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15 November 1963

MEMORANDUM FOR: DDCI

SUBJECT: Notes for Your Talk to the Senior Seminar in Foreign Policy at 3:45, 15 November, in USIB Conference Room

1. Yours will be the Agency's closing remarks. Prior to your appearance, the students will have heard a brief welcoming address from DCI; a rundown on the intelligence community and the history of CIA from Kirk; the relationship of intelligence to the formulation of policy from Ray Cline; the role of science and technology from Bud Wheelon; and the clandestine services from Dick Helms.

2. Suggest your remarks include the following:

I. Appropriate remarks on the value of having the student members of the Seminar aboard in order that they can become better acquainted with the Agency's capabilities and resources. This knowledge can and should be put to use by these students as they assume their various tasks in government agencies.

II. We think highly of the Senior Seminar program and beginning next year, we are sending two Agency students to each running of the Seminar.

III. Note the value of the students' recent opportunities to see and hear about the role of various US Government elements involved in international relations and power. They have seen military installations at Norfolk, the Edgewood Arsenal and have visited Quantico. They have heard a talk on national military power by Marine General Shoup and Air Force Major General Rodenhauser. Yesterday, they visited NSA and today the students are here with us.

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IV. Next March the Agency will make a presentation to the students on the Agency's role in counterinsurgency. [redacted] the Chief of our Special Operations Division will make the presentation. We also plan to include a display of covert paramilitary equipment. This display has been seen by President Kennedy and was of considerable interest to the staff and students of the National War College who spent a day here with us last month.

V. Appropriate remarks on our pleasure at having had the students here with us.

H. Knoche

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6 November 1963

General Carter:

You will recall that you agreed to deliver closing remarks to the Senior Seminar in Foreign Policy (State Department's once a year program which is somewhat analogous to the National War College class) at 4:45--to 5:00, on Friday, 15 November. Training has now invited you to the luncheon they are holding for this group on that date at ~~1245~~ 1:00, in the North Dining Room. Your calendar is free at that time. Wish to: _____Accept _____Regret.

Gen Carter said, "maybe, do they have to know right now?"

11/14 — Regretted, since General Carter must attend DCI's luncheon for Ambassador Jones of Indonesia.

Bernie

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OPTIONAL FORM NO. 10
5010-104

UNITED STATES GOVERNMENT

Memorandum

STAT

TO : [redacted]
7ØD-6011 Headquarters

DATE: 13 November 1963

FROM : Registrar, OTR

SUBJECT: Visit of Senior Seminar in Foreign Policy

DDCI may wish to select his closing remarks from among these suggested topics:

A. A very brief mention of the Agency mid-career course that has just concluded and DDCI's role therein. (Should General Carter's presentation at the mid-career course delay his arrival here, we plan to extend Mr. Helms' question and answer period in the interim).

B. Mention of the use of this Conference Room for scheduled meetings of the USIB and the role of DDCI on behalf of CIA in deliberations of the Board.

C. DDCI can particularly note to the student members of the Senior Seminar on Foreign Policy their recent opportunities to both See and to Hear about the role of U. S. Government elements in the field of International Relations and Power, (their present study topic):

To See — Installations at Norfolk
Edgewood Arsenal
Quantico

To Hear — Talks on National Military Power
by General Shoup, Marine Corps,
by Major General Rodenhauser, Air Force,
Followed by Yesterday Afternoon - at National Security Agency, Today - at the Central Intelligence Agency

"I understand that the post-luncheon schedule at CIA today necessitated a postponement of your popular "Public Speaking" session normally scheduled with [redacted] We too, think quite highly of [redacted] and have used him on a regular basis for the past eight years in Conference Leadership and Effective Speaking Courses conducted under Agency auspices." STAT STAT

D. "In March 1964 another period of time in the Senior Seminar will be allotted to CIA for the presentation of the Agency's role in Counterinsurgency. The Chief, Special Operations Division in DD/P has accepted an invitation from [redacted] your course director

STAT

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(whom, I am sorry to learn, is currently convalescing from an operation). Not only will the SOD office be responsible for the presentation of the Agency's role in Counterinsurgency, but we also plan to include a display of covert paramilitary equipment that attracted favorable attention from the President of the United States when he viewed it and provoked considered interest from the Directing Staff, Student Body and Faculty of the National War College last month when they spent one day here."

E. Time permitting, some brief referral to the 6 November issue of the Agency News Letter can be made, (copy attached). Mention of an item or so may serve to give our visitors both a sense of currently being informed and levelled with on Agency Organization and Activities, as well as to create an implicit awareness of CIA's continuing efforts towards solving the difficult problem of keeping supervisory personnel at Headquarters and at Field Installations up-dated.

F. Assertion of CIA's strong belief in the effectiveness of the Senior Seminar Program as attested to by our proposal, favorably received by the Director of the Foreign Service Institute, to send two Agency students hereafter to each running of the Senior Seminar.

G. Close on our pleasure in having the visiting party for a full day with the hope of (1) Creating better understanding of our capabilities, and (2) Gradually producing a realistic and mature understanding of the Agency among Senior U. S. Officials who should understand our role.

Attachment: a/s

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STAT

[redacted]

13 November 1963

70D-6011 Headquarters

Registrar, OTR

Visit of Senior Seminar in Foreign Policy

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6 November 1963

AGENCY NEWSLETTER

TO ALL SUPERVISORS:

1. The past few months have been a period of intense activity at Headquarters. The Cuban crisis having calmed down somewhat, we now find ourselves in the middle of the Vietnamese crisis. Much has been written and will be written about the Agency's role in the crisis and certain aspects of it have political overtones. In a newsletter such as this there is not space to permit a complete analysis of the performance of the Agency, but I believe the question you would most like answered is whether you can be proud of what the Agency has done in South Vietnam. The answer is "Yes, you can be very proud". You are familiar, after the Cuban crisis, with the fact that once a situation develops into this magnitude it is almost impossible to protect our operations, and once they are opened to scrutiny they are often misrepresented and misinterpreted, so I want to take this opportunity to tell you that we here in Headquarters consider that the Agency's performance in South Vietnam has been first-rate. We are confident that the top executives of our Government, members of Congress and the press are becoming more and more aware of the importance of the Agency in carrying out national policy.

2. It should be of particular interest to the personnel in the GS-13 to GS-15 category that the first Mid-Career Training Course began on 7 October with 30 students representing all major components of the Agency. This Course is part of the Agency Mid-Career Training Program which establishes the principle that each Career Service will make a critical assessment of each of its members at his mid-career stage to evaluate his prior experience, accomplishments and potential. This will serve as a basis for planning an appropriate program for his future training and growth to insure that the individual will be of most value to his Career Service and to the Agency. The training program will be tailored to each individual's needs, taking into consideration his prior experience and training as well as his probable future development and responsibilities. The training may be stretched over several months or years. The Mid-Career Training Course, of approximately six weeks duration, is one part of the Mid-Career Training Program. Among other topics, the Course covers the functioning of the various components of the Agency; the

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functioning of other agencies of the US Government, particularly those with intelligence and action responsibilities, and the Agency's relation to them; also covered are foreign and domestic political and other factors affecting US Government policy and actions. To give you an indication of the quality of the Course, the following individuals, in addition to almost all the top officers of the Agency, were speakers at the first course: Allen Dulles, McGeorge Bundy, William Bundy, G. Mennen Williams and Dean Acheson.

3. The Director and all other senior officers of the Agency have been doing everything possible to see that the Early Retirement Bill is enacted into law. As you are aware, its purpose is to afford an improved retirement system for a portion of the employees of CIA. Generally only those career employees whose work is oriented toward the conduct and support of intelligence activities abroad are to be covered under the system. It was determined that rather than establish an entirely new system, the Agency would follow precedent established in the retirement field by Foreign Service legislation. Consequently, the Bill authorizes the establishment of a separate retirement system for the Agency which is substantively identical to that of the Foreign Service. It is estimated that approximately thirty percent of all Agency employees will qualify for coverage under this system. The Bill provides for voluntary retirement at age 50 if an employee has 20 years of Government service and at least five years of service with the Agency. Where individuals in GS-14 and above are retired involuntarily, they would be entitled to draw an immediate earned annuity regardless of age. Where the employee involuntarily retired is grade GS-13 or below, he would be entitled to severance pay equal to one month's pay for each year's service not to exceed 12 months and, if otherwise eligible, to deferred annuities at age 60. It is believed the enactment of this legislation will fulfill Agency needs and will enable the Agency to keep a younger service by retiring people earlier and providing for them a more equitable annuity. It will, we believe, significantly improve the career structure of CIA and will permit greater efficiency and flexibility to Agency management and administration generally.

I am certain you will be interested in these remarks of Mr. McCone when he discussed the Bill before the House Armed Services Committee on 23 July:

> "I have now been associated with the Central Intelligence Agency for almost two years and I have been Director since the 29th of November 1961.

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"During the period of my service with Secretary Forrestal in 1947 and 1948, and as Under Secretary of the Air Force in 1950 and 1951, and more recently as Chairman of the Atomic Energy Commission in 1958 and 1961, I naturally had a very considerable contact with CIA. Hence, through direct participations in recent years, and through a less intimate but still important contact over a long period of time, I have been able to personally evaluate the quality, integrity, and the dedication of the employees of the Agency.

"It is my belief that the caliber of the personnel of the Agency is unequalled in any other agency of Government and, for that matter, any private industry with which I have been associated. I can say very frankly that I have never been surrounded by a group of men of greater intellectual quality or more sincere dedication of purpose than the men associated with me in the Central Intelligence Agency.

"For the most part, the senior men and women in the Agency possess a most unusual academic background, and, in addition, a high degree of professionalism gained through uninterrupted service extending over a great many years with the CIA and its predecessor organizations.

"With world conditions as they are, and in view of the serious responsibilities assigned to the Central Intelligence Agency by law or by Presidential directives, I believe it essential that the superb quality of men and women of CIA be maintained and indeed be improved, and, moreover, that the dedication of these employees be recognized by the provision of adequate benefits.

"I believe the enactment of this legislation will be a positive step in this direction. The legislation will significantly improve the career structure of the Agency and will permit greater efficiency in personnel management of the Agency."

"The task of the Central Intelligence Agency is a most serious and difficult one. We are charged by law with the responsibility of furnishing to the President and his policy advisers evaluations concerning the intentions of other countries, most particularly of the Communist bloc. Upon these evaluations

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hinge a great many basic decisions which affect the security and the future of the United States, and, for that matter the free world.

"We in the Government can afford nothing less than the best in personnel who shoulder this responsibility, and the proposed Central Intelligence Agency retirement system will in my opinion do a great deal in maintaining the quality of that which we now have and in encouraging its continual improvement.

"I therefore heartily endorse this legislation, and I urge its early and favorable consideration by the Congress.

"As this committee knows, Lt. Gen. Marshall Carter, Deputy Director of Central Intelligence, serves as the General Manager of the Central Intelligence Agency. This is a necessary arrangement if I, as the President's principal intelligence officer, am to be free to consider problems of the intelligence community as a whole.

"General Carter, therefore, is the man in CIA most familiar with all of the details of this legislation and best equipped to present the matter to you and to answer your questions.

"However, this is a subject which has been close to me in CIA and in the State Department when I was studying this problem as a member of Secretary Dulles' personnel policy committee, and also in the Defense Department as well.

"In introducing General Carter and asking that he continue this presentation, I wish to assure you of my support of this legislation and my desire to answer any questions you may care to direct to me."

You will also be interested in the remarks of Congressman Rivers on 4 September when he was discussing the proposed Bill before the House Armed Services Committee:

"Let me at the outset say, Mr. Chairman, that we worked pretty hard on this bill. It affects one of our vital agencies. It is doing an outstanding job . . .

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"In our opinion, many CIA employees serve under conditions which are as difficult, probably more dangerous and onerous than the conditions which led to improved retirement benefits for the Foreign Service and certain personnel of the FBI and other agencies.

"CIA employees who will come under this proposed system are obligated, in writing, to serve anywhere in the world according to the needs of the Agency, as is the case in the Foreign Service and the military, but unlike the normal civil service employee. The Agency has a definite need to maintain a young service by encouraging earlier retirement and in some cases directing earlier retirement. The voluntary early retirement features of the proposed legislation will serve this end."

25X1

The Bill has passed the House and is now before the Senate Committee on Armed Services.

5. The Field will be interested to learn of the broadened effort the Agency has mounted to create a better understanding of our capabilities on the part of the military and the State Department. We are now giving briefings to the senior military schools (such as the National War College), interdepartmental seminars (conducted by the Foreign Service Institute), and the State Department senior seminar group, on the mission and functions of the Agency and its role in counterinsurgency. As part of this program the faculty, student body and directing staff of the National War College visited the Agency on 14 October to attend lectures and briefings. We believe these efforts are having a good effect in gradually producing a realistic and mature understanding of the Agency among senior US officials who should understand our role.

6. Along these same lines, "The 100 Universities Program" gives a new dimension to Agency recruitment and public relations. During the week of 4 November, 20 senior officials, drawn from the four Deputy

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25X1

We have gained immensely in practical knowledge as a result of the Cuban crisis, and as you are aware we have made a number of practical adjustments based on this experience. However, much remains to be done.

