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7 December 1987  
OCA 87-6020

NOTE FOR: The Director  
THROUGH: Bill Baker  
FROM: Dave Gries  
SUBJECT: Your Brookings Speech

STAT

I had lunch today with Harry Harding and he spoke warmly of your recent speech at Brookings. He said that you made a strong impact on the audience, which carried away an impression of a forthright, open Director who could lead the Agency out of its current difficulties.

STAT

D/OCA/DDG (8 Dec 87)

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P-309-12

*Exec Reg*

10 November 1987

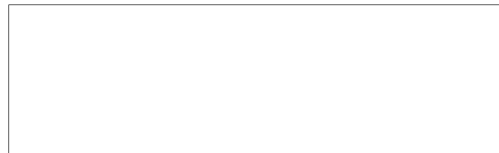
JUDGE:

RE: Remarks at Brookings Institution

10 November 1987

As an alternative to the suggested remarks I forwarded to you on 4 November for your address at the Brookings dinner, I recommend that you consider using a modified version of the speech you gave at the Federalist Society luncheon since you are only scheduled for 15 minutes of remarks. I understand your luncheon remarks were well received. The attached outline of your speech covers the major themes you have been hitting in your public appearances including something on our relations with academia which would be important for the Brookings audience.

STAT



Bill Baker

*P-309-IR*

I. INTRODUCTION

- A. CONCERNS TODAY ABOUT WHETHER SECRET OPERATIONS ARE APPROPRIATE IN A DEMOCRACY
- B. "MY JOB IS SO SECRET THAT EVEN I DON'T KNOW WHAT I AM DOING"
- C. TOPIC: THE VITAL ROLE INTELLIGENCE PLAYS IN OUR NATIONAL SECURITY

II. I CONDUCT MY RESPONSIBILITIES WITH TWO CARDINAL THESES:

- A. INTELLIGENCE ACTIVITIES VITAL TO THE PROTECTION AND PRESERVATION OF OUR NATIONAL SECURITY MUST BE CONDUCTED OBJECTIVELY, PROFESSIONALLY AND LAWFULLY
- B. THERE MUST BE A TRUSTWORTHY SYSTEM OF OVERSIGHT AND ACCOUNTABILITY

III. INTELLIGENCE HAS ALWAYS PLAYED MAJOR ROLE IN OUR HISTORY

- A. MALCOLM FORBES GAVE ME A FACSIMILE OF A LETTER GEORGE WASHINGTON WROTE TO MAJOR TALLMADGE ON SEPTEMBER 24, 1779 OUTLINING THE NEED FOR GOOD INTELLIGENCE WORK
- B. IN 1789, SECRET FUNDING FOR FOREIGN INTELLIGENCE ACTIVITIES WAS FORMALIZED BY CONGRESS IN THE FORM OF A SECRET CONTINGENCY FUND FOR USE BY THE PRESIDENT

IV. TODAY OUR GOVERNMENT DEPENDS HEAVILY ON ACCURATE INTELLIGENCE TO:

- A. FORMULATE FOREIGN POLICY
- B. VERIFY ARMS AGREEMENT
- C. UNDERSTAND MILITARY CAPABILITIES AND INTENTIONS OF ADVERSARIES

V. OUR PRIMARY CONSUMERS ARE THE PRESIDENT, THE VICE PRESIDENT, THE SECRETARY OF STATE, THE SECRETARY OF DEFENSE, THE SECRETARY OF THE TREASURY, THE NATIONAL SECURITY COUNCIL, AND THE SELECT COMMITTEES OF THE SENATE AND THE HOUSE

VI. INTELLIGENCE MUST BE TIMELY

A. VISIT TO NORAD

B. VISIT TO SAC

VII. INTELLIGENCE MUST BE OBJECTIVE

--WE DON'T "COOK THE BOOKS"

VIII. CIA PLAYS A ROLE IN THE IMPLEMENTATION OF FOREIGN POLICY THROUGH ITS COVERT ACTION PROGRAMS

A. COVERT ACTION HAS COME TO BE UNDERSTOOD AS ACTIVITIES CONDUCTED IN SUCH A WAY THAT THE ROLE OF THE US GOVERNMENT IS NOT APPARENT

B. COVERT ACTION HAS BEEN USED BY ALL PRESIDENTS SINCE ROOSEVELT

C. COVERT ACTIONS ARE THE FOCUS OF THE GREATEST PUBLIC AND CONGRESSIONAL ATTENTION ALTHOUGH THEY ONLY ACCOUNT FOR A SMALL AMOUNT OF OUR RESOURCES

