and Discussions on February 9, 1988, sponsored by the Institute and the Armed Forces Communications and Electronics Association.

Unfortunately, I have an unchangeable commitment that day and will be unable to attend. I am sorry to miss it; it would be good to see you and others at the Institute, and I am sure General Rogers will give an interesting and informative presentation.

Sincerely,

[Redacted signature box]

Robert M. Gates

Deputy Director of Central Intelligence

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1 - O/DDCI
1 - ER

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STAT



GEORGETOWN UNIVERSITY

*School of Foreign Service
Institute for the Study of Diplomacy*

*Hon. Ellsworth Bunker
Chairman (1978-1984)
Hon. Martin F. Herz
Director of Studies (1978-1983)*

*Board of Directors
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*Dr. Peter F. Krogh
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*Hon. David D. Newsom
Marshall B. Coyne Research Professor
of Diplomacy and Director
202-625-3321*

*Hon. Harold E. Horan
Director of Programs
Margery R. Boichel
Editor*

January 13, 1988

The Honorable Robert Gates
Deputy Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Bob:

The Institute for the Study of Diplomacy, School of Foreign Service, Georgetown University and the Armed Forces Communications and Electronics Association cordially invite you to attend the first of a series of Distinguished Speaker Luncheons and Discussions on February 9, 1988.

General Bernard C. Rogers, former Supreme Allied Commander, Europe, will speak on the topic, "NATO in the Post-INF Environment," with a discussion period following his remarks.

The luncheon discussion will begin at 12:15 p.m. in the Riggs Library in the Healy Building on the campus of Georgetown University. We plan to close the discussion at 2:00 p.m.

Please call 687-5655 by February 1 if you plan to attend. Seating is limited.

Sincerely,

David D. Newsom
Marshall B. Coyne
Research Professor of Diplomacy

DDN:cd

Handwritten note: To Mr. Gates - 1 copy of letter to be sent to Mr. Gates - 1 copy to Mr. [unclear] - 1 copy to Mr. [unclear]

TO:

| | | ACTION | INFO | DATE | INITIAL |
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SUSPENSE ASAP
 Date

Remarks To # 9: For implementation and preparation of letters for DCI signature

STAT (Pg # 2)



Executive Secretary
 26 Jan 88

Date

3637 (10-81)

ER 0316-88

26 January 1988

MEMORANDUM FOR: Acting Chairman, National Intelligence Council
FROM: Deputy Director of Central Intelligence
SUBJECT: Military Advisory Panel

[redacted] has agreed to serve as Chairman of the Military Advisory Panel for a period of at least a year. He has made three requests, all of which seem reasonable to me and which I would ask you to implement.

- He would like to be able to schedule meetings of the Panel at times that are convenient to the Panel rather than being driven by the availability of the conference room. I realize conference rooms are at a premium, but surely we can find a way to accommodate this to ensure maximum Panel attendance.
- He would like to be able to have secure storage facilities for his use in connection with the Panel at the Foreign Science and Technology Center (FSTC) in Charlottesville. He was able to make use of this for [redacted]. Given the ties the Community has to FSTC, I assume this can be arranged. The Commander there is an old friend and colleague [redacted]. Perhaps [redacted] knows the fellow and can make these arrangements.
- He would like to organize the meetings so that there is more interaction between the Panel members and analysts. He is concerned that the Panel has begun spending too much time in debate with itself rather than having a dialogue with those doing the work.

I have asked Paul to give you a call to establish who his contact point should be and how to get started. I suggest that there be both an administrative and substantive contact point -- perhaps the latter could be an Assistant NIO like [redacted] or someone else.

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REG

CONFIDENTIAL

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Finally, please prepare a note from the DCI to thanking him for taking this on and also a letter from the Director to Panel Members informing them of the change in Chairmanship.