8. There have been several major organizational changes in the Agency about which you should be aware. On 6 August 1963 Mr. McCone approved the reorganization of the DD/R, redesignated the Deputy Directorate for Science and Technology; Dr. Albert D. Wheelon was named Deputy Director. The DD/S&T retains the Office of Special Activities, the Office of Elint and the Office of Research and Development. In addition, the Office of Scientific Intelligence was moved from DD/I to DD/S&T and the Automatic Data Processing Staff was moved from DD/S to DD/S&T and renamed the Office of Computer Services. At the time of the reorganization the DCI gave the following reasons for establishing the DD/S&T:

a. To insure the professional coupling of all Agency scientific and technical assets and programs.

b. To enlarge and improve Agency scientific and technical environment.

c. To facilitate the development of the scientific and technical career services.

d. To give flexibility in the collection and analysis of scientific and technical material.

e. And, finally, to facilitate shift in skills as changing requirements demand.

The DD/S&T will continue to support National Intelligence Estimates through ONE and coordinate fully with DD/I all scientific and technical intelligence production for consumers outside the Agency.

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The Office of Computer Services pools the majority of Agency capabilities and equipment in this field.

Dr. Wheelon also replaces the DDCI as Chairman of the Agency Research and Development Review Board, comprised of the Chief of the Technical Services Division, the Director of Communications, the Assistant Director for Scientific Intelligence, and the Director of the National Photographic Interpretation Center. This Board was established for the purpose of reviewing and integrating research and development activities, and scientific and technical efforts, in the various Agency components concerned. The Board also ensures that all scientific and technical activities are constantly related to the broadest interpretation of the Agency's mission and constitutes a reviewing body for the Agency's research and development effort as a whole. 25X1

9. As you can see we have been making a major effort to give our scientific and technical activity the important place the times call for. As a further step to bring excellence to our scientific and technical effort, the DCI on 16 June 1963 appointed [redacted] 25X1 25X1 The purpose of this Board will be to advise the Director on the adequacy of the Agency research and development effort and point out possible application of newly emerging scientific developments to the mission of the Central Intelligence Agency. [redacted] is ably assisted by top-notch experts from the American industrial and academic scene. 25X1

10. Another change of real significance has been the appointment of Mr. John Bross to be Deputy to the Director for National Intelligence Programs Evaluation. On 6 September 1963 the DCI sent a memorandum to the members of the USIB which stated:

> "At the time of my appointment as Director of Central Intelligence and later by letter of 16 January 1962, the President directed that I maintain, with the Heads of the Departments and Agencies concerned, a continuing review of the programs and activities of all Departments and Agencies engaged in foreign intelligence activities.
>
> "The purpose of this directive was to ensure proper coordination of all elements of the Intelligence Community and to provide effective guidance to them in the interest of

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ensuring efficiency and completeness of coverage with a minimum of waste and duplication. To date I have discharged these responsibilities personally, working directly with you or your representatives on the United States Intelligence Board.

"I now feel that to carry on this work more effectively a small staff reporting directly to me is necessary. Therefore I am appointing Mr. John A. Bross as my Deputy for National Intelligence Programs Evaluation and have directed him to organize the necessary staff. He will be responsible for the review and evaluation of programs of the Intelligence Community as a whole. He will represent me in my capacity as Director of Central Intelligence as contrasted with my responsibility as Director of the Central Intelligence Agency.

"Initially it is my intention that Mr. Bross and his staff concern themselves primarily with the development of a community-wide intelligence activity inventory to establish the totality of the United States foreign intelligence effort in terms of activities performed, their objectives, and the resources committed to their support. Such an inventory will serve as a basis for community-wide program evaluation and will facilitate judgments concerning the relative cost and effectiveness of particular programs, thereby contributing to sound decisions concerning our investment of money and manpower in our intelligence effort.

"In addition, Mr. Bross will review and evaluate for me the actions of the USIB committees and members of the Intelligence Community taken to implement the Priority National Intelligence Objectives as established at regular intervals by USIB. The PNIO's set forth the most important tasks to be undertaken by the Intelligence Community, and thus serve as a guideline for the community's activities. The reviews will be submitted to the United States Intelligence Board periodically."

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11. This Newsletter is designed to give all Supervisors, in both Headquarters and the Field, a brief review of the latest major developments concerning the Agency. Further distribution is up to the individual supervisors, but after it has served its purpose, please destroy it.

Lyman B. Kirkpatrick
Executive Director

25X1

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FSI

THE SENIOR SEMINAR IN FOREIGN POLICY

Class of 1963-64

VISIT TO

CIA

CENTRAL INTELLIGENCE AGENCY HEADQUARTERS BUILDING

15 November 1963

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The Central Intelligence Agency extends a most cordial welcome to the FSI Senior Seminar in Foreign Policy.

Conference Room
7E-26

Introductions by
PAUL CHRETIEN
Assistant to the Director

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PROGRAM

900-0915 THE ROLE OF THE DIRECTOR OF CENTRAL INTELLIGENCE
John A. McCone, Director of Central Intelligence

915-1010 THE U.S. INTELLIGENCE COMMUNITY
Lyman B. Kirkpatrick, Executive Director of the Central Intelligence Agency

The components of the U.S. intelligence community; history and development of the Central Intelligence Agency

010-1030 Discussion

030-1045 Coffee

045-1130 THE RELATION OF INTELLIGENCE TO THE FORMULATION OF GOVERNMENT POLICY
Ray S. Cline, Deputy Director for Intelligence

Intelligence support to policy making; CIA's contribution to the intelligence community; production of National Intelligence Estimates and their role in policy formulation

130-1145 Discussion

1145-1245 THE ROLE OF SCIENCE AND TECHNOLOC IN CIA
Dr. Albert D. Wheelon, Deputy Director fo: Science and Technology

New techniques in intelligence collection. Electronics Intelligence (ELINT) and its significance.

1245-1300 Discussion

1300-1400 Luncheon—North Dining Room

1400-1515 THE CLANDESTINE SERVICES
Richard Helms, Deputy Director for Plans

The Clandestine Services as an instrume of U.S. policy. The coordination of maj actions and the obtaining of policy decisi from the Department of State, the Specia Group, and the White House

1515-1545 Discussion

1545-1600 CLOSING REMARKS
General Marshall S. Carter, Deputy Direct of Central Intelligence

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ADMINISTRATIVE NOTES

This classified program will be collected from you as you leave the conference room after General Carter's closing remarks. There will be a security officer at the main entrance of the building, first floor, to receive your visitor's badge as you depart.

A telephone is available in the anteroom of the conference room.

Restrooms are located off the corridor between the elevators and the conference room.

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SECRET

14 November 1963

MEMORANDUM FOR: General Carter

SUBJECT : Graduation Speech to Mid-career Course

Here are some of the things which happened, or were said, which may give you some background:

During the first two weeks at the Farm which were devoted to a discussion of the Agency:

25X1

[redacted] the only pre-JOT who has taken the Mid-career Course before he took the JOT course and acted nobly as bus driver and got cheered every time he went around the corner without getting the rear wheels over the curb. (You are being requested to give him an Honorary Diploma!)

The best jobs done in presentation were by Kirkpatrick and Cline and Colby and Wheelon. The last made us all feel the importance of technical intelligence collection. So did Lundahl. 25X1

The most revealing professional secret unloaded was [redacted] who bluntly said that the CE world was so sacred it shouldn't be discussed even in the Agency family. I understand he is now walking around with a bodyguard.

Mr. A. W. D. was superb as always, and told us that in fact intelligence is a difficult and dirty business that can only be entrusted to people with the G-Damnedest highest principles.

The second two weeks at the Brookings Institution were interesting but had too many political scientists. The most interesting parts were those which discussed the power factors in the U. S. Government, e.g., the White House, the Bureau of the Budget, and A.I.D.

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The last two weeks were concerned with "World Affairs." [redacted] the anthropologist, told us that we were really entitled to consider ourselves different from the Australian aborigines, but Dean Acheson wasn't so sure. Anyhow, Acheson felt we are all different from General DeGaulle. He hopes that we are all different from George Kennan. STAT

Mr. McCone said that he had discovered that the Course had been so successful that its members had decided that they were able to pull off a coup in the Agency and seize power. He didn't mind this particularly, as long as it was kept to the Deputy Director level, but there was a level at which this sort of an idea should stop!

Every officer in the Agency was most helpful in presenting the course, as were many high level outside speakers. One of the best student reflections I heard was that government officials were really a very able and fine lot of people.

There were a number of very nice things said about the Course. My impression was that people felt honored by being in it and learned a very great deal.

STAT

[redacted]

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MIDCAREER COURS

OCTOBER 7 - NOVEMBER 15, 1963

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25X1

CHAIRMAN

[redacted]

25X1

ASSISTANT CHAIRMEN

[redacted]

ADMINISTRATIVE SUPPORT

25X1

[redacted]

COURSE ASSISTANT

25X1

[redacted]

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Midcareer Course No. 1

Part II

The Government

25X1

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Monday, 4 November

THE NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

0815	Convene at Headquarters Building (Bus Stop)	
0900 0910	WELCOMING ADDRESS FOB 6 Room 70059	Dr. Hugh Dryden, Deputy Administrator or Dr. Robert Seamans, Associate Administrator
0910 1010	BRIEFING ON NASA	Thomas Jenkins, Director of Management Reports
1010 1020	Coffee Break	
1020 1130	Films	
1130 1245	Lunch	
1245	Bus to Goddard Space Flight Center, Greenbelt, Maryland	
1330 1600	Tour of the Facility	Officers of NASA
1600	Depart for Headquarters Building	

SECRET

Tuesday, 5 November

0900 1100	PROBLEMS OF NATIONAL SECURITY The role of ISA in policy and strategy in crises. Relations with the Intelligence Community and with CIA in particular.	William Bundy, Assistant Secretary of Defense for International Security Affairs

Preparatory Reading

Lyons, Gene M., "The New Civil - Military Relations", American Political Science Review, March 1961.

Rostow, W. W., "American Strategy on the World Scene", Department of State Bulletin, 16 April 1962.

Taylor, Maxwell D., "Our Changing Military Policy", Army, March 1962.

Supplementary Reading

Abshire, David M., and Richard V. Allen, editors, National Security, New York, Praeger, 1963.

Hammond, Paul Y., Organizing for Defense, Princeton, Princeton U.P., 1961.

Kissinger, Henry A., The Necessity for Choice, New York, Harper, 1961.

Strausz-Hupe, Robert, et al, Forward Strategy for America, New York, Harper, 1961.

1115 1300	THE U.S. INFORMATION AGENCY The role of the USIA in support of U.S. foreign policy. Problems of projecting the American image abroad.	Thomas C. Sorensen, Deputy Director (Policy and Plans) of the United States Information Agency

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00 Lunch
00

00 Reading
00

00 CONCEPTS OF MILITARY
00 STRATEGY

The continuing controversy on U.S. Politico-Military strategy against the Communist Bloc

:eparatory Reading

See reading for "Problems of National Security."

ıpplementary Reading

See reading for "Problems of National Security."

SECRET

Wednesday, 6 November

0900 AMERICAN PROBLEMS IN
1030 UNDERSTANDING FOREIGN CULTURES

An anthropological view of the newly developing countries with emphasis on their deep-seated cultural characteristics.

STAT

1030 Break
1045

1045 Discussion
1200

1200 Lunch
1300

1300 Reading
1400

STAT

1400 Continuation of Morning
1515 Session

1515 Break
1530

1530 Discussion
1630

STAT

1630 Reception for
1730

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eparatory Reading

Benedict, Ruth, "The Growth of Culture", in Man, Culture and Society, edited by Harry L. Shapiro, New York, Oxford University Press, 1956.

Mead, Margaret, "The Underdeveloped and the Overdeveloped", Foreign Affairs, October 1962.

Murdock, George Peter, "How Culture Changes", in Man, Culture and Society, edited by Harry L. Shapiro.

plementary Reading

Brookings Institution, Development of the Emerging Countries, Washington, D. C., 1962.

Kurzman, Dan, Subversion of the Innocents, New York, Random House, 1963.

Millikan, Max F., and Donald L. M. Blackmer, editors, The Emerging Nations, Boston, Little, Brown & Co., 1961.

Staley, Eugene, The Future of Underdeveloped Countries, New York, Praeger, 1961.

SECRET

0900
1100 PROBLEMS OF LATIN AMERICA — Edwin M. Martin, Assis ant Secretary of State fo Inter-American Affairs

The strategic importance of Latin America to U.S. National Security. The extent of the Communist effort in the area, with particular reference to the Leftward Movement of Brazil.

Preparatory Reading

Alexander, Robert J., "Agrarian Reform in Latin America", Foreign Affairs, October 1962.

Harr, Charles M., "Latin America's Troubled Cities", Foreign Affairs, April 1963.

Supplementary Reading

Adams, Richard W., et al, Social Change in Latin America Today, New York, Harper, 1960.

Alexander, Robert J., Communism in Latin America, New Brunswick, N. J., Rutgers University Press, 1957.

Lieuwen, Edwin, Arms and Politics in Latin America, New York, Praeger, 1961.

1115
1300 DEVELOPMENTS IN AFRICA — G. Mennen Williams, Assistant Secretary of State for African Affairs

The development of groupings of states within Africa and their links with outside powers. The concepts of Pan-Africanism. Soviet and Chicom efforts to gain political footholds in Africa.

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Friday, 8 November

0900
1200 THE MOVEMENT TOWARD EUROPEAN UNION, POLITICAL AND ECONOMIC

The progress of economic integration to date. The attitude of European leaders in the public and private sectors toward cooperation with Americans on economic, military, and political overseas policies.

Preparatory Reading

Deutsch, Harold C., "The Impact of the Franco-German Entente", Annals, July 1963.

Kintner, William R., "The Projected European Union and American Military Responsibilities", Annals, July 1963.