IX. BOTH CONGRESS AND THE JUDICIARY RECOGNIZE THE NEED FOR SECRECY IN MATTERS OF NATIONAL SECURITY

A. FREEDOM OF INFORMATION ACT

B. FOREIGN INTELLIGENCE SURVEILLANCE ACT

- C. MAIN PURPOSE OF SECRECY IS TO PRESERVE AND PROTECT SOURCES AND METHODS
- D. OFFICIAL SURROGATES WATCH OUT FOR PUBLIC'S INTEREST
  - 1. NATIONAL SECURITY ACT
  - 2. HUGHES-RYAN AMENDMENT
  - 3. INTELLIGENCE OVERSIGHT ACT
- E. IT IS OUR DUTY TO NOTIFY THE COMMITTEES OF ANY SIGNIFICANT INTELLIGENCE ACTIVITIES
  - 1. PRESIDENT CAN LIMIT NOTIFICATION TO "GANG OF EIGHT"
  - 2. WE MUST REPORT IN A TIMELY FASHION
- X. WE ARE IMPROVING THE MANAGEMENT CAPABILITY TO DEAL WITH COVERT ACTIVITY
  - A. IT MUST BE DONE IN A LAWFUL WAY
  - B. WE HAVE A RESPONSIBILITY TO THE INDIVIDUALS ON THE FIRING LINE
  - C. OUR INTERNAL COVERT ACTION REVIEW GROUP LOOKS CAREFULLY AT ALL ASPECTS OF A COVERT FINDING: IS IT CONSISTENT WITH OVERT US POLICY? ETC.
- XI. OUR RELATIONSHIP WITH CONGRESS MUST BE ONE OF TRUTH AND NOT DECEPTION
  - A. IT IS POSSIBLE TO TELL THE MEMBERS OF CONGRESS THAT I AM NOT AT LIBERTY TO ANSWER THE QUESTION.
  - B. A LEVEL OF HONESTY IS VITALLY IMPORTANT IN THE RELATIONSHIP OF THE BALANCE AND SHARING OF POWERS.

XII. CHALLENGES WE FACE TODAY REQUIRE COOPERATION, NOT ONLY WITHIN GOVERNMENT, BUT OUTSIDE IT AS WELL

A. THE AMERICAN ACADEMIC COMMUNITY WAS IMPORTANT IN OUR HISTORY

1. ACADEMICS WERE PART OF THE OFFICE OF STRATEGIC SERVICES AND HELPED CREATE THE CIA IN 1947

B. WE RELY ON COLLEGES, UNIVERSITIES AND INSTITUTIONS SUCH AS BROOKINGS FOR THE EXPERTISE THEY CAN PROVIDE IN DEVELOPING ACCURATE ASSESSMENTS

C. THERE ARE AT LEAST 43 COLLEGES AND UNIVERSITIES WHERE A COURSE IN INTELLIGENCE WILL BE TAUGHT THIS YEAR AND MANY OTHERS WHERE A DISCUSSION OF INTELLIGENCE WILL TAKE PLACE IN A COURSE ON FOREIGN POLICYMAKING<sup>1</sup>

D. AGENCY OFFICERS PARTICIPATE IN PROFESSIONAL AND SCHOLARLY ASSOCIATIONS AND MAKE SUBSTANTIVE PRESENTATIONS ON CAMPUSES ALL OVER THE COUNTRY

1. FOR EXAMPLE OUR OFFICERS ATTEND LECTURES, MAKE PRESENTATIONS AND PARTICIPATE IN DISCUSSIONS HERE AT BROOKINGS<sup>2</sup>

XIII. CONCLUSIONS

A. SHARED RESPONSIBILITY FOR INTELLIGENCE IS VITALLY IMPORTANT

B. WE MUST WORK WITH:

1. THOSE WHO MAKE POLICY RECOMMENDATIONS BY PROVIDING OUR ASSESSMENTS OBJECTIVELY

2. CONGRESSIONAL COMMITTEES WHICH ACT AS SURROGATES FOR THE CONGRESS AND THE AMERICAN PEOPLE

- C. WE MUST DILIGENTLY CARRY OUT OUR ASSIGNMENTS AROUND THE WORLD, HOWEVER DIFFICULT, WITH FIDELITY TO THE CONSTITUTION AND THE LAWS OF OUR BELOVED COUNTRY.
  
- D. A NATION DEDICATED TO THE RULE OF LAW CAN PROTECT ITSELF IN NO OTHER WAY.



MEMORANDUM FOR: Director of Central Intelligence  
FROM: William M. Baker  
Director, Public Affairs Office  
SUBJECT: Address of the Brookings Institution

1. This is background information for your remarks to the Brookings Institution Board of Trustees and invited guests on Tuesday, 10 November, 6:30-9:30 p.m. at the Brookings Institution, 1775 Massachusetts Avenue N.W., Washington, D.C. Phone: 797-6000. Black-tie is the dress for the occasion.

2. Arrangements: You are asked to be at the main entrance of the Brookings Institution at 6:30 p.m. where you will be met by Brookings staff members Kathy Verba, John Armour, or Suzanne Helm and escorted to the Main Lounge for the reception and receiving line. Chairman of the Board of Brookings Louis W. Cabot and Mrs. Cabot (Maryellen), and President Bruce K. MacLaury and Mrs. MacLaury (Ginny) also will be in the receiving line. (For biographies see Tab A.) At 7:10 p.m. you will move to the auditorium where dinner will be served at 7:30 p.m. and you will be seated at the head table with the following (tentative head table seating):

Mr. Bruce K. MacLaury President, Brookings Institution  
Mrs. Maryellen Cabot  
Admiral Bobby Rae Inman President and CEO, Westmark Systems, Inc.  
Mr. Lloyd Cutler Trustee of Brookings, and partner Wilmer,  
Cutler & Pickering  
Mrs. Bette Saul (Mrs. Ralph Saul)  
Mr. William McC. Martin Trustee, former Chairman, Brookings Institution  
Mrs. Nancy Stein (Mrs. Sydney Stein)

(For biographies and table seating chart see Tab A.)

