

THE FOLLOWING DOCUMENTS
ARE ATTACHED:
(Please do not remove)

ER 0876X 88

ER 3437X 88

PAO 0334 88

SUBJECT:

ROUTING AND RECORD SHEET

SUBJECT: (Optional) DDCI - College Officials' Seminar
5 October 1988

STAT
STAT

FROM: William M. Baker
Director, Public Affairs

EXTENSION

NO.

PAO 88-0334

DATE

30 Sep 88

STAT

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

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

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

1. ER

03 OCT 1988

2.

3.

② DDCI

4.

5.

PAO

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

DCI
EXEC
REG

B.800-R

DCI
EXEC
REG

Distribution: Orig. - Addressee

- STAT 1 - [redacted]
- 1 - [redacted]
- 1 - D/PAO
- 1 - [redacted]
- 1 - ER
- 1 - PAO Registry
- 1 - PAO Ames
- STAT 1 - [redacted] (Chrono)

STAT

30 September 1988

Bob:

RE: Your proposed remarks
to the College Officials' Seminar
5 October 1988 9:15 a.m.
Room 1 E 78

You are scheduled to address 40 college and university administrators at a seminar entitled "CIA Today and in the '90s" on 5 October. The four-day program, sponsored by the Office of Personnel, is designed to strengthen the Agency's on-campus recruitment efforts. It will include presentations on the Agency's mission, function, and organization, as well as our recruitment and training programs.

Your proposed talking points discuss the nature of today's intelligence issues and tomorrow's intelligence challenges. Your remarks and the agenda for the seminar are attached.

Bill Baker

Attachments:
As Stated



BB001R

PROPOSED TALKING POINTS
FOR
ROBERT M. GATES
DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE
AT THE
COLLEGE OFFICIALS' SEMINAR
OCTOBER 5, 1988

INTRODUCTION

- O GOOD MORNING AND WELCOME TO THE CENTRAL INTELLIGENCE AGENCY.
- O I KNOW THAT THE FALL SEMESTER IS ALWAYS A VERY BUSY TIME, AND I AM GLAD THAT ALL OF YOU COULD BE WITH US THIS WEEK.
- O I SEE THAT I AM SANDWICHED IN YOUR SCHEDULE BETWEEN A DAY OF LOOKING AT OUR RECRUITMENT AND TRAINING EFFORTS AND A DAY OF SEEING HOW WE DO OUR JOB.
- O THIS MIGHT BE A GOOD OCCASION, THEN, TO TALK ABOUT THE ISSUES THAT HAVE OCCUPIED US DURING THE PAST YEAR AND THE TYPES OF INTELLIGENCE CHALLENGES WE FACE IN THE UPCOMING YEAR.

RECENT INTELLIGENCE EFFORTS

- O THE CENTRAL INTELLIGENCE COMMUNITY WAS A MAJOR PLAYER IN THE CONCLUSION OF THE INF TREATY. WE SUPPORTED THE U.S.

NEGOTIATING TEAM IN GENEVA AND PROVIDED INFORMATION TO BOTH CONGRESS AND THE ADMINISTRATION DURING THE RATIFICATION PROCESS.

0 IN A RELATED EFFORT, WE FURNISHED INTELLIGENCE TO POLICYMAKERS DURING THE U.S.-SOVIET SUMMIT MEETING IN MOSCOW THIS PAST JUNE.

0 CIA'S ANALYSIS OF THE IRAN-IRAQ CONFLICT HAS HIGHLIGHTED OUR ABILITY TO PROVIDE TACTICAL INTELLIGENCE AS WELL AS LONGER-TERM ASSESSMENTS. WHEN THE U.S. PRESENCE IN THE PERSIAN GULF WAS INCREASED, WE BEGAN PROVIDING DAILY SUPPORT TO NAVAL FORCES OPERATING WITH THE U.S. CENTRAL COMMAND.