Kohn, Hans, "The Future of Political Unity in Western Europe", Annals, July 1963.

Lerner, Daniel, "As Britain Faces the Continent: How Its Leaders Weigh Their Choices", unpublished paper of the Center for International Studies, Mass. Institute of Technology, Cambridge, Mass.

Lerner, Daniel, "Will European Union Bring About Merged National Goals?", Annals, July 1963.

Lerner, Daniel, and Marguerite N. Kramer, "French Elite Perspectives on the United Nations", International Organization, Vol. XVII #1,1963.

Wuorinen, John A., "Scandanavia Looks at European Unity", Current History, March 1962.

SECRET

Supplementary Reading

Cerami, Charles A., Alliance Born of Danger, New Y Harcourt and Brace, 1963.

Haas, Ernest B., The Uniting of Europe: Political, Sc cial, and Economic Forces, 1950-1957, Stanford, Cali Stanford University Press, 1958.

Kitzinger, U. W., The Challenge of the Common Marke New York, Praeger, 1963.

Lichtheim, George, The New Europe, New York, Prae 1963.

1300
1400 Lunch

1400
1500 Reading Period

1500
1545 NATO AND THE ATLANTIC COMMUNITY — Dean Acheson, Former Secretary of State

NATO and the Atlantic Community viewed as a political and military entity. The inception of NATO. Its weaknesses. Its possible role in the Atlantic Community.

Preparatory Reading

Acheson, Dean, "The Practice of Partnership", Foreign Affairs, January 1963.

Buchan, Alastair, "Partners and Allies", Foreign Affai July 1963.

Herter, Christian A., "Atlantica", Foreign Affairs, January 1963.

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Supplementary Reading

Birrenbach, Kurt, The Future of the Atlantic Community, New York, Praeger, 1963.

Buchan, Alastair, NATO in the 1960's, New York, Praeger, 1963.

Strausz, Hupe, Robert, et al, Building the Atlantic World, New York, Harper and Row, 1963.

1600 Question Period
1630

1630 Reception for Mr. Acheson
1730

Monday, 11 November

HOLIDAY

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Tuesday, 12 November

900 THE DEVELOPMENT AND
200 PROBLEMS OF SOVIET FOREIGN POLICY

The historical background of the present situation in Soviet policy making. The internal factors delimiting Soviet foreign policy decisions. The external factors delimiting foreign policy decisions. Problems and dilemmas for the future.

reparatory Reading

Ulam, Adam B., "Nationalism, Panslavism, Communism" in Russian Foreign Policy, edited by Ivo J. Lederer, New Haven and London, Yale University Press, 1962.

ıpplementary Reading

Beloff, Max, The Foreign Policy of Soviet Russia, 1929-1941, London and New York, Oxford University Press, 1947-1949.

Fischer, Louis, The Soviets in World Affairs, 1917-1929, Princeton, N. J., Princeton University Press, 1951.

Mackintosh, J. M., Strategy and Tactics of Soviet Foreign Policy, London and New York, Oxford University Press, 1962.

:00 Lunch
:00

:00 Reading
:00

SECRET

1400 U. S. POLICY TOWARD
1700 EASTERN EUROPE

Speaker to be announce

STAT

U. S. political objectives in Eastern Europe. Congressional and public pressures on the policy makers. The impact of U. S. policy and policy changes on Eastern Europe.

Preparatory Reading

Current History, May 1963, pages 257 to 304.

Supplementary Reading

Brzezinski, Zbigniew, The Soviet Bloc: Unity and Conflict, New York, Praeger, 1961.

Wolff, Robert Lee, The Balkans in Our Time, Cambrid Mass., Harvard University Press, 1956.

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Wednesday, 13 November

900 015 CHICOM FOREIGN POLICY IN HISTORICAL PERSPECTIVE

[redacted]

Historical roots of Chinese attitudes toward the non-Chinese world. Role of Communist doctrine in the direction of ChiCom foreign policy objectives, both long-term and short-term.

Preparatory Reading

Appadorai, A., "Chinese Aggression and India", International Studies, July-October 1963.

Fall, Bernard B., "Peking Strikes South", Current History, September 1963.

Langer, Paul F., "China and Japan", Current History, September 1963.

Searls, Guy, "Communist China's Border Policy", United Asia, July 1963.

Supplementary Reading

Barnett, A. Doak, Communist China and Asia, New York, Harper, 1960.

Barnett, A. Doak, Communist China - Continuing Revolution, Headline Series #153, 1962.

Boyd, R. G., Communist China's Foreign Policy, New York, Praeger, 1962.

015 030 Break

SECRET

1030 1200 Discussion

STAT

1200 1300 Lunch

STAT

1300 1400 Reading

1400 1515 THE GROWTH OF THE NATIONAL RESEARCH AND DEVELOPMENT EFFORT

[redacted]

The forefront of science. What lies beyond in technology. The relation of science and technology to over-all Agency operations and the international scene.

Preparatory Reading

Kistiakowsky, George B., "Science and Foreign Affairs", Department of State Bulletin, 22 February 1960.

Price, Don K., "The Scientific Establishment", Science, 29 June 1962.

Supplementary Reading

Dupre, J. Stefan and Sanford A. Lakoff, Science and the Nation, Englewood Cliffs, N. J., Prentice-Hall, 1962.

Price, Don K., Government and Science, New York, New York University Press, 1954.

Snow, C. P., Science and Government, Cambridge, Mass., Harvard University Press, 1961.

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1515 Break
1530

1530 Discussion
1700

SECRET

Thursday, 14 November

0900 THE EFFECT OF SINO-
1200 SOVIET RELATIONS ON OTHER COMMUNIST COUNTRIES

The impact of the Sino-Soviet rift on non-bloc Communist parties.

Preparatory Reading

Brzezinski, Zbigniew, "Threat and Opportunity in the Communist Schism", Foreign Affairs, April, 1963.

Zagoria, Donald S., "The Sino-Soviet Conflict and the West", Foreign Affairs, October, 1962.

Supplementary Reading

Crankshaw, Edward, The New Cold War, Moscow vs. Pekin, Harmondsworth, Middlesex, Penguin Books, 19

Zagoria, Donald S., The Sino-Soviet Conflict. 1956-19 Princeton, Princeton University Press, 1962.

1200 Lunch
1330

1330 Reading
1500

1500 THE UNITED NATIONS — Speaker to be announce
1545

Strengths and weaknesses. Accomplishments and failures. Organization and programs. Peacekeeping operations.

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Supplementary Reading

Burns, Arthur L., and Nina Heathcote, Peace-Keeping by U. N. Forces, New York, Praeger, 1963.

Nicholas, H. R., The United Nations as A Political Institution, London, Oxford University Press, 1962.

1545 Coffee Break
1600

1600 Question Period
1630

Friday, 15 November

25X1

0900 Preparation of Critiques
1000

1000 Discussion of Course
1200

1200 Lunch
1400

1400 Closing Address — Lt. General Marshall S. Carter, Deputy Director of Central Intelligence
1445

1445 Presentation of Certificates
1500

1500 Closing Administration
1530

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need to know -

flexibility - funds personnel

DRAFT

Welcoming Speech to Project USEFUL No. 10

Monday, 28 October

Good morning. It is my pleasure to welcome you to the Central Intelligence Agency.

It's nice to see so large a group. You are the tenth group scheduled to participate in Project USEFUL since its inception at the request of the Joint Chiefs of Staff in 1954, and I know your time here will be well spent. You have been selected by your parent Services to meet with us to be briefed on the nature of our work here at CIA.

Over the next two weeks a number of our senior people will talk with you on subjects designed to give you a good deep look at CIA. I hope that after these two weeks you will return to your organizations with a better understanding of CIA's role in national security. I invite you particularly to relate what you learn here to the problems you face and to be thinking of the ways in which this Agency can be of use to the military establishments, particularly in wartime.

The speakers who will follow me will cover in some detail the organization of the intelligence community and the various jobs that are done here in CIA. Let me describe these in general terms for you.

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The intelligence community is composed of the CIA, the Defense Intelligence Agency, the Intelligence Bureau of the State Department, the intelligence components of the Army, Navy and Air Force, the National Security Agency, the FBI, and the Intelligence Office in the AEC. The top officials of each of these components meet weekly as members of the United States Intelligence Board. The Board is chaired by Mr. McCone as Director of Central Intelligence.

The USIB acts as a sort of Board of Directors of the intelligence business. Two of its most important functions are to discuss and approve National Intelligence Estimates and to determine, after due consultation with policymakers, the Priority National Intelligence Objectives. These Objectives are in the form of $64,000 questions which we must try to answer to the policymakers' satisfaction. The Priority Objectives include such topics as Sino-Soviet preparations for attacks against free world countries.

To accomplish its task of trying to get the answers to such important questions as these, each agency in the intelligence community collects the kind of information it is best suited to collect, makes it available to other intelligence agencies, and analytical work begins. In addition to these efforts by each of the agencies in the community, there are certain national assets available to the community. These include the National Security Agency at Fort Meade.

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The NSA, [redacted] the cryptologic service of the US, is charged with the responsibility for gathering communications intelligence and electronic intelligence. Information of this type is brought together at NSA, analyzed, correlated [redacted], and disseminated to the intelligence community.

In addition there is the National Reconnaissance Office which is responsible for all overhead photography. It functions under the Secretary of Defense and executes plans developed jointly by the Director of Central Intelligence and the Secretary of Defense.

There is the National Photographic Interpretation Center, known as NPIC. NPIC receives, analyzes and reports on the product[redacted] of overhead reconnaissance. NPIC is under the CIA which is the Executive Agent for national photographic interpretation.

STAT

This is no small community. The work requires something in excess of 100,000 men and women. Its budget is estimated at something between $2 and $4 billion a year depending upon just what is allocated to intelligence and what is allocated to reconnaissance as a normal function of the armed services.

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In CIA our two main functions are: (1) the collection of foreign intelligence and (2) the analysis, correlation, production and dissemination of finished intelligence.

When I speak of finished intelligence, I am referring to such things as National Intelligence Estimates which make vital and important forecasts of situations lying ahead. These Estimates cover a wide range of subjects. The most important is perhaps the annual estimate dealing with the Soviet capability for long-range attack against the continental US, but there are equally important estimates covering such topics as, "Prospects for Stability in Ceylon."

In addition the CIA turns out finished current intelligence daily and weekly. These are brief assessments of critical developments taking place around the world.

The preparation of an intelligence product of this kind requires an elaborate supporting structure of up-to-the-minute communications and a quick reaction time among our analysts who must be able to ~~xxxx~~ piece together a number of fragments to develop a quick and meaningful summary of what the fragments portend.

In our clandestine offices in CIA the major effort is built around the collection of foreign intelligence ~~to p~~ for use in the ~~with~~ preparation of finished intelligence for the policymakers. In addition to these collection efforts, we have found it necessary over the years to build

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capabilities in other fields which we are frequently called upon to use. These include propaganda, psychological warfare, counter-intelligence and paramilitary operations.

As examples of what I am talking about, we must be able to provide paramilitary instruction and hardware on short notice to countries in various parts of the world upon direction of higher authority. We must keep a close tab on the Sino-Soviet intelligence apparatus, and we work closely with the FBI in developing plans to forte penetration efforts by the enemy.

I want to emphasize to you that the CIA, despite what you read in the press, does not operate unilaterally, it does not make policy and it uses its capabilities only when directed to. Covert US actions, wherever they may take place around the world, are only undertaken upon approval by the White House, State Department, Defense, or all three.

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With the need for secrecy in much of our business, we become natural targets, particularly of the press, for criticism.

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This is something we have learned to live with. We can neither trumpet our successes nor openly defend ourselves in event of attack.

While I am on this subject, let me discuss the South Vietnam situation to straighten out the picture as presented by the press.

In 1961, when the US made its commitment to [illegible] up South Vietnam and put an end to Viet Cong x insurgency, the US military Special Forces were not totally prepared to take over the responsibility for the immediate training of the necessary number of South Vietnamese forces to combat the insurgency. MAAG was already overburdened with the training of the South Vietnamese army and we were asked to assume the function of covert training in various counterinsurgency fields in South Vietman.

As the size of the war effort grew, CIA's activities in these fields expanded and it became impossible to keep our activity as covert as we would have liked. Gradually, over the past 18 months, as the US military became capable, we began to transfer phases of our activities to the military. Even so, parts of the activity remained with us by direction of General Harkins even though it was somewhat beyond our normal charter. Our activities are what General Harkins wanted, and expected. It was what the Country team wanted and expected. It was the subject of review periodically in Washington. There was general approval of the manner in which we were handling this task that had been given us.

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While carrying out these tasks in the CI field, the CIA station in Saigon continued to forward intelligence reports of the political situation in South Vietnam. The record of this reporting shows that it has been remarkably accurate. We saw the tarnishing of the image of the Diem government in the eyes of the South Vietnamese people; we noted the success of the war effort and we noted that the tarnishing of the Diem regime had not seriously affected the war effort, but as the Buddhist problem became acute, we also predicted that if the Diem government did not correct and reform itself in some way soon, the war effort would be seriously affected.

Our ~~situation~~ station has reported countless ~~times~~ rumors of coups and coup planning by the South Vietnamese military but it was the station's and the intelligence community's evaluation that a coup attempt would probably touch off civil war and that the only ultimate victor would be the Viet Cong.

At no time has the Station in Saigon or has CIA in Washington taken unilateral steps in this situation. Criticism of us has, to a great extent, been malicious; it has been wrong and it has been detrimental to the interests of the United States. We are happy that Secretary McNamara and General Taylor's recent trip has once and for all put this criticism to rest and we hope we will hear no more about it.