Following dinner, Mr. MacLaury will give opening remarks including a special tribute to two trustees Lloyd Cutler and former chairman of IBM Frank Cary who were elected to honorary status. You are scheduled to speak at approximately 8:15 p.m. for 15 minutes. Mr. MacLaury will introduce you and monitor the 15-20 minute question and answer period following your remarks. (For program see Tab B.) A podium and microphone will be available near the head table. (For diagram see Tab C.) DCI Security will tape your remarks for the Agency's historical records. Adjournment is at 9:30 p.m. I will remain with you throughout the program.

Although Brookings calls this an off-the-record program, a member of the editorial board and writer on economic issues for the WASHINGTON POST Jodie Allen, Hobart Rowen of the Washington Post Writers Group, and the Lebanese Ambassador ABDALLAH BOUHABIB and his wife Julie will attend. Approximately 80 Brookings' trustees, their guests, and members of the staff will be in the audience. (See Tab D for tentative guest list.)

CONFIDENTIAL

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CONFIDENTIAL

3. Background: The Brookings Institution is a private nonprofit organization devoted to research, education, and publication on important issues of domestic and foreign policy. The organization was named in honor of Robert Somers Brookings (1850-1932), a St. Louis businessman whose leadership shaped the early organization. Its principal purpose is to bring knowledge to bear on the current and emerging policy problems facing the American people. Brookings functions as an independent analyst and critic, committed to publishing its research findings for the information of the public. The latest issue of The Brookings Review features an article on "Restoring Effective Government: a Conversation on Constitutional Reform" in which Lloyd Cutler, one of the evening's honorees, is a primary discussant. (For additional background information, including a list of trustees and The Brookings Review See Tab E.)

4. Remarks: You agreed that we should focus on the roles and missions of the CIA and its relationships with Congress and with academia, drawing on your recent speeches and the NEWSWEEK interview. Attached is a proposed speaking outline that covers these topics and adds some remarks on our relationship with the media. (For remarks see Tab F.)

25X1



William M. Baker

25X1

DCI/PAO/WMB [redacted] 4Nov87

Distribution:

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- 1 - MED(Subject)
- 1 - DCI Security
- 1 - Jean

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*WMB*  
[redacted]

CONFIDENTIAL

PROPOSED  
SPEAKING OUTLINE  
FOR REMARKS  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
BROOKINGS INSTITUTION  
WASHINGTON, DC  
NOVEMBER 10, 1987

SPEAKING OUTLINE

- I. INTRODUCTION: SECRET INTELLIGENCE IS A NECESSARY TOOL VITAL TO OUR NATIONAL SECURITY.
  - A. INTELLIGENCE ACTIVITIES MUST BE CONDUCTED OBJECTIVELY, PROFESSIONALLY, AND LAWFULLY.
  - B. THERE MUST BE A TRUSTWORTHY SYSTEM OF OVERSIGHT AND ACCOUNTABILITY WHICH BUILDS, RATHER THEN ERODES, TRUST BETWEEN THOSE WHO HAVE THE RESPONSIBILITY FOR MANAGING OUR INTELLIGENCE SYSTEM AND THOSE IN CONGRESS WHO ACT AS SURROGATES FOR THE AMERICAN PEOPLE.
  - C. OUR GOVERNMENT RELIES HEAVILY ON INTELLIGENCE: TO HELP FORMULATE AND CONDUCT FOREIGN POLICY, TO VERIFY ARMS CONTROL AGREEMENTS, AND TO UNDERSTAND THE MILITARY CAPABILITIES AND INTENTIONS OF OUR ADVERSARIES.
    - 1. SOME OBSERVERS HAVE CHARGED THAT OUR INTELLIGENCE ANALYSIS HAS BEEN POLITICAL--THAT IT HAS BEEN "COOKED" TO TELL POLICYMAKERS WHAT THEY WANT TO HEAR.
    - 2. I HAVE TAKEN A NUMBER OF STEPS TO ENSURE THAT THE INTELLIGENCE COMMUNITY PRESERVES ITS OBJECTIVITY AND PROTECTS ITS INTEGRITY.
    - 3. WE INTEND TO "TELL IT AS IT IS," AVOIDING BIAS AS MUCH AS WE CAN.
    - 4. MY POSITION ON THE PREPARATION OF INTELLIGENCE JUDGEMENTS, PARTICULARLY NATIONAL INTELLIGENCE ESTIMATES IS THAT THEY CAN BE USED IN WHOLE OR IN PART. THEY CAN BE IGNORED OR TORN UP. BUT THEY MAY NOT BE CHANGED.