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Robert ⁶M. Gates

The Deputy Director of Central Intelligence

Washington, D.C. 20505

ER 0341-88

January 27, 1988

Mr. Kempton Dunn
Secretary for Membership Affairs
Council on Foreign Relations
The Harold Pratt House
58 East 68th Street
New York, New York 10021

Dear Mr. Dunn:

I have known [redacted] professionally over a period of years as he has been appointed to a succession of more senior and responsible positions in the Department of Defense, military service and the intelligence community. He has been a key contributor and participant in the development of systems and policies of enormous importance to the United States.

His perspective, balance and insight on a wide range of national security issues would greatly benefit the Council. I believe he would be a valuable contributor and asset to the Council and therefore I am honored to second the nomination made [redacted] membership on the Council.

Regards,

[redacted]

Robert M. Gates

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(BLIND COPY FOR [redacted])



14 January 1988

Dear Bob,

I understand that Jim Woolsey is nominating me to become a member of the Council on Foreign Relations. I would be indebted and appreciative if you would consider seconding that nomination.

I have taken the liberty of including a biography and strawman that you might consider using to second the nomination for my membership on the Council.

Most sincerely,



STAT

Mr. Robert M. Gates
Deputy Director
Central Intelligence Agency
Washington DC 20505

Enclosures
(1) Biography
(2) Strawman Letter

SECRET

29 January 1988

MEMORANDUM FOR: Director of Central Intelligence
FROM: Deputy Director of Central Intelligence
SUBJECT: Offsite Conference

I thought it might be useful for your discussion of the Offsite at Staff Meeting on Tuesday if I put down in writing what we discussed.

1. We identified four general themes, tentatively for discussion Sunday evening, Monday morning, Monday afternoon, and Tuesday morning. They are (1) Resources vs. Requirements -- are we trying to address too many issues and problems in a constrained budget environment; (2) Executive Management -- to include greater integration across the directorates, reinvigoration of the executive committee, and executive development; (3) Employment and Personnel Practices -- with special focus on minorities, women, ethnics, annuitants, retirement and Agency demographics; (4) Potpourri -- perhaps to include R&D funding, perhaps something on counterintelligence, and several other second order issues in terms of management.
- 25X1 2. [redacted] will be the general manager in charge of program
25X1 preparations. [redacted] will be in charge of
logistics and physical arrangements.
3. Each general theme will be presented by a team. The team
for Resources vs. Requirements will be Dick Kerr and Dick
Stoltz; for Executive Management, Evan Hineman and Danny
25X1 Childs; for Employment and Personnel Practices, Rae
Hufstutler, Ted Price, and [redacted]
4. You would like each of the teams to discuss the subject for
which they are responsible with others who will be
attending the conference and prepare in about a week's time
for our consideration a proposal of how they would propose
to organize the presentation and discussion, and the issues
25X1 and problems they would intend to cover. [redacted] would
superintend this overall effort.

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SECRET

5. Additional observations:

-- I think it is important to focus each of the teams, on both presentation of the problem and on recommendations. The value of the conference will be seen especially in terms of concrete results that may come out of it, or concrete proposals that can be presented to you for decision. I see no reason why each of the themes should not conclude with one to several recommendations intended to address the problems identified and discussed. Furthermore, if the recommendations are part of the presentation, then the group discussion can focus not only on the problem, but on potential solutions as well.

25X1 -- It is probably too late to do anything about it, but [redacted] has told me that there is some feeling on the part of the deputies that the group is so large that the kind of hard-hitting debate or discussion that might emerge if only the EXDIR, deputies and IG were involved, may be missing. I think it is too late to do anything about this at this point, and there are others already invited worth including in the offsite session. I think the best we can do is be a little sensitive to it.

-- Someone still needs to be identified to take charge of the Potpourri time slot. You might ask Bill Donnelly to do that. He could talk to each of the major players and come up with some of the issues that perhaps we should spend anywhere from ten to twenty minutes discussing.

6. I hope this is an accurate representation of what we discussed, and that it is helpful to you at Staff Meeting.

Robert M. Gates

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