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Gentlemen, as I said before, we welcome you, and I am sure you will find your time here enjoyable and as the project name implies "USEFUL".

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DRAFT

Welcoming Speech to Project USEFUL No. 10

Good morning. It is my pleasure to welcome you to the Central Intelligence Agency.

You have been selected by your parent Services to meet with us to be briefed on the nature of our work here at ~~concerning the organization and mission of~~ CIA. it's nice to ~~I am gratified to~~ see so large a group. You are the tenth group scheduled to participate in Project USEFUL since its inception at the request of the Joint Chiefs of Staff in 1954, and I know your time here will be well spent. ~~Unfortunately, Project USEFUL No. 9, scheduled for last year, had to be canceled due to the Cuban~~ crisis.

Over the next two weeks ~~we plan to have~~ a number of our senior people will talk with you on subjects designed to give you ~~which have been carefully selected to assure that you receive, within the "need-to-know" principle~~, a good deep look at CIA. ~~The program is primarily oriented to point out this Agency's capabilities to support you in wartime~~. I hope that after these two weeks you will return to your organizations with a better understanding of CIA's role ~~the role which CIA plays~~ in national security ~~and with~~ I invite you particularly to relate what you learn here to the problems you face and to thinking of the ways in which This Agency can be of use to the military establishment, particularly in wartime.

I would like to address the remainder of my remarks to some matters which I hope you will use as background to understand why we have a Project USEFUL and why we impart this type of information to you. I would

GROUP 1
Excluded from automatic downgrading and declassification

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like to discuss these major points: the relationship of intelligence to policy - the relationship of intelligence to security - and last, some problems of coordination.

INTELLIGENCE AND POLICY

As you well know, traditionally, intelligence has been a support function to policy formulation and policy implementation. The policymaker turns to intelligence for answers to the questions which he must resolve before he makes decisions. Most of his answers will come from overt intelligence organizations. For answers to the more difficult questions, he turns to clandestine intelligence collection organizations which sometimes can supply him with the key information upon which his decisions will be based. I will be the first to admit that we do not always find the complete answer to the policymaker's questions, nor is he always completely satisfied with our result. We do find, however, answers to many of his "knottier" questions. The relationship between the policymaker and the intelligence organizations which serve him is an outgrowth of the completeness and accuracy of the intelligence provided. Sometimes the relationship between the two is not as good as it should be because the policymaker does not know the capabilities and the limitations of the intelligence organizations which support him.

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Those of you who are involved in policy planning, and depend upon us for support, need, therefore, to have some knowledge of CIA. Project USEFUL is one way of accomplishing this.

INTELLIGENCE AND SECURITY

Intelligence is part of the basis for policy or contemplated action which will become apparent at some later time; therefore, it is essential that intelligence protect the interests or potential intentions of the policymakers from inadvertent or other types of exposure from those against whom policy will be directed. Furthermore, intelligence uses certain techniques in arriving at the answers to policy questions which, if revealed, could shut off the flow of further information, or possibly lead to national embarrassment. The key device in protecting the interests of those whom we serve is compartmentation -- a device subject to a great deal of interpretation. Normally the greatest efficiency in any organization is accomplished by the best communication, both vertically and laterally. Compartmentation limits communication and consequently hinders efficiency and coordination. There continually exists the question of how much communication is allowable without sacrificing effective performance.

Through Project USEFUL we are attempting to give you, or communicate

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to you, certain information which I feel will allow for better working relationships between people in your organization and CIA.

INTELLIGENCE AND COORDINATION

If we examine the total intelligence picture of the United States Government, as well as the relationship between covert action programs and overall policy, we find a number of major factors which greatly influence effective coordination. These are: 1) a policy-directed division of labor, 2) multiplicity of organizations, 3) bigness, 4) lack of uniformity in organizational patterns for similar or related functions, and 5) interdependence in order to accomplish the overall mission.

Let us examine a couple of these factors. Bigness should be looked at in conjunction with compartmentation and control. Normally the bigger an operation, whether in Government or business, the greater the problem of achieving effective coordination. Add to this compartmentation and there always exists the possibility of attitudes developing in subunits which can lead to bureaucratic hardening of the arteries.

Now let us look at the problem of interdependence among intelligence organizations to accomplish the overall national security mission. There does not exist in the intelligence community or national planning structure

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a self-contained unit which consumes its own product. If such an organization could exist, it would serve little purpose and undoubtedly would operate at minimal efficiency. Planners rely on producers of intelligence. Producers rely on collectors. Producers also rely on other producers for sources of data and checking hypotheses. Collectors rely on other collectors for collection data. Therefore, since this interdependence is obviously present, we must not overlook opportunities to utilize the facilities and capabilities of other intelligence organizations. USEFUL will help point out how we are dependent on you and you are dependent on us.

Project USEFUL is an effort which will in the long or short haul produce a working team -- a team dedicated to the task of assuring that the full impact of intelligence is brought to bear on the serious questions of national policy in peace or in hot war. I hope you will find the next two weeks enjoyable and, as the project name implies, "USEFUL".

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Project USEFUL No. 10

28 October - 8 November 1963

Monday, 28 October 1963

0900 - 0945	Registration	
1000 - 1015	Welcome	Lt. Gen. Marshall S. Carter Deputy Director of Central Intelligence
1015 - 1030	Introduction to Course, Purpose and Scope	[redacted] Chief, War Plans Staff
1040 - 1100	Administration and Security	[redacted] Operations School, Office of Training
1110 - 1230	The Background of CIA	Lyman Kirkpatrick Executive Director, Central Intelligence Agency
1230 - 1330	Lunch	
1330 - 1450	CIA Organization and Functions and the National Security Structure	Paul M. Chretien Briefing Officer, Office of Training
1510 - 1600	Coordination Factor	John A. Bross Deputy to the DCI for National Intelligence Program Evaluation

25X1

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GROUP 1
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Tuesday, 29 October 1963

0930 - 1030	The Mission of the DD/I	Ray S. Cline Deputy Director (Intelligence)
1045 - 1200	CIA Intelligence Depositories	[redacted] 25X1 Special Assistant to the Assistant Director, Office of Central Reference
1200 - 1300	Lunch	
1300 - 1415	CIA Intelligence Research Methods	[redacted] 25X1 Chief, Intelligence School, Office of Training
1430 - 1520	The National Intelligence Survey Program	[redacted] 25X1 Deputy Assistant Director for Basic Intelligence
1530 - 1630	The Office of Operations	Joseph Larocque, Jr. Assistant Director Office of Operations

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Wednesday, 30 October 1963

0900 - 1100	The National Photographic Interpretation Center	Arthur E. Lundahl Director, National Photographic Interpretation Center
1110 - 1230	The National Indications Center and Watch Committee	[redacted] Director of the National Indications Center
1230 - 1330	Lunch	
1330 - 1500	Production of National Estimates	Sherman Kent Assistant Director of National Estimates
1510 - 1630	Mission of the DD/S&T	Albert D. Wheelon Deputy Director (Science and Technology)

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Thursday, 31 October 1963

0900 - 1030	The Mission of the Clandestine Services	Richard Helms Deputy Director (Plans)
1040 - 1200	Clandestine Collection of Information	[redacted] Deputy Chief, FI Staff
1200 - 1300	Lunch	
1300 - 1420	Covert Action Operations	Cord Meyer, Jr. Chief, Covert Action Staff
1430 - 1600	Counterinsurgency	[redacted] Special Assistant to the Chief, CA Staff

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Friday, 1 November 1963

0900 - 0950	Counterintelligence Responsibilities	[redacted] Chief, Research and Analysis Group, Counterintelligence Staff	25X1 25X1
1000 - 1120	Paramilitary, Air and Maritime Operations	[redacted] Chief, Special Operations Division	
1130 - 1230	Evasion and Escape (Panel)	[redacted] Office of Training	25X1
1230 - 1315	Lunch		
1315 - 1405	CIA War Planning, Global War Plan, Command Relationships Agreement	[redacted] War Plans Staff Operational Services Staff	25X1
1415 - 1500	Military Requirements	[redacted] War Plans Staff Operational Services Staff	25X1
1510 - 1630	The Far East	William E. Colby Chief, FE Division	

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Monday, 4 November 1963

0900 - 1020	The Soviet Union	David E. Murphy Chief, SR Division
1030 - 1200	Eastern Europe	Bronson Tweedy, Jr. Chief, EE Division
1200 - 1300	Lunch	
1300 - 1430	Technical Support for Covert Operations	[redacted] Chief, Plans and Training Staff Technical Services Division
1440 - 1600	Africa	[redacted] Chief, AF Division

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Tuesday, 5 November 1963

0900 - 1010	Western Europe	[redacted] Chief, WE Division	25X1
1020 - 1130	The Western Hemisphere	[redacted] Special Assistant to the Chief WH Division	25X1
1140 - 1245	The Near East	James H. Critchfield Chief, NE Division	
1245 - 1345	Lunch		
1345 - 1515	Machine Systems in the Agency	Joseph Becker Assistant Director for Computer Services, DD/S&T	
1530 - 1630	Preparation and Submission of Questions for Review Seminar		

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Wednesday, 6 November 1963

25X1

0900 - 1015	CIA Personnel Staffing in Wartime	[redacted] Chief, Mobilization and Reserve Branch, Office of Personnel
1040 - 1200	Communications Support for CIA's Wartime Mission and Communications Exhibit	[redacted] Training Officer, Office of Communications
1200 - 1300	Lunch	
1300 - 1500	Logistic Support for Agency Activities (Panel)	[redacted] Chief, Planning Staff Office of Logistics

25X1

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Thursday, 7 November 1963

0900 - 1000	CIA Training for the Military	[redacted] Chief, Plans and Policy Staff, Office of Training	25X1
1010 - 1100	Security Support for CIA's Wartime Mission	Robert L. Bannerman Director of Security	
1110 - 1215	Medical Support to Clandestine Operations	[redacted] Chief, Operations Division, Medical Staff	25X1

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Friday, 8 November 1963

0900 - 0950	Review Seminar	War Plans Staff
1000 - 1050	Continuation of Seminar	
1100 - 1130	Closing Remarks	John A. McCone ✱ Director of Central Intelligence
1130	Preparation of Written Course Critique and Final Administration	

✱ General Carter introduced DCI.
RLp 8 Nov 63

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ARNO, David H.	Major, USAF	Plans and Program Officer, Counterinsurgency Plans Division, Directorate of Plans, PACAF
AVEDON, Herbert	Civilian, DA	Psychological Warfare Specialist STAT
BERKELEY, Randolph C. Jr.	Colonel, USMC	Assistant G-2, HQMC, Arlington, Virginia
BOETTCHER, Louis Henry	Lt. Colonel, USA	Concept, Doctrine and Organization Division, Special Doctrine and Equipment Group, USACDC Fort Belvoir, Va.
BRISTOW, John B.	Lt. Colonel, USMC	Assistant G-2 Operations Headquarters, FMFLANT
BRYCE, David G.	Captain, USN	Instructor, Economic Capabilities Division, Industrial College of the Armed Forces, Washington 25, D. C.
CALLENDER, James M.	Colonel, USMC	Head, Amphibious Warfare Section, Development Programs Division, Deputy Chief of Naval Operations (Development)
CAMPBELL, Donald L	Lt. Colonel, USAF	Chief, Communications Security Branch, Security and Electronic Warfare Division, Communications-Electronics (J-6), Joint Staff
CATTERLIN, Richard R.	Colonel, USAF	Director of Intelligence, Special Air Warfare Center, Eglin AFB, Florida
CHAMBERLIN, William C.	Colonel, USMC	Western Hemisphere Branch, Regional Plans and Policy Division, J-5, Joint Chiefs of Staff

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COOK, Julian A	Colonel, USA	Subsidiary Activities Plans Officer, Plans Division, CINCLANT Staff
CURLEY, Clyde W.	Cdr., USN	Plans, Policy and Coordination Branch, Intelligence Division, Commander in Chief U. S. Pacific Fleet
DAVIS, Sidney R.	Lt. Colonel, USAF	Executive Officer, Technical Divison, Directorate of Collection, ACS/Intelligence, HQ USAF
DEAN, Joseph R.	Colonel, USA	Director UW Division J-3 SOTFE
DEMPSTER, Kenneth C.	Collonel, USAF	Deputy Assistant Chief of Staff Operations, J-3, HQ USSTRICOM
DYAR, Joseph E.	Captain, USN	Head, Support Plans Section Navy Plans Branch, Strategic Plans Division (Op-605F)
FINLAYSON, James C.	Lt. Colonel, USAF	Assistant UW Plans Officer Air Force CINCLANT Staff
FLEGEAL, Foster F.	Colonel, USA	War Plans Division, Strategic Plans and Policy Directorate, Office of the Deputy Chief of Staff for Military Operations, Department of the Army
FURNAS, Wendell J.	Cdr., USN	Intelligence Plans, Policies and Special Operations Officer, CINCUSNAVEUR Staff
GARRETT, Franklin T.	Lt. Colonel, USA	Special Warfare Directorate, ODCSOPS DA