II. COLLECTION AND ANALYSIS MAKE UP THE GREAT PERCENTAGE OF OUR WORK, BUT THERE ARE OTHER RESPONSIBILITIES.

- A. THE CIA IS RESPONSIBLE FOR COUNTERINTELLIGENCE OVERSEAS.
- B. WE HAVE ANOTHER ROLE--PERHAPS THE MOST CONTROVERSIAL: THE IMPLEMENTATION OF FOREIGN POLICY THROUGH COVERT ACTIVITIES.

- 1. ALTHOUGH COVERT ACTION IS NOT DEFINED BY LAW, IT HAS COME TO BE UNDERSTOOD TO REFER TO ACTIVITIES CONDUCTED IN SUCH A WAY THAT THE ROLE OF THE U.S. GOVERNMENT IS NOT APPARENT.
- 2. FROM PRESIDENT ROOSEVELT FORWARD, EVERY PRESIDENT HAS ENDORSED AND USED COVERT ACTION TO SUPPORT THE FOREIGN POLICY OF THIS COUNTRY.

--COVERT ACTIONS TRADITIONALLY CLAIM ONLY A VERY SMALL PORTION OF THE CIA'S BUDGET, BUT THEY ARE THE FOCUS OF THE GREATEST CONGRESSIONAL AND PUBLIC ATTENTION.

- 3. UNDER THE HUGHES-RYAN AMENDMENT, THE PRESIDENT MUST FIND THAT EACH COVERT ACTION IS IMPORTANT TO THE NATIONAL SECURITY BEFORE THE OPERATION CAN BE INITIATED.

--WE HAVE TO KNOW BEFORE THE PRESIDENT MAKES THE FINDING THAT THE COVERT ACTIVITY IS DOABLE IN A LAWFUL WAY.

- THE NATIONAL SECURITY PLANNING GROUP MUST ASK ITSELF:
  - WILL IT WORK?
  - IS IT CONSISTENT WITH OVERT POLICY?
  - IS IT CONSISTENT WITH AMERICAN VALUES?
  - IF PUBLICLY EXPOSED, WILL IT MAKE SENSE TO THE AMERICAN PEOPLE?

III. CONGRESS HAS A ROLE IN FORMULATING FOREIGN POLICY AND IN FUNDING INTELLIGENCE ACTIVITIES.

A. IN 1976 AND 1977, BOTH HOUSES OF CONGRESS ESTABLISHED INTELLIGENCE OVERSIGHT COMMITTEES TO MONITOR ALL SIGNIFICANT INTELLIGENCE ACTIVITIES.

1. THE INTELLIGENCE COMMUNITY IS REQUIRED BY LAW TO KEEP THE COMMITTEES FULLY AND CURRENTLY INFORMED OF ALL INTELLIGENCE ACTIVITIES..

--WE DO THIS THROUGH SUBSTANTIVE BRIEFINGS AND THE PROVISION OF INTELLIGENCE PUBLICATIONS.<sup>1</sup>

2. TO MEET EXTRAORDINARY CIRCUMSTANCES, THE PRESIDENT CAN LIMIT NOTIFICATION TO THE "GANG OF EIGHT."

3. THE PRESIDENT HAS ANNOUNCED, WITH RESPECT TO COVERT ACTION, HIS INTENTION TO KEEP THE COMMITTEES INFORMED WITHIN 48 HOURS EXCEPT IN THE MOST EXTREME CIRCUMSTANCES.

B. OUR RELATIONSHIP WITH THE CONGRESS MUST BE ONE OF TRUTH AND NOT DECEPTION.

1. WE HAVE EXTRAORDINARILY GOOD OVERSIGHT COMMITTEES BEING MANAGED IN A WAY THAT PROTECTS INTELLIGENCE SOURCES AND METHODS.<sup>2</sup>

2. I HAVEN'T ENCOUNTERED ANYTHING YET THAT WAS SO SENSITIVE, SO LIFE-THREATENING, THAT I COULDN'T SHARE IT WITH THE COMMITTEES.<sup>3</sup>

3. FROM TIME TO TIME SOME QUESTIONS ARE ASKED ABOUT SOURCES AND METHODS THAT I FEEL OBLIGED TO PROTECT.<sup>4</sup> ON SUCH OCCASIONS I CAN TELL THE CONGRESS THAT I AM NOT AT LIBERTY TO ANSWER THE QUESTIONS.

IV. WE BELIEVE THERE CAN BE AND SHOULD BE A CLOSE WORKING RELATIONSHIP BETWEEN THE ACADEMIC COMMUNITY AND THE INTELLIGENCE COMMUNITY.

A. ACADEMICS WERE IN AT THE BEGINNING OF OUR MODERN INTELLIGENCE SYSTEM.

B. WE RELY ON COLLEGES, UNIVERSITIES AND INSTITUTIONS SUCH AS BROOKINGS FOR THE EXPERTISE THEY CAN PROVIDE IN DEVELOPING ACCURATE ASSESSMENTS.

1. THERE IS NOTHING SECRET IN THESE RELATIONSHIPS.

2. MANY FACULTY MEMBERS WORK CLOSELY WITH US. SOME BECOME SCHOLARS-IN-RESIDENCE SHARING THEIR KNOWLEDGE ON A DAY-TO-DAY BASIS.