UPCOMING INTELLIGENCE ISSUES

0 SOME OF OUR RECENT INTELLIGENCE SUCCESSSES SUGGEST THE NATURE OF TOMORROW'S INTELLIGENCE PROBLEMS.

- 0 WE FACE NEW CHALLENGES IN OLD ISSUES -- GORBACHEV'S DRIVE FOR ECONOMIC MODERNIZATION AND HIS FOREIGN POLICY INITIATIVES HAVE MANY IMPLICATIONS FOR U.S. INTERESTS. CLEARLY, THE SOVIET UNION WILL REMAIN THE PRIMARY FOCUS OF OUR COLLECTION AND ANALYSIS.
- 0 ARMS CONTROL WILL REMAIN A MAJOR EFFORT, AS WE MONITOR THE INF TREATY AND SUPPORT NEGOTIATION OF THE START TREATY.
- 0 WORLD EVENTS HAVE HEIGHTENED THE IMPORTANCE OF OTHER INTELLIGENCE ISSUES -- THE PROLIFERATION OF CHEMICAL AND BIOLOGICAL WARFARE CAPABILITIES IN THE THIRD WORLD POSES A REAL THREAT TO WORLD PEACE, ESPECIALLY AS WE WITNESS A COINCIDENT PROLIFERATION OF MISSILE TECHNOLOGY.
- 0 WE NEED TO PAY ATTENTION, THROUGHOUT THE WORLD, TO DEEP SOCIAL AND PSYCHOLOGICAL FORCES SUCH AS ISLAMIC FUNDAMENTALISM.

0 GLOBAL PROBLEMS SUCH AS TERRORISM AND NARCOTICS POSE
FURTHER CHALLENGES. TODAY'S TERRORISTS TAKE ADVANTAGE OF
SOPHISTICATED WEAPONRY AND ADVANCED ELECTRONICS, AND MANY
OF THEM ALSO RECEIVE STATE SPONSORSHIP. THE GROWING
INTERNATIONAL NARCOTICS TRADE REPRESENTS MULTIPLE DANGERS.
THE VIOLENCE IT PERPETRATES AND THE EXTENT TO WHICH IT
CORRUPTS A NATION'S POLITICAL, ECONOMIC, AND SOCIAL ORDER
MAKE IT AN ESPECIALLY SERIOUS AND DIFFICULT PROBLEM.

THE VALUE OF PEOPLE

0 TO CARRY OUT OUR MISSION, WE OFTEN RELY ON HIGHLY
SOPHISTICATED TECHNICAL SYSTEMS.
0 BUT OUR MOST IMPORTANT RESOURCE HAS ALWAYS BEEN -- AND WILL
CONTINUE TO BE -- OUR PEOPLE. OUR FUTURE DEPENDS ON
ATTRACTING DEDICATED, TALENTED, AND HIGHLY SKILLED MEN AND
WOMEN.

- 0 WE NEED PEOPLE WHO ARE MORE THAN MERELY PROFICIENT IN THEIR FIELD -- WE NEED MATURITY, COMMITMENT, GOOD JUDGMENT, AND INTELLECTUAL CURIOSITY.
- 0 THE MYTH IS THAT CIA HIRES ONLY CONSERVATIVES, OR ONLY LIBERALS, OR ONLY THOSE WHO AGREE WITH WHICHEVER ADMINISTRATION HAPPENS TO BE IN POWER.
- 0 IN REALITY, WE ENCOURAGE DEBATE, DISSENT, AND THE UNUSUAL VIEW. WE KNOW THAT OPENNESS AND OBJECTIVITY ARE ESSENTIAL IF WE ARE TO PRODUCE THE HIGH-QUALITY INTELLIGENCE THAT POLICYMAKERS REQUIRE.

THE VALUE OF THIS SEMINAR

- 0 WE HAVE INVITED YOU HERE THIS WEEK BECAUSE WE KNOW THAT THE STUDENTS AT YOUR INSTITUTIONS REPRESENT OUR FUTURE.
- 0 THE MORE YOU UNDERSTAND ABOUT OUR ORGANIZATION AND MISSION, THE MORE INFORMED YOUR STUDENTS WILL BE ABOUT CIA'S VITAL ROLE IN ENSURING OUR NATION'S SECURITY.

0 SO, I ENCOURAGE YOUR QUESTIONS NOW, AND I HOPE YOU WILL
TAKE THE OPPORTUNITY DURING THE REST OF YOUR TIME HERE TO
INQUIRE AND TO LEARN MORE ABOUT US.

0 THE CHRISTIAN SCIENCE MONITOR RECENTLY PUBLISHED A FEATURE
STORY ON RENOWNED SOCIOLOGIST AND EDUCATOR DAVID RIESMAN.
IN AN INTERVIEW FOR THE STORY, HE WAS ASKED ABOUT THE
OPPOSITION OF SOME FACULTY MEMBERS TO CIA RECRUITMENT
EFFORTS ON CAMPUS. APPARENTLY RIESMAN DOESN'T SHARE THIS
OPINION. "I WANT TO SEE MORE BRIGHT PEOPLE IN INTELLIGENCE
GATHERING," HE SAID, "NOT LESS."