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HAMILTON, Richard L.	Lt. Colonel, USAF	Operations Planning Officer, Atlantic/Western Hemisphere Division, Assistant Chief of Staff, Plans, HQ USSTRICOM
HAVEY, James H.	Colonel, USAF	Commander, 3826th Command and Control Group, Headquarters, Air University, Maxwell Air Force Base, Alabama
HAYES, Harold A. Jr.,	Colonel, USMC	Head, Strategic Plans Section Plans Branch, G-3 Division Headquarters, U. S. Marine Corps, Washington 25, D. C.
HEINL, Robert D. Jr.	Colonel, USMC	Assistant Chief of Staff, G-2, FMFLANT, Norfolk, Virginia
HENNIGAN, John R.	Captain, USA	S-3, Area Specialist, Headquarters 10th Special Forces Group (ABN), Bad Tolz, Germany STAT
JARNAGIN, James L.	Colonel, USAF	Chief, Special Air Warfare Division, Directorate of Operations, HQ USAF
KERR, Edward E.	Captain, USN	Assistant Branch Head, Composite Support Branch, Office of the Assistant Director of Naval Intelligence, Foreign Intelligence Division
KIZIRIAN, John	Major, USA	Plans Officer, J-2 Directorate, USSOUTHCOM.
LINDAHL, Thomas E.	Colonel, USAF	Deputy COMSOTFE

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MERRICK, John L.	Cdr., USN	Assistant, Special Weapons Plans Branch, Strategic Plans Division (Op-604G)
METCALF, George T.	Colonel, USA	The Joint Staff, Office of the Special Assistant for Counter-insurgency and Special Activities (SACSA), Pentagon
MILOTTA, David E.	Colonel, USA	Faculty, The National War College
MINOR, Gerald E.	Captain, USN	Assistant Chief of Staff, J-2 Division, Hq Alaskan Command
McMAHON, Robert E.	Colonel, USA	Director of Operations, ACofS, G-2, Hq USARPAC
NIELSEN, Ariel W.	Brig. Gen., USAF	Deputy Director for Plans, J-3 Division, Headquarters US European Command
PHILLIPS, Thomas A. Jr.,	Major, USAF	Assistant Professor and Director of Administration, Department of History, USAF Academy, Colorado
REYNOLDS, Norman G.	Colonel, USA	Deputy Director of Intelligence J-2, HQ USSTRICOM
ROTH, Robert C.	Colonel, USA	Chief, Operations Branch, Collection Division OACSI
ST. SAUVER, Richard T.	Lt. Colonel, USA	Faculty Adviser, Faculty Group B, Armed Forces Staff College
SANSOUCY, Horace A.	Cdr., USN	Amphibious Force Intelligence Officer
SHEPHERD, Lemuel C., III	Lt. Colonel, USMC	Op-92B1D - Assistant for Regional Defense Treaty Matters
SIMONETTI, Lino D.	Colonel, USAF	Chief, Plans Office, J-1, Joint Chiefs of Staff

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SMITH Charles A.	Major, USA	Plans Officer, J-3 Directorate, USSOUTHCOM
SMITH Donald T.	Colonel, USAF	Assistant DCS/Plans, Headquarters, Military Air Transport Service, Scott Air Force Base, Illinois
WILSON, William V.	Lt. Colonel, USA	Airborne/Special Forces Officer, Plans, Policy and Operations Directorate, JTFFOUR
WORREL, Albert A.	Colonel, USAF	Faculty Adviser, Faculty Group A, Armed Forces Staff College
WYNNE, Lawson P.	Colonel, USAF	Member, Pacific, Far East Branch, Plans and Policy Division, Communications-Electronics (J-6), Joint Staff

ALTERNATES

CANTLAY, George G.	Colonel, USA	Staff and Faculty, U.S. Army War College
DELAMATER, Benjamin F.	Colonel, USA	Chief, Special Warfare Branch, Special Warfare/Civil Affairs Division, DCSUTR, HQ USCONARC
GREEN, Zade W.	Civilian, DAF	Chief, Intelligence Division Office of Intelligence, US Air Force, Southern Command
HIMIC, Steve Paul	Lt. Colonel, USA	Plans, Programs and Intelligence Division, Special Doctrine and Equipment Group USACDC, Fort Belvoir, Va.
MARTTINEN, Alpo K.	Colonel, USA	Special Warfare Directorate, ODCSOPS DA

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McWHINNEY, William W.	Colonel, USA	War Plans Division, Strategic Plans and Policy Directorate, Office of the Deputy Chief of Staff for Military Operations, Department of the Army
ST. LAWRENCE, Thomas J.	Major, USA	Unconventional Warfare Plans Officer, CINCPAC
SCHWEITER, Leo Henry	Colonel, USA	The Joint Staff, Office of the Special Assistant for Counter-insurgency and Special Activities, Pentagon
SHORT, James C.	Colonel, USMC	The Joint Staff, Office of the Special Assistant for Counter-insurgency and Special Activities, Pentagon
SWAIN, Walter M.	Civilian, DA	Action Officer, Coordination Branch, Collection Division OACSI
VAN TASSELL, Frederick E.	Colonel, USA	Deputy G-2, USARSOUTHCOM

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Attachment 1

Project USEFUL Speaker Guidance Sheet

For the 1963 presentation of Project USEFUL, the Joint Staff has been invited to nominate 50 Officers. A review of the list of nominees received to date shows that these Officers are, for the most part, engaged in planning, training or operations in the fields of unconventional warfare, psychological warfare, or intelligence. All major commands, both overseas and in the Continental United States, will be represented. All Officers who will attend have been informed that the information they receive at Project USEFUL is on a strict "need-to-know" basis.

Objectives: The primary objective of this program from the Agency's viewpoint is to maintain and improve Agency-Department of Defense cooperation and coordination through a more effective understanding of CIA on the part of the military. Thus, we hope to inform these Officers of our capability to support the military effort in wartime and, conversely, to let them know what types of support we need from them in order for us to carry out our missions. For individual speakers, this is the opportunity to acquaint a large number of officers, with whom you or people in your component will assuredly work in the future, with those matters which will facilitate the accomplishment of your tasks.

Approach: In previous courses, the audience has reacted more favorably to presentations which stressed the positive contributions which the Agency can make to the Intelligence Community and to the Military in time of war. While recognizing the difficulties inherent in clandestine or covert operations, a positive approach towards their solution will be appreciated by the Officers. Lecturers in the past have effectively used historical examples to illustrate major points. References to current or sensitive operations should be avoided.

Please bear in mind that for a number of these Officers, Project USEFUL is their first close acquaintanceship with CIA. It might be well to avoid, or to spell out, internal Agency terminology with which they are not familiar. From past experience, we may expect frank and direct questions, a strong desire to understand, and an appreciation of the contributions which the CIA is making towards the attainment of National objectives.

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22 October 1963

MEMORANDUM FOR: [redacted]

SUBJECT : Suggested Topics for Comment by the DDCI in His Address to the Intelligence Review Course.

Members of the Intelligence Review Seminar are experienced analysts in production and support work. They are now in mid-career and are taking two weeks from their desks to review the current status of the intelligence profession, from the point of view both of the Agency and the Community. They are interested in a top-echelon view of the future of the Agency - in possible organizational changes; community relationships, particularly with regard to DIA and State; and the role of intelligence in the formulation of security policy. They are concerned about past mistakes and successes, neither of which are necessarily always clear from the analyst's vantage point. They appreciate a frank exchange of views, hopes and expectations from their Agency executives.

[redacted]

C/IOF/IS/TR

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SECRET

25X1

22 October 1963

MEMORANDUM FOR: [redacted]

SUBJECT : Suggested Topics for Comment by the DDCI in His Address to the Intelligence Review Course.

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[redacted]
C/IOF/IS/TR

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63 - 4399

Executive Registry
63-7927

18 October 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Suggested Topics for Consideration by the DDCI in His Intelligence Review Presentation on 25 October, 1145 Hours.

1. The Intelligence Review Course is designed to provide an opportunity for experienced personnel to review the current state of the intelligence profession; to examine organizational changes and inter-relationships; to review intelligence objectives and requirements; to examine the current status of the intelligence process and to consider future trends.

2. Members of the seminar have suggested consideration of such topics as the following:

(1) "Present status and outlook for career planning and career development:

Dir Pers

a. role of internal training;
b. role of rotation for on-the-job training;
c. role of foreign assignments; and
d. role of incentives for self study.

"To improve professional competence of present employees, so that they may have an opportunity to fill the future personnel needs of the Agency in:

D/Pr

a. middle management;
b. computer and machine processing;
c. technical and scientific areas; and
d. job vacancies in other components of Agency."

Dir Pers

(2) "Will the rigidity of career service lines continue to effectively prevent - assignment of individuals to duty with other career services?"

Dir Pers

(3) "Why are experienced and professional Agency employees who are declared surplus by one component not used to fill vacancies in another component, e.g., 71 surplus OCR professionals experienced in writing are reportedly not to be acceptable to DDP to fill reports officer vacancies?"

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(4) "From recent articles, and comments in this course (Intell Review) DIA seems to be trying to out-CIA the Agency. Have you any comments on this?"

(5) "In his capacity as coordinator of the overall USIB intelligence efforts, just how much influence can the DCI exert to eliminate needless duplication of effort -- particularly with respect to DIA/CIA relationships?"

Dir Pers

(6) "What are the benefits, if any, of being appointed to the Career Service?"

Dir Pers

(7) "Has the Agency explored the feasibility of regular short tours of duty with other government or private research agencies, in order for employees to improve their substantive competence?"

25X1

MATTHEW BAIRD
Director of Training

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General Carter:

About a month ago we asked whether you would be willing to address the Intelligence Review course on its closing day, 25 October, as requested by Mr. Baird. At that time you indicated you wished to "play it by ear." Mr. Kirkpatrick addresses the group on Tuesday, 15 October (second day of the course) at 1:45-3:00.

STAT

Are you willing to give the closing address at 2:45 on Friday, 25 October? Yes ✓ No

Called [redacted] 10/14 — advised her DDCI would give this speech, but changed time to 11:45 due to conflict at 2:45.

STAT

Barbara (11 Oct)

[redacted] was asked on 16 October to have suggested remarks prepared:

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Bark
Bern

INTELLIGENCE REVIEW

COURSE OBJECTIVES

To provide an opportunity for experienced personnel to:

(1) review the current state of the intelligence profession;

(2) to examine organizational changes and inter-relationships;

(3) to review intelligence objectives and requirements;

(4) to examine the current status of the intelligence process; and

(5) to consider future trends.

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S-E-C-R-E-T

INTELLIGENCE REVIEW (7)
14 - 25 October 1963

Room 1A13

FIRST WEEK
Monday, 14 October

0845-0930	Registration; Introduction to the Course	[redacted] 25X1
0945-1030	Some Current Challenges to the U.S.	
1100-1200	Exhibit	
1300-1340	Film: Watch on the Mekong	
1400-1445	Office of the Inspector General	Earman
1500-1600	The HIC	Pforzheimer
1610-1630	Seminar Organizations: Appointment of Chairmen	

Tuesday, 15 October

0900-1010	Role of Intelligence in the Formulation of National Security Policy	Cooper
1030-1200	Role of the DD/I	Cline
1300-1330	Seminar meetings	
1345-1500	An Appraisal of the Central Intelligence Concept	Kirkpatrick
1515-1630	Film: Acquisition of Agents (Parts I - V)	

Wednesday, 16 October

0900-1015	Legislative Relationships	Warner
1045-1200	Forecast of Intelligence Support Needed in Policy Determination	[redacted]
1300-1415	The Collection Guidance Staff 25X1	Hitchcock
1445-1600	The Collection Factor	Panel [redacted]
1600-1630	Seminar meetings 25X1	

S-E-C-R-E-T

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Thursday, 17 October

0900-1010	Indications Intelligence: NIC; Current Status	[redacted]
1030-1200	Military Intelligence: (DIA-CIA Interrelationships)	
1235	Film: Photography in the USAF (Optional)	
1300-1410	State Department Intelligence	
1430-1545	Photographic Intelligence: Role of the NPIC	Lundahl
1550-1630	Seminar meetings	

Friday, 18 October

0900-1030	Research and Reference Facilities: Problems and future developments	[redacted] 25X1
1045-1400	The Production Factor: Problems and responsibilities of CIA in the production of National and other categories of Intelligence.	(1045-1110) [redacted] (1115-1140) [redacted] (1145-1210) Chamberlain (1300-1325) [redacted] 25X1 (1330-1355) Kent
1415-1530	Panel Discussion	
1600-1630	Seminar meetings	

SECOND WEEK
Monday, 21 October

0900-1015	The Clandestine Services: Intra-Agency relationships	[redacted] 25X1
1030-1115	The DDS&T Mission	Wheelon
1130-1200	Role of the Computer in Analysis	Becker
1300-1415	The Support Function and Role in CIA	White
1435-1455	Film: Small Town	
1505-1605	Security of Intelligence	Bannerman
1610-1630	Seminar meetings	

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Tuesday, 22 October

0900-1000	Personnel Policies and Problems	Echols
1020-1120	Logistical Support Activities	
1130-1200	Area Film: Latin America	
1300-1400	The Agency's Fiscal Program	
1430-1530	Medical Support of Agency Activities	
1545-1630	Seminar meetings	

25X1

Wednesday, 23 October

0900-1000	Training Trends and Developments	
1020-1120	Management in an Intelligence Agency	
1130-1200	Seminar meetings	
1300-1415	International Communism: Current Status	
1430-1630	Counterinsurgency Film: The Village Refuses to Die	

Thursday, 24 October

0900-1000	Foreign Intelligence Organizations: The U.S.S.R.	
1020-1120	Foreign Intelligence Organizations: The U.K.	
1130-1200	DODS: Present Status	
1300-1430	Film: Acquisition of Agents (Parts VI-VIII)	
1430-1630	Preparation of Seminar Reports	

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Friday, 25 October

0900-1200	Seminar Reports	
1315-1430	Critique and Final Administration	
1445	Closing Address	Gen. Carter

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STAT

SUSPENSE - 11 October

I called [redacted] in [redacted] office on 10 Sep, told her I had brought this matter up with General Carter but that he had given neither a yes nor a no reply -- that we would put the memo in suspense for about a week before the course and bring it up with General Carter again; and that we would be in touch with OTR at that time.