3. AGENCY OFFICERS PARTICIPATE IN PROFESSIONAL AND SCHOLARLY ASSOCIATIONS AND MAKE SUBSTANTIVE PRESENTATIONS ON CAMPUSES ALL OVER THE COUNTRY.

--FOR EXAMPLE, OUR OFFICERS REGULARLY ATTEND LECTURES, MAKE PRESENTATIONS, AND PARTICIPATE IN DISCUSSIONS HERE AT BROOKINGS.<sup>5</sup>

--UNDER YOUR SPONSORSHIP, A STUDY GROUP VISITS OUR HEADQUARTERS SEVERAL TIMES A YEAR TO DISCUSS THE AGENCY'S ROLE AND ACTIVITIES.<sup>6</sup>

C. WE ALSO RELY ON COLLEGES AND UNIVERSITIES TO SUPPLY THE NEW PEOPLE THAT MAKE OUR SYSTEM WORK.

1. OVER THE PAST FEW YEARS, STUDENTS AND FACULTY OPPOSED TO THE ADMINISTRATION'S POLICIES HAVE CHOSEN THE CIA--AND ITS RECRUITERS--AS TARGETS FOR MANY OF THEIR PROTESTS.

2. DESPITE THIS ACTIVITY WE CONTINUE TO SEEK OUT "THE BEST AND THE BRIGHTEST" ON OUR NATION'S CAMPUSES TO JOIN US.

V. IN OUR RELATIONS WITH THE MEDIA, WE WORK TO ENSURE THAT NOTHING IS PUBLISHED ABOUT THE SOURCES AND METHODS OF INTELLIGENCE.

A. A BALANCE HAS TO BE STRUCK BETWEEN AN OBLIGATION NOT TO DAMAGE NATIONAL SECURITY AND THE NEED TO PROVIDE THE PUBLIC WITH THE INFORMATION IT NEEDS.

B. WE ARE PREPARED TO DISCUSS SUBSTANTIVE AND OTHER ISSUES WITH THE MEDIA, SOMETIMES ON THE RECORD, MOST OFTEN ON BACKGROUND.<sup>7</sup>

1. WE EXCLUDE CLASSIFIED INFORMATION.

2. WE ALWAYS ARE TRUTHFUL AND EXPECT THE MEDIA TO BE THE SAME WITH US.

C. COOPERATION MUST BE DEVELOPED BETWEEN THE MEDIA AND GOVERNMENT ON STORIES THAT PUT INTELLIGENCE SOURCES AND METHODS AT RISK.

1. THE TASK IS TO RECOGNIZE THE POTENTIAL FOR DAMAGE AND TO CONSULT ON HOW IT MIGHT BE MINIMIZED.

2. WE ARE ALWAYS READY AND AVAILABLE TO HELP ON THAT.

D. WE BELIEVE THAT WE CAN, IN THE END BALANCE THEIR NEED FOR INFORMATION AND OUR NEED TO PROTECT INTELLIGENCE SOURCES AND METHODS.

--WE CAN HAVE BOTH A FREE PRESS AND NATIONAL SECURITY.



VI. CONCLUSIONS.

- A. SHARED RESPONSIBILITY FOR INTELLIGENCE IS VITALLY IMPORTANT BOTH ON THE EXECUTIVE AND CONGRESSIONAL SIDE.
- B. WE WORK WITH THE CONGRESSIONAL COMMITTEES WHICH ACT AS SURROGATES FOR THE CONGRESS AND THE AMERICAN PEOPLE.
- C. WE WORK WITH THE ACADEMIC COMMUNITY TO OBTAIN ITS EXPERTISE AND TO ENCOURAGE ITS PEOPLE TO CONSIDER CAREERS IN INTELLIGENCE.
- D. OUR RELATIONS WITH THE MEDIA ARE AIMED AT BUILDING TRUST FOR THE CONDUCT OF INTELLIGENCE ACTIVITIES AND THE PROTECTION OF OUR SOURCES AND METHODS.
- E. WE DILIGENTLY CARRY OUT OUR ASSIGNMENTS AROUND THE WORLD WITH FIDELITY TO THE CONSTITUTION AND THE LAWS OF OUR COUNTRY.

FOOTNOTES

1. CONGRESSIONAL BRIEFINGS AND CIA PUBLICATIONS SENT TO CONGRESS.
2. QUOTE FROM THE 12 OCTOBER 1987 NEWSWEEK ARTICLE, PAGE 30.
3. NEWSWEEK QUOTE, PAGE 30.
4. NEWSWEEK QUOTE, PAGE 30.
5. RECENT PERSONAL APPEARANCES OF CIA EMPLOYEES AT BROOKINGS.
6. BACKGROUND MATERIAL ON VISITS BY BROOKINGS-SPONSORED GROUP TO HEADQUARTERS.
7. SUMMARY OF BACKGROUND BRIEFINGS PROVIDED TO THE MEDIA.

BROOKINGS SEMINAR

Understanding Federal Government Operations

For 15 years, the CIA has participated along with most Executive Agencies and Congress in the Brookings' week-long seminar on "Understanding Federal Government Operations." The seminar is conducted about 12 times a year and is designed to afford mid-level management of top corporations an exposure to representatives from the National Academy of Public Administration, the House Committee on the Armed Services, the Congressional Budget Office and the Office of Management and Budget, etc.