0 I CERTAINLY AGREE WITH DR. RIESMAN. AND I HOPE, AFTER YOUR
TIME HERE, THAT YOU MAY ALSO.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

College Officials' Seminar, "CIA Today and in the 90's", 3 - 6 October 1988

FROM: Royal E. Elmendorf
Director of Personnel

EXTENSION NO. ER 88-3437X

DATE 6 September 1988

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

DATE	
RECEIVED	FORWARDED

OFFICER'S INITIALS

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

1. Deputy Director for Administration

-- -- --

1 - Drop Copy sent

2. Executive Registry
7 E 12 HQS

6 SEP 1988

3. Deputy Director of Central Intelligence

[Handwritten initials]

OZ
OK

7. OP/E/ROD

B800-12

DCI
EXEC
FILE

OP/E/ROD (6 Sep 88)

Executive Registry
88-3437X

SEP 6 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence
VIA: Deputy Director for Administration
FROM: Royal E. Elmendorf
Director of Personnel
SUBJECT: College Officials' Seminar, "CIA Today and in the 90's"
3 - 6 October 1988

1. The Office of Personnel is planning a College Officials' Seminar from 3 - 5 October 1988 and would be very pleased for you to participate. Meeting the senior leadership of the Central Intelligence Agency has always been a highpoint of these semi-annual seminars. Although the college officials' appreciate talking to the briefers, meeting with you would reinforce the seriousness of our mission.

2. It is requested that you address a group of 40 placement directors and minority coordinators from colleges across the United States in Room 1 E 78 Headquarters on 5 October, 9:15-9:30. May we suggest a short chronology of your time with the Agency and the changes you have seen in Intelligence as an appropriate message for this group.

3. As you may be aware, these unclassified seminars are designed to solicit the support of college officials who can help our campus recruitment activities. We present information on the Agency's mission, function, organization, and career opportunities. In return, we obtain their ideas on how we might improve our recruitment efforts. I have included a draft agenda and preliminary list of participants for your information.

4. Please return this memorandum indicating your availability to participate. If there are any questions, [redacted] should be contacted on [redacted]. We look forward to your presentation at the Seminar.

STAT
SIAI

STAT

STAT

[redacted]

Royal E. Elmendorf [redacted]

Attachments: List of Participants
Draft Agenda

ACCEPT:

/s/ G

DECLINE:

DCI
EXEC
REG

ADMINISTRATIVE - INTERNAL USE ONLY

EXECUTIVE REGISTRY
88-0876x

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
College Officials' Seminar "The CIA Today and in the 90's", 4 - 7 April 1988

STAT FROM [redacted] EXTENSION NO.
STAT Deputy Director for Employment OP
DATE 29 February 1988

STAT TO: (Officer designation, room number, and building) DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

STAT	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.	Deputy Director of Central Intelligence		3 Mar	[redacted]	# 3 - will attend if his schedule permits.
2.	[redacted]				
3.	[redacted] DD/ Employment / OP				
4.	[redacted]				
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

DCI EXEC REG

DCI EXEC REG

B-800-R

29 February 1988

MEMORANDUM FOR: Executive Director

FROM:

Deputy Director for Employment

SUBJECT: College Officials' Seminar "The CIA Today and in the 90's", 4 - 7 April 1988

1. The Office of Personnel is sponsoring a College Officials' Seminar 4 - 7 April 1988 in room 1 E 78 Headquarters. Participants are Placement Officials and Minority Coordinators representing colleges from across the United States. This seminar, as those we have conducted in the past, is designed to explain the Agency's mission, function, and organization and will enhance the effectiveness of our campus recruitment activities.

2. You are cordially invited to attend the official reception in the Executive Dining Room on Tuesday, 5 April between 5:00 - 6:30. Please indicate on the attached form if you are able to attend.

3. The contact person for this seminar is

Attachment: Participant List

STAT

STAT

STAT

Executive Registry
88-0876x

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

College Officials' Seminar 'The CIA Today and in the 90's', 4 - 7 April 1988

STAT
STAT

FROM	EXTENSION	NO.
Deputy Director for Employment OP		
		DATE
		29 February 1988

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. Deputy Director of Central Intelligence				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
2.				