Barbara (10 Sep)

[redacted]

ILLEGIB

STAT

[redacted]

Pls note that ExDir is addressing the course at the beginning -- I thought ExDir and DDCI agreed that usually they would not both address the same group ? ? ? ?

rita

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63-3709

DTR 3015

Executive Registry
63-6785

29 August 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Invitation to address the Intelligence Review

1. The Office of Training will present the fall running of the Intelligence Review in October. This seminar for senior Agency personnel reviews the current state of the intelligence profession, examines organizational changes and interrelationships, and considers future trends.

2. I should like to invite you to address the class again at its closing session on Friday, 25 October at ~~1445~~ 11:45 that afternoon.

25X1

MATTHEW BAIRD
Director of Training

ATTACHMENT: Intelligence Review schedule

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INTELLIGENCE REVIEW (7)
14 - 25 October 1963

DRAFT
21 Aug '63

25X1

FIRST WEEK
Monday, 14 October

0845-0930	Registration; Introduction to the Course	[redacted]
0945-1030	Some Current Challenges to the U.S.	
1050-1200	An Appraisal of the Central Intelligence Concept	Kirkpatrick
1300-1340	Film: Watch on the Mekong	
1400-1445	Office of the Inspector General	Earman
1500-1600	Management in an Intelligence Agency	[redacted]
1610-1630	Seminar Organizations: Appointment of Chairman	

25X1

Tuesday, 15 October

0900-1010	Role of Intelligence in the Formulation of National Security Policy	Cooper
1030-1200	Role of the DD/I	Cline
1300-1330	Seminar meetings	
1345-1500	The Coordinating Factor: Current Approach to problems of coordination in the Intelligence Community	[redacted]
1515-1630	Film: Acquisition of Agents (Parts I, II, III, IV and V)	

25X1

Wednesday, 16 October

0900-1015	Legislative Relationships	Houston
1045-1200	Forecast of Intelligence Support Needed in Policy Determination	[redacted]
1300-1415	The Collection Guidance Staff	Hitchcock
1445-1600	The Collection Factor	Panel
1600-1630	Seminar meetings	[redacted]

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GROUP 1
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Thursday, 17 October

0900-1010	Indications Intelligence: NIC; Current Status	[redacted]
1030-1200	Military Intelligence: (DIA-CIA Interrelationships)	
1300-1410	State Department Intelligence	
1430-1545	Photographic Intelligence: Role of the NPIC	Lundahl
1550-1630	Seminar meetings	

Friday, 18 October

25X1

0900-1030	Research and Reference Facilities: Problems and future developments	[redacted]
1045-1400	The Production Factor: Problems and responsibilities of CIA in the production of National and other categories of Intelligence.	Panel (1045-1110) Guthe (1115-1140) [redacted] (1145-1210) (1300-1325) (1330-1355) Kent
1415-1530	Panel Discussion	
1600-1630	Seminar meetings	

25X1

SECOND WEEK
Monday, 21 October

25X1

0900-1015	The Clandestine Services: Intra-Agency relationships	[redacted]
1030-1115	The DDS&T Mission	Wheelon
1130-1200	Role of the Computer in Analysis	Becker
1300-1415	The Support Function and Role in CIA	White
1435-1455	Film: Small Town	
1505-1605	Security of Intelligence	Bannerman
1610-1630	Seminar meetings	

Tuesday, 22 October

0900-1000	Personnel Policies and Problems	Echols
1020-1120	Logistical Support Activities	[redacted]

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Tuesday, 22 October (Cont'd)

1130-1200 Area Film: Latin America

1300-1400 The Agency's Fiscal Program

1430-1530 Medical Support of Agency Activities

1545-1630 Seminar meetings

Wednesday, 23 October

0900-1000 Training Trends and Developments

1020-1120 The HIC

1130-1200 Seminar meetings

1300-1415 International Communism: Current Status

1430-1630 Counterinsurgency

Thursday, 24 October

0900-1000 Foreign Intelligence Organizations: The U.K.

1020-1120 Foreign Intelligence Organizations: The U.S.S.R.

1130-1200 DODS: Present Status

1300-1430 Film: Acquisition of Agents (Parts VI, VII and VIII)

1430-1630 Preparation of Seminar Reports

Friday, 25 October

0900-1200 Seminar Reports

1315-1430 Critique and Final Administration

1445 Closing Address

25X1

Pfortzheimer

25X1

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Barnes

Gen. Carter

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DD/S 63-3709

Executive Registry
63-6785

29 August 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Invitation to address the Intelligence Review

1. The Office of Training will present the fall running of the Intelligence Review in October. This seminar for senior Agency personnel reviews the current state of the intelligence profession, examines organizational changes and interrelationships, and considers future trends.

2. I should like to invite you to address the class again at its closing session on Friday, 25 October at 1445 that afternoon.

MATTHEW BAIRD
Director of Training

ATTACHMENT: Intelligence Review schedule

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NOTES FOR GENERAL CARTER'S WELCOMING REMARKS

These points are suggested for development in General Carter's seven minute welcoming remarks:

A. Comments on CIA's Place in The National War College Curriculum for 63-64

If not mentioned by General Wooten, recognition would appear to be in order that this session will be the third "exposure" to CIA speakers during NWC's Course Number 3, entitled "Formulation of National Security Policy."

(1) Mr. McCone addressed the combined classes of The National War College and the Industrial College of the Armed Forces on Wednesday morning, 9 October.

(2) Mr. Kirkpatrick will have talked with NWC on Friday afternoon, 11 October--immediately prior to this program.

B. Comments on the Likelihood that the Visit to Headquarters Building can now be considered as an Annual Affair

(1) As indicators of the latter, we have:

(a) The apparent success of last spring's initial visit and

(b) A return this fall.

C. Comments on Modifications from Last Year

(1) General Griswold expressed particular interest in having the '63-'64 class hear about:

(a) The Agency's role and capabilities in counterinsurgency.

(b) The technical intelligence presentation, and

(c) The photographic intelligence coverage.

(2) We have targeted our presentations to cover these specific topics; two this morning and a third in the afternoon.

(3) After luncheon, each of our guests will have the opportunity to visit two areas within the Building. One is an exhibit of Agency publications and intelligence products and the other is a display of covert paramilitary equipment. I sincerely hope that our day will prove highly worthwhile.

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(This Notice is NOT to be filed in Agency manuals. Please comply and destroy.)

LOGISTICS

30 September 1963

ANNUAL VISIT OF NATIONAL WAR COLLEGE CLASS TO HEADQUARTERS BUILDING

1. The Student Body, Faculty, and Directing Staff of the 1963-64 Class of The National War College will be guests of the Agency on Monday, 14 October 1963. The annual visit is scheduled considerably earlier in the academic year than was the case for the 1962-63 class.

2. The group will arrive by bus at 8:45 a.m. and will be admitted via the tunnel entrance for a morning academic program in the CIA Auditorium. After luncheon in the North Cafeteria, the group will be divided for visits to selected areas on the first and ground floors in the south end of the building. At midafternoon the group will reassemble for a final CIA presentation in the Auditorium and depart shortly after 4:00 p.m.

3. The presence of 160 senior military and civilian guests requires adjustments and cooperation on the part of Agency employees, particularly during the luncheon hours. These are the changes for 14 October only:

a. North Cafeteria will be used exclusively by the conference group and by Agency alumni of The National War College and other Agency hosts, during the lunch period.

b. Other official visitors will be permitted the use of the North Dining Room if accompanied by Agency employees. The building exit near the North Cafeteria will be locked.

c. Agency employees not involved with visitors will be expected to use the South Cafeteria. The Cafeteria Manager has urged fuller use of the South Cafeteria during the slack periods, 11 - 11:45 a.m. and after 1 p.m.

4. All employees are requested to cooperate in observing these necessary adjustments during the luncheon hours. The Agency wishes to extend complete hospitality to The National War College guests and to other official visitors who will be here on 14 October, and to make their visit an impressive and successful occasion.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Deputy Director
for Support

DISTRIBUTION: ALL EMPLOYEES

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General Carter:

You indicated you wished to see the exhibits at Area A and Area B, mentioned on the attached, either on Thursday or Friday of this week if they were completed at that time. The exhibit at Area A will not be ready until about 11:00 on Monday morning. The man in charge of setting up the exhibit said that if you wished to see it then, he felt there would still be time to remove and/or adjust anything which displeased you prior to the time the NWC group would visit the area (at 1:30). OK

Re the static display at Area B, it will not be set up until late Friday afternoon, at the earliest. OK

Will you plan to wait until Monday at 11:00 to see both displays? Yes __ No ✓

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MORNING

0845-0855	Arrival and processing of guests, Tunnel Entrance.
0855-0900	Assembly in CIA Auditorium.
0900-0910	Welcome by Lieutenant General Marshall S. Carter, USA, Deputy Director of Central Intelligence. Introduction by Major General Sidney C. Wooten, USA, Deputy Commandant for Military Affairs, National War College.
0910-0950	"Soviet Missile and Space Problem--An Example of S&T Intelligence," Dr. Albert D. Wheelon, Deputy Director for Science and Technology, CIA. Introduction by Mr. Lyman B. Kirkpatrick, Executive Director, CIA.
0950-1020	Question period, moderated by Colonel David E. Milotta, USA.
	25X1
1020-1045	Coffee
1045-1125	"The Agency's Role and Capabilities in Counterinsurgency," [redacted] Special Group Assistant for Counterinsurgency, CIA. Introduction by Mr. Lyman B. Kirkpatrick.
1125-1140	Break
1140-1210	Question period, moderated by Colonel Charles F. Knierim, USAF.
1210-1215	Summary and administrative comments, Mr. Lyman B. Kirkpatrick.

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AFTERNOON

1215-1230	Movement, via tunnel and escalator, to luncheon in North Cafeteria.
1230-1320	Luncheon with CIA Alumni of National War College and program participants.
1320-1330	Preparation for group visits and movement of sections to areas of interest, accompanied by CIA Alumni of National War College.
1330-1410	Section I. Visit to Area A, room 1A-07. Exhibit of intelligence products, including panorama of publications produced by CIA. Section II. Visit to Area B, room GE-0418A. Display of covert paramilitary equipment.
1410-1415	Movement of each section to second area. Leave first floor via Stairway No. 3 (1C-07). Leave ground floor via Stairway No. 4 (GD-29).
1415-1455	Section I. Area B, Room GE-0418A. Section II. Area A, Room 1A-07.
1455-1500	Sections reassemble in CIA Auditorium.
1500-1545	"The Agency's Role in the Evolution of Photographic Intelligence." Mr. Arthur C. Lundahl, Chief, National Photographic Intelligence Center, CIA. Introduction by Mr. Lyman B. Kirkpatrick.
1545-1600	Question period, moderated by Colonel Robert C. Cassibry, USA.
1600	Closing remarks. Lieutenant General Francis P. Griswold, Commandant, National War College.
By 1610	Departure.

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Monday, 14 October Visit of National War College Class
Reserved Seating - Auditorium
(Right to Left Facing Stage)

At lunch table w/DDCI

A101 Lt. General Marshall Carter, USA

A102 Lt. General Francis Griswold, USAF, NWC Commandant

A103 Rear Admiral William A. Sutherland, Jr., USN, Deputy - Academic

A104 Major General Sidney C. Wooten, USA, Deputy - Military

A105 Ambassador Winthrop G. Brown, Dept. of State, Deputy - Foreign Affairs

A106 Dr. Albert Wheelon - First Morning Speaker

A107 [redacted] - Second Morning Speaker STAT

A108 Dr. Arthur Lundahl - Afternoon Speaker

A109 [redacted] Acting Director of Training STAT

At lunch table w/DDCI

B101 Colonel Victor N. Cabas, USAF (Student - Executive Council)

B102 Colonel Samuel McC. Goodwin, USA (Student - Executive Council)

B103 Captain Percival W. Jackson, USN (Student - Executive Council)

B104 Mr. Herman Pollack, Dept. of State (Student - Executive Council)

B105

B106 Colonel Milton Taylor, USA (Executive Officer)

B107 Mr. James Gustin, Dept. of State (NWC Project Officer)

B108 Colonel David E. Milotta, USA (First Moderator)

B109 Colonel Charles Knierim, USAF (Second Moderator)

B110 Colonel Robert Cassibry, USA (Third Moderator)

A6 [redacted] STAT

NOTE: Commandant and his Deputies, plus student members of Executive Council will occupy Luncheon Table No. 1 with General Carter and Jack Earman.

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LUNCHEON TABLE ASSIGNMENTS

Table No.			
1	Lt. General Carter	Mr. Earman	
2	Mr. Kirkpatrick	Mr. Cooper	
3	Mr. Borel	Colonel Stevens	
4	Colonel White	[redacted]	STAT
5	Mr. Karamessines	Mr. Edwards	
6	Dr. Wheelon	*Colonel Milotta	
7	Mr. Cline	[redacted]	STAT
8	Mr. Morell	Mr. Warner	
9	[redacted]	[redacted]	STAT
10	Mr. Houston	Mr. Blake	
11	[redacted]	*Colonel Knierim	
12	Mr. Lundahl	*Colonel Cassibry	
13	[redacted]	[redacted]	STAT
14	Mr. Lloyd		
15	[redacted]	*Colonel Taylor	
16	Mr. Chamberlain	*Lt. Colonel Goldner	
17	[redacted]	[redacted]	STAT
18		Mr. King	
19		*Mr. Gustin	
20		[redacted]	STAT

STAT STAT STAT STAT

*From NWC Staff and Faculty

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NATIONAL WAR COLLEGE

CLASS OF 1963-64

VISIT

CIA HEADQUARTERS

LANGLEY, VIRGINIA

14 OCTOBER, 1963

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The Central Intelligence Agenc
extends a most cordial welcom
to the Class of 1963-64
of the National War College.