The seminar's members visit to Headquarters for lunch and an hour-long briefing and question-and-answer session is the last session on their agenda and follows a morning spent at the Department of Defense.

The luncheon is hosted by a senior Agency officer (a Deputy or Associate Deputy Director, the Executive Director, the Inspector General) accompanied by seven or eight mid-level officers drawn from all four of the Directorates. Following lunch in the Executive Dining Room, the seminarists and the Agency officers repair to the DCI Conference Room, where the host provides a 10-15 minute overview of the Agency and Community and then invites questions which are answered as candidly as possible by the Agency officers.

CONFERENCE ON  
UNDERSTANDING FEDERAL GOVERNMENT OPERATIONS

November 1-6, 1987  
Preliminary Agenda

SUNDAY, NOVEMBER 1, 1987

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4:45 p.m.                      Coffee and Welcome  
Continental Room A  
Embassy Row Hotel  
2015 Massachusetts  
Avenue, N.W.

5:00 p.m.                      **PURPOSE AND WORK OF  
THE CONFERENCE**  
Continental Room A  
Embassy Row Hotel

Bradley H. Patterson, Jr.  
Senior Staff Member and  
Conference Chair  
Center for Public Policy  
Education  
The Brookings Institution

6:00 p.m.                      Reception

6:30 p.m.                      Dinner  
Continental Room B  
Embassy Row Hotel

**THE ENVIRONMENT OF FEDERAL  
DECISIONMAKING**

Alan L. Dean  
Chairman  
Standing Panel on Executive  
Organizational Management  
National Academy of Public  
Administration

9:00 p.m.                      Recess

MONDAY, NOVEMBER 2, 1987

2

7:45 a.m.

Breakfast

Room 106

Brookings

1775 Massachusetts  
Avenue, N.W.

**STAFF WORK FOR CONGRESS:  
THE HOUSE ARMED SERVICES  
COMMITTEE AND CONTEMPORARY  
DEFENSE ISSUES**

William H. Hogan, Jr.  
General Counsel  
House Committee on Armed Services

9:05 a.m.

Depart for General Accounting Office

9:30 a.m.

Conference Room

GAO

441 G Street, N.W.

**THE ROLE AND WORK OF THE  
GENERAL ACCOUNTING OFFICE**

Harry Havens  
General Accounting Office

Depart GAO for Capitol Hill

11:00 a.m.

Dirksen House

Office Building

Room 538

**THE ROLE OF THE CONGRESSIONAL STAFF**

Michael Kinsella  
Administrative Assistant to Senator  
Alfonse D'Amato of New York

12:30 p.m.

Luncheon

Hyatt Regency Hotel  
Capitol Hill

MONDAY, NOVEMBER 2, 1987 - continued

3

2:30 p.m.  
U.S. Capitol

**LEADERSHIP IN THE HOUSE:  
THE ROLE OF THE MAJORITY LEADER**

Werner Brandt  
Assistant to the Majority Leader  
U.S. House of Representatives

4:00 p.m.  
House Office  
Annex 2

**BUDGET PROCESS AND BUDGET ISSUES:  
WHO GETS WHAT AND WHO DECIDES**

Robert W. Hartman  
Acting Deputy Director  
The Congressional Budget Office

5:15 p.m.

Return to Embassy Row Hotel

Dinner and Evening Free

TUESDAY, NOVEMBER 3, 1987

4

7:45 a.m.                      Breakfast  
Room 106  
Brookings

**ENERGY RESEARCH AND DEVELOPMENT:  
CHOICES FOR AMERICA'S FUTURE**

The Honorable Sid Morrison (R)  
U.S. Representative, Washington

9:30 a.m.                      Group Photo  
Brookings Front  
Steps

Visit to Congressional Hearings

12:15 p.m.  
Russell Senate Bldg.  
Room 485

Luncheon

**SECRET INTELLIGENCE IN AN OPEN  
SOCIETY: WHAT KIND OF ACCOUNTABILITY?**

The Honorable William S. Cohen(R)  
U.S. Senator, Maine  
Vice Chairman, Senate Committee on  
Intelligence

2:00 p.m.                      Depart for the Supreme Court

2:30 p.m.  
West Conference Room  
The Supreme Court

**THE ROLE OF THE SUPREME COURT  
IN THE AMERICAN GOVERNMENTAL SYSTEM**

Noel Augustyn  
Administrative Assistant to the  
Chief Justice of the United States

TUESDAY, NOVEMBER 3, 1987 - continued

5

4:00 p.m.  
Cannon House Office  
Bldg.  
Room 210

**DEFENSE BUDGET ISSUES:  
A PERSPECTIVE FROM CONGRESS**

The Honorable Barbara Boxer (D)  
U.S. Representative, Sixth District,  
California  
Member, House Committee on the Budget

5:15 p.m.