SUBJECT: EDR RECEPTION Tuesday, 5 April 1988, CIA Today and in the 90'S Seminar
FROM: EXECUTIVE DIRECTOR

I will be able to attend the EDR Reception Tuesday, 5 April 1988 ()

I will be unable to attend the EDR Reception Tuesday, 5 April 1988 ()

The following members of my staff will be in attendance:

Thank you for responding. Please return to OP/E/ROD, 4 N 20
Attn: Mary/Carol By 18 March 1988.

STAT

PARTICIPANTS FOR 4 - 7 APRIL 1988
COLLEGE OFFICIALS' SEMINAR

Diane Altenloh
Assistant Director of Cooperative Education
North Texas State University

Raul Anaya
Assistant Director, Counseling Services
for Minority Affairs
University of Washington

Joan Augustine
Coordinator, Career Planning
and Placement Services
Texas A&I University

Ed Baker
Director, Career Development Center
Kalamazoo College

Arthur D. Baxter
Coordinator, Minority Student Affairs
University of Tennessee - Knoxville

Diane M. Berkley
Assistant Director of the Center for
Internships and COOP Education
University of Colorado at Denver

Pamela J. Bowers
Assistant Director, University Placement
Oklahoma State University

Diana Caldwell
Minority-Student Development Coordinator
Kansas State University

John Chipembere
Director of Counseling and Placement
Utica College of Syracuse University

Barbara B. Cross
Director of Career Development
Emory and Henry College

PARTICIPANTS FOR 4 - 7 APRIL 1988
COLLEGE OFFICIALS' SEMINAR

Douglas Q. Davis
Coordinator of Special Populations
Northern Illinois University

Susan D'Orazio
Director of Placement
John Carroll University

N. Bruce Duthu J. D.
Director Native American Program
Dartmouth College

Gwendolyn Evans-Hughes
Coordinator of Retention Programs
Rutgers University

William E. Gardiner
Vice President Academic Affairs
Lincoln University Pennsylvania

Mary K. Giannini
Executive Director, Center for Career Services
Columbia University

Sandra Goodson
Associate Director, University Career Services
Yale University

Clare D. Graham
Director of Career Development
Vassar College

Richard K. Hardwood
Assistant Dean & Director, Engineering-
Career Planning and Placement
University of Virginia

Arthur Holman
Associate Dean of Minority Affairs/
International Students
Memphis State University

PARTICIPANTS FOR 4 - 7 APRIL 1988
COLLEGE OFFICIALS' SEMINAR

Donnel R. Hunt
Assistant Dean & Director, Cooperative Education
University of Illinois - Urbana

Richard Jacobs
Coordinator of Cooperative Education
College of Engineering,
University of Texas at Austin

Judith Johnson
Associate Director, Career Development Office
Smith College

J. R. Kirkwood
Director, Career Services
Creighton University

D'Esta Love
Director, Career Development Center
Perpperdine University

Ronald E. Lujan
Acting Manager, Office of Career Services,
Auraria Campus - Metropolitan State College

Lyndia McCarthy
Director, Minority Affairs
DePaul University

Peggy L. Mahaney
Director, Placement and Cooperative Education
Tennessee Technological University

Thomas Parham
Director, Career Planning and Placement
University of California - Irvine

Tom Rios
Assistant Director for Career
and Employment Services
Dartmouth College

PARTICIPANTS FOR 4 - 7 APRIL 1988
COLLEGE OFFICIALS' SEMINAR

Anthony Rogalski
Assistant Director of Placement
Michigan State University

Robert Sandoval
Associate Director, Career
Planning and Placement
University of New Mexico, Albuquerque

Lee A. Saltzman
Placement Director
Florida Institute of Technology

Sandra K. Schockett
Assistant Director of Placement
New Jersey Institute of Technology

Virginia L. Scullion
Director of Career Planning and Placement
Albright College

Karen E. Shelton
Director of Placement, College of Business
University of Missouri - Columbia

Barbara K. Smith
Director, Student Development Center
Stillman College

Kathryn A. Vegso
Director of Career Services Center
American Graduate School of
International Management

Bryant Washington
Program Officer
Kent State University

Roland E. Waters
Director, Career Planning and Placement
Radford University