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ADMINISTRATIVE NOTES

Smoking. During your visit here, smoking will be permitted except while you are in the Auditorium or visiting displays in Rooms 1A-07 and GE-0418A.

Facilities. Public telephones, drinking fountain, and restrooms are located in the downstairs area of the Auditorium. Telephone calls on government code may be placed at the rear of the Auditorium; this phone is also being held open for relaying any emergency calls from The National War College.

Purchase Items. A cigarette machine has been placed in the tunnel area (where you received your badge and programs). When you visit the exhibit in 1A-07 you will be next to a vending area for purchase of cigarettes, soft drinks, candy, etc. A coin changer is also available.

Upon Departure. The badge and classified program issued you will be collected outside the Auditorium. You may retain the personal brochure; should you temporarily mislay it when here, please check with your Executive Officer in a day or so. Some of you may prefer to claim your hat as you re-enter the Auditorium; if not, the hat rack will be relocated for your convenience near the departure area.

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NATIONAL WAR COLLEGE

CLASS OF 1964

Lt. Gen. Marshall S. Carter

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THE CENTRAL INTELLIGENCE AGENCY

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THE CENTRAL INTELLIGENCE AGENCY

The United States has carried on intelligence activities since the days of George Washington, but only after World War II have they been systematized on a government-wide basis.

The organization first formed for this purpose was authorized in a letter-directive dated 22 January 1946, in which President Harry S. Truman instructed the Secretary of State (James F. Byrnes), the Secretary of War (Robert P. Patterson), the Secretary of the Navy (James V. Forrestal), and his own personal representative (Admiral William D. Leahy), to constitute themselves as the "National Intelligence Authority." The Authority was directed to plan, develop, and coordinate "all Federal foreign intelligence activities" in order to "assure the most effective accomplishment of the intelligence mission related to the national security." The members of the Authority assigned persons and funds from their departments to form the "Central Intelligence Group," which was the operating body for the NIA. The "Group" was headed by a "Director of Central Intelligence" appointed by the President.

The National Intelligence Authority (NIA) and its operating component, the Central Intelligence Group (CIG), were in existence for twenty months in 1946 and 1947. Under the terms of the National Security Act of 1947 (which became effective on 18 September 1947), they were superseded by the National Security Council (NSC) and the Central Intelligence Agency (CIA).

The first Director of Central Intelligence was Rear Admiral Sidney W. Souers, U.S. Naval Reserve, who served as head of the Central Intelligence

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Group from 23 January 1946 to 7 June 1946. The second was General Hoyt S. Vandenberg, U.S. Air Force, who served from 10 June 1946 until 1 May 1947. The third was Rear Admiral Roscoe H. Hillenkoetter, U.S.N., who served as head of the Group from 1 May 1947 until it became the Central Intelligence Agency on 18 September 1947, when he became the first Director of the Central Intelligence Agency. Admiral Hillenkoetter served as head of the Agency until 7 October 1950.

The fourth Director of Central Intelligence was General Walter Bedell Smith, U.S.A., who served from 7 October 1950 to 9 February 1953.

The fifth Director of Central Intelligence was Mr. Allen Welsh Dulles, who served as Director from 26 February 1953 to 29 November 1961.

Mr. John Alex McCone, the present Director of Central Intelligence, was designated for that position by President Kennedy on 27 September 1961. He was given a recess appointment and sworn into office on 29 November 1961 in the White House. The oath of office was administered by Earl Warren, the Chief Justice of the United States. Mr. McCone's nomination was unanimously approved by the Senate Armed Services Committee following a public hearing held on 18 January 1962, and the Senate confirmed his nomination on 31 January 1962.

The Deputy Director of Central Intelligence is Lieutenant General Marshall Sylvester Carter, U.S.A. The White House announced on 9 March 1962 that the President had selected Major General Carter to be the Deputy Director of Central Intelligence. He was nominated by President Kennedy on 12 March 1962 and confirmed by the Senate on 2 April 1962, with the rank of Lieutenant General.

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There are four Deputy Directors for particular functional responsibilities in CIA, as follows: Deputy Director (Intelligence); Deputy Director (Plans); Deputy Director (Research); and Deputy Director (Support).

The CIA's headquarters building is located in Langley, near McLean, Virginia. Its post office address is Washington 25, D.C.

The responsibilities of the CIA derive from two acts of Congress -- the National Security Act of 1947 (Public Law 253, 26 July 1947), as amended; and the Central Intelligence Agency Act of 1949 (Public Law 110, 20 June 1949), as amended. Section 102 (d) of the National Security Act states:

> "For the purpose of coordinating the intelligence activities of the several Government departments and agencies in the interest of national security, it shall be the duty of the /Central Intelligence/ Agency, under the direction of the National Security Council --
>
> "(1) to advise the National Security Council in matters concerning such intelligence activities of the Government departments and agencies as relate to national security;
>
> "(2) to make recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as relate to the national security;
>
> "(3) to correlate and evaluate intelligence relating to the national security, and provide for the appropriate dissemination of such intelligence within the Government using where appropriate existing agencies and facilities: Provided, That the Agency shall have no police, subpena, law-enforcement powers, or internal-security functions: Provided further, That the departments and other agencies of the Government shall continue to collect, evaluate, correlate, and disseminate departmental intelligence: And Provided further, That the Director of Central Intelligence shall be responsible for protecting intelligence sources and methods from unauthorized disclosure;
>
> "(4) to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security

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Council determines can be more efficiently accomplished centrally;

"(5) to perform such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct."

The National Security Act, as amended, specified that both the Director of Central Intelligence and the Deputy Director shall be appointed by the President, subject to confirmation by the U.S. Senate. An amendment of 4 April 1953 authorized such appointments to be made either from individuals in civilian life or from commissioned officers of the armed services, whether in active or retired status, provided that "at no time shall the two positions ... be occupied simultaneously by commissioned officers ..."

A further act of 1956 (the Federal Executive Pay Act, Public Law 854) established the annual basic compensation of the Director and the Deputy Director at $21,000 and $20,500, respectively.

The Central Intelligence Agency Act of 1949 (Public Law 110, 20 June 1949) supplemented the National Security Act with respect to the Central Intelligence Agency as follows:

(1) exempted the Agency, in the interest of "the security of foreign intelligence activities of the United States," from such existing Federal laws as require "the publication or disclosure of the organization, functions, names, official titles, salaries, or numbers of personnel employed by the Agency";

(2) specified that the appropriations or other moneys made available to the Agency "may be expended without regard to the provisions of law and regulations relating to the expenditure of Government funds"; and that "for objects of a confidential, extraordinary, or emergency nature, such expenditures to be accounted for solely on the certificate of the Director, and every such certificate shall be deemed a sufficient voucher for the amount therein certified";

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(3) permitted the Agency to negotiate purchases and contracts without advertising under certain conditions, such as for supplies or services the nature of which should not be publicly disclosed;

(4) permitted the Agency to transfer to and receive funds from other Government agencies, for activities authorized under the National Security Act, including the reimbursement to other agencies for personnel assigned or detailed to the Agency;

(5) permitted the Agency to contract for special research or instruction for Agency personnel at outside institutions;

(6) provided for special travel allowances and related expenses for Agency personnel assigned to duty outside the United States;

(7) granted the Director of Central Intelligence authority to approve the entry into the United States of certain aliens and their families, up to one hundred persons annually, subject to the determination (by the Director, the Attorney General, and the Commissioner of Immigration and Naturalization) that such entry is "in the interest of national security or essential to the furtherance of the national intelligence mission"; and

(8) by an amendment in 1951, authorized the Agency to employ up to fifteen retired officers of the Armed Services who have been retired for reasons other than physical disability, and provided that such officers could elect to receive either their retired pay or Agency compensation.

Under these acts of Congress, the Director of Central Intelligence is the Government's principal intelligence officer. He serves as the principal adviser to the President and the National Security Council on all matters of intelligence related to the national security. CIA's responsibilities are carried out subject to various directives and controls by the President and the National Security Council.

One such directive, issued on 16 January 1962 by President Kennedy to the Director of Central Intelligence (with copies to the Secretaries of State and Defense, the Attorney General, and the Chairman of the

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Atomic Energy Commission), further defines the responsibilities of the DCI as follows:

"In carrying out your newly assigned duties as Director of Central Intelligence it is my wish that you serve as the Government's principal foreign intelligence officer, and as such that you undertake, as an integral part of your responsibility, the coordination and effective guidance of the total United States foreign intelligence effort. As the Government's principal intelligence officer, you will assure the proper coordination, correlation, and evaluation of intelligence from all sources and its prompt dissemination to me and to other recipients as appropriate. In fulfillment of these tasks I shall expect you to work closely with the heads of all departments and agencies having responsibilities in the foreign intelligence field.

"In coordinating and guiding the total intelligence effort, you will serve as Chairman of the United States Intelligence Board, with a view to assuring the efficient and effective operation of the Board and its associated bodies. In this connection I note with approval that you have designated your deputy to serve as a member of the Board, thereby bringing to the Board's deliberations the relevant facts and judgments of the Central Intelligence Agency.

"As directed by the President and the National Security Council, you will establish with the advice and assistance of the United States Intelligence Board the necessary policies and procedures to assure adequate coordination of foreign intelligence activities at all levels.

"With the heads of the Departments and Agencies concerned you will maintain a continuing review of the programs and activities of all U.S. agencies engaged in foreign intelligence activities with a view to assuring efficiency and effectiveness and to avoiding undesirable duplication.

"As head of the Central Intelligence Agency, while you will continue to have over-all responsibility for the Agency, I shall expect you to delegate to your principal deputy, as you may deem necessary, so much of the direction of the detailed operation of the Agency as may be required to permit you to carry out your primary task as Director of Central Intelligence.

"It is my wish that you keep me advised from time to time as to your progress in the implementation of this directive

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and as to any recommendations you may have which would facilitate the accomplishment of these objectives."

The Director of Central Intelligence, as the President's representative, and as the Government's principal intelligence officer, is chairman of the United States Intelligence Board. The Deputy Director of Central Intelligence is a member, representing the CIA. The other members are the heads of the intelligence organizations in the Departments of State, Army, Navy, and Air Force; the Director of the Defense Intelligence Agency; the Director of the National Security Agency; the Director for Intelligence of the Joint Staff, Joint Chiefs of Staff; and representatives of the Atomic Energy Commission and the Federal Bureau of Investigation.

Acting in consultation with the U.S. Intelligence Board, the Director of Central Intelligence makes recommendations to the National Security Council concerning the intelligence structure of the Government as a whole, to insure that each element is functioning properly in the national intelligence effort.

Similarly, after coordination with that Board, the Director presents to the National Security Council "National Intelligence Estimates," prepared by the Central Intelligence Agency working with representatives of other governmental intelligence organizations and, at times, with cleared civilian experts. These estimates cover specific foreign situations of national security concern, or the world situation generally. They may embody a unanimous opinion, or may contain dissenting views by one or more of the participants.

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By means of these coordinated estimates, along with related types of intelligence reports and evaluations, the Central Intelligence Agency exercises its responsibility to insure that the information going to the President and his principal advisers on foreign policy and national defense -- the members of the National Security Council -- is timely, consistent, and complete. The CIA brings together the judgment of intelligence officers in all departments and agencies on the major issues of fact and interprets them for the benefit of the President and his advisers.

In addition to its coordination activities, the CIA provides various "services of common concern" to the U.S. intelligence organization generally. It conducts independent research in fields of economic and scientific intelligence; monitors foreign news and propaganda broadcasts; and collects intelligence abroad. It also provides specialized library and translation services, including both mechanized and manually operated data-processing facilities, to the various elements of the U.S. intelligence organization.

CIA's facilities and techniques for the indexing, abstracting, translation, storage, and retrieval of intelligence information have been praised as "the most comprehensive information system now in operation," by the Committee on Government Operations of the U.S. Senate, in its report of 24 May 1960 entitled "Documentation, Indexing, and Retrieval of Scientific Information." Among the features of this system described at length in that report (pp. 16 ff. and 62 ff.) are specialized miniature photography, facsimile-printing devices, and punch card indexes extending

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to more than 40 million cards, used for retrieving documents automatically.

The Central Intelligence Agency does not duplicate and rival the existing intelligence organizations of the Department of State, the Department of Defense, or other U.S. Government agencies. It makes maximum use of the resources of existing agencies. It helps put an end to unnecessary duplication.

Applicants for Central Intelligence Agency employment are given a full security investigation after they have been provisionally approved, following preliminary tests. Some are eliminated because they drink too much, talk too much, or have relatives behind the Iron Curtain which may make the applicants subject to foreign pressure; others are screened out because they have contacts which render them undesirable for service in this highly sensitive Agency.

Because of the nature of its duties, required by law and by considerations of national security, the Central Intelligence Agency does not confirm or deny published reports, whether true or false, favorable or unfavorable to the Agency or its personnel; never alibis; never explains its organization; never identifies its personnel, except for the few in the top echelons; and does not discuss its budget, its methods of operation, or its sources of information.