Return to Embassy Row Hotel

6:30 p.m.  
Room 201  
Brookings

Reception

7:00 p.m.  
Room 106  
Brookings

Dinner

**THE AMERICAN ECONOMY:  
CHOICES FOR BUSINESS AND GOVERNMENT**

The Honorable Sidney L. Jones  
Associate Faculty Member, Center  
for Public Policy Education  
The Brookings Institution  
Former Undersecretary of Commerce  
for Economic Affairs

9:00 p.m.

Recess

Hospitality Suite - Optional



WEDNESDAY, NOVEMBER 4, 1987

6

7:45 a.m.  
Room 106  
Brookings

Breakfast

**TELECOMMUNICATIONS ISSUES IN  
THE NATION'S FUTURE**

Peter K. Pitsch  
Chief of Staff  
Office of the Commissioners  
Federal Communications Commission

9:00 a.m.

Depart for Old Executive Office Building

9:30 a.m.

**INSTITUTIONAL STAFF WORK FOR  
THE PRESIDENT: THE OFFICE  
OF MANAGEMENT AND BUDGET AND  
ITS REGULATORY REVIEW**

Conference Room 476  
Old Executive Office  
Building  
17th & Pennsylvania Ave.

Jefferson B. Hill  
Office of Information and  
Regulatory Affairs  
Office of Management and Budget  
Executive Office of the President

10:45 a.m.  
476 OEOB

**ADVISING THE PRESIDENT: THE ROLE  
OF THE WHITE HOUSE COUNSEL**

The Honorable Jay Stephens  
Deputy Counsel to the President  
The White House

12:00 p.m.

Return to Brookings

12:15 p.m.  
Room 106  
Brookings

Luncheon

**TRADE POLICY: ISSUES FOR  
AMERICAN BUSINESS**

Robert Lawrence  
Senior Fellow, Economic Studies  
Program  
The Brookings Institution

WEDNESDAY, NOVEMBER 4, 1987 - continued

7

2:30 p.m.  
Conference Room  
Dept. of Justice

**LEGAL POLICY ISSUES AFFECTING  
AMERICAN BUSINESS**

Robert L. Willmore  
Deputy Assistant Attorney General  
Torts Branch  
Department of Justice

3:35 p.m.

Depart for Federal Aviation Administration

4:00 p.m.

**ISSUES IN FEDERAL AVIATION POLICY**

Representative of the FAA

5:15 p.m.

Return to Embassy Row Hotel

Dinner and Evening free

THURSDAY, NOVEMBER 5, 1987

8

7:45 a.m.  
Room 106  
Brookings

Breakfast

**THE ROLE OF NONGOVERNMENTAL GROUPS  
IN THE POLICY PROCESS OF WASHINGTON:  
THE NATURAL RESOURCES DEFENSE COUNCIL**

Thomas Stoel  
Senior Staff Attorney  
Natural Resources Defense Council

9:15 a.m.  
Auditorium  
Brookings

**NUCLEAR BALANCE: ISSUES PAST,  
ISSUES FUTURE**

Richard K. Betts  
Senior Fellow, Foreign Policy  
Studies Program  
The Brookings Institution

10:40 a.m.  
Main Lounge  
Brookings

Coffee Break

11:00 a.m.  
Auditorium  
Brookings

**FROM ENGLAND'S PERSPECTIVE:  
US-UK POLITICAL ISSUES,  
US-UK ECONOMIC ISSUES**

Tom Harris  
Counsellor, Trade Policy  
Embassy of the United Kingdom  
to the United States

12:30  
Room 106  
Brookings

Luncheon

**POLICY CHOICES IN ENVIRONMENTAL  
PROTECTION**

The Honorable Richard D. Morgenstern  
Director, Office of Policy Analysis  
Environmental Protection Agency

2:05 p.m.

Depart for Department of State

UNDERSTANDING FEDERAL GOVERNMENT OPERATIONS

November 1-6, 1987

List of Participants

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Senior Staff Member  
Center for Public Policy  
Education

JESSICA LYNNE MASTEN  
Conference Coordinator  
Center for Public Policy  
Education

BROOKINGS INSTITUTE LUNCHEON & BRIEFING -- 6 NOVEMBER 1987

CIA Participants:

Host - Mr. H.F. Hutchinson  
Vice Chairman, NIC

STAT DA Rep - [redacted]  
Deputy Director, Public Affairs

STAT DO Rep - [redacted]  
Deputy Chief, Career Management Staff

STAT DI Rep - [redacted]  
Executive Officer/CRES

STAT DI Rep - [redacted]  
Behavioral Analyst/ Middle East

NCD Rep - TBA

DS&T Rep - TBA

STAT OTE Rep - [redacted]  
Director, Center for the Study of Intelligence

STAT This program is a product of the Center for the Study of  
Intelligence in the Office of Training and Education, extension [redacted]

Schedule:

12:00 Lunch -- Executive Dining Room\*  
1:00 Briefing -- DCI Conference Room  
2:00 Depart CIA

\* Seating chart attached



## RECENT PERSONAL APPEARANCES OF CIA EMPLOYEES

## BROOKINGS INSTITUTION

	<u>Date</u>	<u>Name and Office</u>	<u>Activity</u>
STAT	15 September 86	[REDACTED] FBIS	Participate in one of a series of monthly informal discussions of Soviet internal and foreign development.
STAT	10 December 86	[REDACTED] CTC	Presentation at forum on terrorism.
	16 March 87	Bob Blackwell, NIO	Attendance - "Monthly Meeting of Brookings"
STAT	19 March 87	[REDACTED]	Attend lecture - Turkish Foreign Minister
	1 April 87		Attend lecture - "Implications of the Growth of Foreign Direct Investment"
	7-9 April 87		Attend lecture - "Science, Technology and Industrial Productivity"
	27 May 87		Attend - Expanding Competitiveness Debate
	16-18 Jun 87		Attend - State of the US Economy: Choices for the Future
	16 July 87	Graham Fuller, NIO	Presentation - Executive Briefing on the Middle East

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Speaking Invitation - The Brookings Institution

STAT FROM:  
STAT

William M. Baker  
Director, Public Affairs

EXTENSION

NO.

PAU 87-0122

DATE

13 Oct 87

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.  
ER

13 OCT 1987

*WJ*

2.

3.  
DCI

13 Oct. 10/14/87

*WJ*

4.

5.  
PAO

*Called & advised  
by phone 10/14/87  
WJ*

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.



ADMINISTRATIVE INTERNAL USE ONLY

PAO 0122 87

13 October 1987

JUDGE:

RE: Speaking Invitation  
The Brookings Institution  
Washington, D.C.  
10 November 1987  
6:30 p.m. - 9:30 p.m.

You have been invited by President of Brookings B. K. MacLaury to speak at the Brookings Institution on Tuesday, 10 November. The suggested format is 15 minutes of informal remarks followed by discussion. You could expect an audience of 80 attendees made up of Brookings' trustees, their guests, and members of the staff. Spouses are included and you are invited to bring a guest. The cocktail reception begins at 6:30 p.m., dinner at 7:15 p.m., remarks are scheduled for 8:15 p.m. Adjournment is at 9:30 p.m.

Although the topic of your remarks is at your discretion, your views on the "appropriate role of the Agency in US foreign policy" would be of interest to the group. I suggest that we develop from your recent speeches and your NEWSWEEK interview remarks on your views of CIA, its role and missions, and its relationship with Congress. If you agree, I will get the drafting process started.

President MacLaury was at my dinner table at Hilton Head and we discussed the possibility of your making a presentation at Brookings. I recommend that you accept the invitation to speak to the members and guests of this prestigious institution. If you agree, please sign the attached letter of acceptance.

STAT

DCI/PAO/WMB, [redacted] 130ct87

Bill Baker

Distribution:

Orig. - Addressee

1 - DDCI

1 - ER

1 - D/EX Staff

1 - [redacted]

1 - D/PAO

1 - PAO Ames

1 - PAO Chrono

1 - MED (Subject)

1 - Jean

STAT

STAT

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Central Intelligence Agency



Washington, D. C. 20505

Executive Registry

87-4569

14 October 1987

Mr. B. K. MacLaury  
President  
The Brookings Institution  
1775 Massachusetts Avenue, N. W.  
Washington, D. C. 20036-2188

Dear Mr. *MacLaury*:

Thank you for your kind invitation to speak at the Brookings Institution on Tuesday, November 10th, at a dinner meeting of your trustees, staff, and guests. I accept the honor with pleasure and look forward to meeting with you and your members. A member of my Public Affairs staff will be in touch with you concerning further arrangements for that evening.

Warmest regards,

Sincerely yours,

*Bill*

William H. Webster  
Director of Central Intelligence

*Looking forward to it.*

Central Intelligence Agency



Washington, D.C. 20505



Mr. B. K. MacLaury  
President  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, DC 20036-2188

Dear Mr. MacLaury:

Thank you for your kind invitation to speak at the Brookings Institution on Tuesday, November 10th at a dinner meeting of your trustees, staff, and guests. I accept the honor with pleasure and look forward to meeting with you and your members. A member of my Public Affairs staff will be in touch with you concerning further arrangements for that evening.

Warmest regards.

Sincerely yours,

William H. Webster  
Director of Central Intelligence

The Brookings Institution 

1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036-2188 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

REFERENCE

September 30, 1987

Mr. William H. Webster  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bill:

I'm writing in hopes that I can persuade you to join our trustees and invited guests on Tuesday evening, November 10, at Brookings. We'd like very much to have you open a discussion following dinner with 15 minutes or so of informal remarks on a subject of your choice. Obviously, we would be very interested in your views on the appropriate role of the Agency in U. S. foreign policy.

The evening begins with a cocktail reception at 6:30. We plan to serve dinner at 7:15, and ask you to get us started with the discussion about 8:15. We can guarantee to have you on your way by 9:30. Spouses are included, and we would love to have your wife join us.

I understand you already have a speech booked for later in the week. I hope you'll nevertheless be willing to sacrifice yet one more evening. I can guarantee that you will know many of the guests, and that you will enjoy the lively discussion as much as they will. You can count on an audience of about 80 people, including members of the Brookings staff.

I do hope you'll be able to join us on November 10. I'll give your office a call in a few days. In the meantime, my very best wishes in your new and demanding responsibilities.

Sincerely yours,



B. K. MacLaury  
President

*Cc Bill Baker*