The Central Intelligence Agency is directly accountable to Presidential authority and control. This accountability is exercised in a number of ways, notably through the National Security Council, which is privy to CIA's activities and programs generally; through the Bureau of the Budget, on fiscal matters; and by the President's Foreign Intelligence Advisory Board.

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The Foreign Intelligence Advisory Board was established by President Kennedy on 4 May 1961. It represents a reactivation, with broadened terms of reference, of the President's Board of Consultants on Foreign Intelligence Activities, which had been established by President Eisenhower in 1956, in line with recommendations made in 1955 by the Hoover Commission. The Board of Consultants was headed, first, by Dr. James R. Killian, Jr. (president of the Massachusetts Institute of Technology), from January 1956 to February 1958. He was succeeded by Major General John E. Hull, U.S.A. (Ret.), on 28 February 1958. Dr. Killian returned as chairman when the new Board was named by President Kennedy, and served from May 1961 to April 1963. He was succeeded by Mr. Clark M. Clifford, Washington, D.C., attorney, on 23 April 1963.

The Board's functions, defined by Executive Order of 4 May 1961 are:

> "... The function of the Board shall be to advise the President with respect to the objectives and conduct of the foreign intelligence and related activities of the United States which are required in the interests of foreign policy and national defense and security. ... In the performance of its advisory duties, the Board shall conduct a continuing review and assessment of all functions of the Central Intelligence Agency, and of other executive departments and agencies having such or similar responsibilities in the foreign intelligence and related fields, and shall report thereon to the President each six months or more frequently as deemed appropriate. The Director of Central Intelligence and the heads of other departments and agencies concerned shall make available to the Board any information with respect to foreign intelligence matters which the Board may require for the purpose of carrying out its responsibilities to the President. The information so supplied to the Board shall be afforded requisite security protection as prescribed by the provisions of applicable laws and regulations."

On appropriations and related legislative matters, the Director of Central Intelligence has contact with several committees of the Congress,

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particularly the House and Senate Appropriations Committees, the House and Senate Armed Services Committees, and their respective subcommittees dealing with CIA affairs.

President Eisenhower, speaking on 3 November 1959 on the occasion of the cornerstone laying at CIA's new headquarters building at Langley, Virginia, characterized CIA's work as follows:

> "... In war nothing is more important to a commander than the facts concerning the strength, dispositions and intentions of his opponent, and the proper interpretation of those facts. In peacetime the necessary facts are of a different nature. They deal with conditions, resources, requirements and attitudes prevailing in the world. They are essential to the development of policy to further our long term national security and best interests. To provide information of this kind is the task of the organization of which you [members of CIA] are a part.
>
> "No task could be more important.
>
> "Upon the quality of your work depends in large measure the success of our effort to further the nation's position in the international scene.
>
> "By its very nature the work of this agency demands of its members the highest order of dedication, ability, trustworthiness and selflessness -- to say nothing of the finest type of courage, whenever needed. Success cannot be advertised: failure cannot be explained. In the work of Intelligence, heroes are undecorated and unsung, often even among their own fraternity. Their inspiration is rooted in patriotism -- their reward can be little except the conviction that they are performing a unique and indispensable service for their country, and the knowledge that America needs and appreciates their efforts. I assure you this is indeed true. ..."

President Kennedy, speaking to the personnel of CIA at its headquarters, Langley, Virginia, on 28 November 1961, said:

> "Your successes are unheralded -- your failures are trumpeted. ... But I am sure you realize how important is your work, how essential it is -- and in the long sweep of history how significant your efforts will be judged. So I do want to express my appreciation to you now, and I am

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confident that in the future you will continue to merit the appreciation of our country, as you have in the past."

The American Legion, at its 42nd National Convention at Miami Beach, Florida, on 18 October 1960, adopted the following resolution on the Central Intelligence Agency:

"WHEREAS, the American military intelligence effort in the past seven years has taken great strides toward fully apprising the government of the United States of the true status of the military strength of our communist enemies, and

"WHEREAS, the effect of this intelligence effort has been to immeasurably strengthen the American military position and prepare this nation to more effectively meet the communist challenge, and

"WHEREAS, the continuance of this intelligence effort is an absolute necessity in order to adequately protect our nation against the type of surprise attack characterized by the Pearl Harbor incident,

"NOW, THEREFORE, BE IT RESOLVED that the American Legion in National Convention assembled in Miami Beach, Florida, October 17-20, 1960, urges the full continuation of the American intelligence effort in every particular deemed effective for the protection of our nation, and expresses full confidence in the Central Intelligence Agency, for its foresight in providing for the protection of our nation against surprise attack by our enemies."

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THE DIRECTORS OF CENTRAL INTELLIGENCE

Rear Admiral Sidney W. Souers, USNR
23 January 1946 - 7 June 1946

Lieutenant General Hoyt Sanford Vandenberg, USAAF
10 June 1946 - 1 May 1947

Rear Admiral Roscoe Henry Hillenkoetter, USN
1 May 1947 - 7 October 1950

Lieutenant General (later General) Walter Bedell Smith, USA
7 October 1950 - 9 February 1953

Mr. Allen Welsh Dulles
26 February 1953 - 29 November 1961

Mr. John Alex McCone
29 November 1961 -

THE DEPUTY DIRECTORS OF CENTRAL INTELLIGENCE

Mr. Kingman Douglass
1 February 1946 - 11 July 1946

Brigadier General (later Major General) Edwin Kennedy Wright, USA
July 1946 - 10 March 1949

Mr. William Harding Jackson
2 October 1950 - 3 August 1951

Mr. Allen Welsh Dulles
23 August 1951 - 26 February 1953

Lieutenant General (Later General) Charles Pearré Cabell, USAF
23 April 1953 - 31 January 1962

Lieutenant General Marshall Sylvester Carter, USA
3 April 1962 -

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JOHN ALEX MCCONE

John Alex McCone, the sixth Director of Central Intelligence and the fourth Director of the Central Intelligence Agency, was designated for that position by President John F. Kennedy on 27 September 1961. He was given a recess appointment and sworn into office on 29 November 1961, in the White House, by the Chief Justice of the United States, Earl Warren. On 15 January 1962 President Kennedy submitted the nomination of Mr. McCone to the United States Senate. After a public hearing on 18 January 1962 he was unanimously approved by the Senate Armed Services Committee. On 31 January 1962 his appointment was confirmed by the United States Senate.

President Kennedy, at the swearing-in ceremony on 29 November 1961, said:

> "I want to say what an honor it is and what a pleasure it is to have Mr. McCone back in the national service.
>
> "This appointment, ... that he was willing to take it, indicates how important it is, and how important I feel it is, as well as members of the Government and Members of Congress believe it to be.
>
> "He has not only the responsibility as Director of CIA, but also coordinating the work of all the Intelligence community, and I know that he will give his attention to both these functions upon which so much of our security depends.
>
> "We want to welcome you here and to say that you are now living on the bull's eye, and I welcome you to that spot."

On 27 September 1961, at Newport, R. I., the President announced that he would name Mr. McCone to succeed Mr. Allen W. Dulles as Director of Central Intelligence and Chairman of the U.S. Intelligence Board. The President said:

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"We (the President and Mr. Dulles) are both extremely pleased and satisfied that Mr. John McCone, who has served his country in important positions of responsibility, as Undersecretary of the Air Force in the administration of President Truman, as Chairman of the Atomic Energy Commission in the administration of President Eisenhower, has agreed to once more come and accept a position of high responsibility.

"He has had broad experience. Coming once again to Washington represents a real sacrifice for him. I know that all of us who are concerned with our present responsibilities are extremely happy to have his counsel, extremely happy to have him associated with us.

"He will come, in about two weeks, and work with Mr. Dulles, and in November (1961) will assume the responsibility."

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Mr. McCone's official service with the U.S. government dates from the fall of 1947, when he was appointed by President Harry S. Truman as a member of the President's Air Policy Commission, of which Thomas K. Finletter was chairman. In that position Mr. McCone helped to formulate the military-preparedness aspects of the Commission's report, "Survival in the Air Age," issued on 1 January 1948. From March to November 1948 he served as Special Deputy to Secretary of Defense James V. Forrestal, and handled the preparation of the first two budgets of the newly established Department of Defense. In May 1950 he was appointed Under Secretary of the Air Force, with special responsibilities for the aircraft procurement program and the construction of overseas bases, including the planning of the base complexes at Thule, Greenland, and in North Africa. Upon his resignation in October 1951 to return to private life, Mr. McCone was presented the Exceptional Civilian Service Award, which cited him for his part in the doubling of American military aircraft production during that critical year of the Korean War.

During President Dwight D. Eisenhower's administration Mr. McCone served in a number of capacities. In 1954 he was a member of Secretary of State Dulles's Public Committee on Personnel (the Wriston Committee), which was concerned with increasing the effectiveness of the career services of the Department of State, both in Washington and abroad. On 6 June 1958 President Eisenhower nominated him for a five-year term as a member of the United States Atomic Energy Commission. The nomination was approved by the U.S. Senate on 9 July, and on 14 July 1958 he took office and was designated as Chairman of the Commission. He served until

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the close of President Eisenhower's administration in January 1961, when he resigned to return to private life.

Mr. McCone has participated in a number of civic, philanthropic, and educational activities. He has been a director of the Stanford Research Institute, a trustee of the California Institute of Technology, and a regent of the Loyola University (Los Angeles), and he was one of the founders and the first president of the Los Angeles World Affairs Council, established in 1954. In 1955 Pope Pius XII made Mr. McCone a Knight of St. Gregory, and in 1956 awarded him the Grand Cross of the Order of St. Sylvester. In March 1956 Mr. McCone served as President Eisenhower's Personal Representative to the Vatican at the Pope's 80th birthday celebration, and in 1958, with Secretary of State John Foster Dulles and Mrs. Clare Boothe Luce, he represented the President at the funeral of Pope Pius XII.

Mr. McCone has honorary degrees from several universities including the University of California, Notre Dame University, Fordham University, Clarkson College of Technology, and the Catholic University of America.

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LIEUTENANT GENERAL MARSHALL SYLVESTER CARTER, U.S. ARMY

Marshall Sylvester Carter, Lieutenant General, United States Army, became the Deputy Director of Central Intelligence on 3 April 1962.

On 9 March 1962 the White House announced that President John F. Kennedy had selected General Carter to be Deputy Director of Central Intelligence, on the recommendation of Mr. McCone, the Director. On 12 March 1962 the President submitted General Carter's nomination, with the rank of Lieutenant General, to the United States Senate for confirmation. After public hearing he was approved by the Senate Armed Services Committee, on 29 March 1962, and was confirmed by the Senate, on 2 April 1962. On 3 April 1962 he was sworn into office at CIA Headquarters.

General Carter was born at Fortress Monroe, Virginia, on 16 September 1909, the son of Brig. Gen. and Mrs. C.C. Carter. He was graduated from the United States Military Academy in 1931, with the Bachelor of Science degree. In 1936 he received a Master of Science degree from the Massachusetts Institute of Technology. He was graduated in 1940 from the Coast Artillery School, and in 1950 from the National War College. He was married on 14 July 1934 to Preot Nichols. They have one son and two daughters.

During World War II General Carter served in Panama, in China, and in the War Department General Staff. In addition, in 1943 he was a member of the U.S. Delegation to the Cairo Conference of the Four Heads of State. From July 1945 to January 1946 he was stationed in the China Theater, first as Deputy G-5 at U.S. Theater Headquarters, in Chungking, and later as G-5, in Shanghai. He became Assistant Executive to the Assistant Secretary of War, in Washington, in January 1946, serving until March 1946.

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From March 1946 to March 1949 General Carter served with General George C. Marshall, first as special representative in Washington in General Marshall's China Mission and, from January 1947 on, as special assistant to Secretary of State Marshall. While at the Department of State he also served on the U.S. Delegations at the following international conferences: the Council of Foreign Ministers, in Moscow, 1947; the Inter-American Conference for Maintenance of Peace and Security, in Rio de Janeiro, 1947; the General Assembly of the United Nations, in New York City, 1947, and in Paris, 1948; and the Ninth International Conference of American States, in Bogota, Colombia, in 1948.

From March to July 1949 General Carter was on duty in London with American Ambassador Lewis W. Douglas, serving as his Deputy for Military Assistance Programs for Europe. Concurrently he served as Deputy Chairman of the European Correlation Committee. In these capacities he held the personal rank of Minister.

After a year on training and command assignments in 1949-50, in Washington and Japan, General Carter was transferred to the Department of Defense, where he served as Executive to Secretary of Defense George C. Marshall, 1950-51, and to his successor, Secretary Robert A. Lovett, 1951-52. Subseqently he held the following command positions in the United States and overseas, from 1952 to 1962:

Deputy Commanding General, U.S. Army Alaska and 71st Infantry Division, November 1952-May 1955;
Commanding General, 5th Anti-Aircraft Regional Command, Fort Sheridan, Illinois, June 1955-June 1956;
Deputy Commander, Anti-Aircraft Artillery Command, Ent Air Force Base, Colorado Springs, Colorado, June-November 1956;

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Chief of Staff, Continental Air Defense Command, Colorado Springs, Colorado, November 1956-December 1959;
Chief of Staff, North American Air Defense Command, Colorado Springs, Colorado, September 1957-December 1959;
Chief of Staff, Eighth U.S. Army Korea, December 1959-February 1961;
Commanding General, U.S. Army Air Defense Center, and Commandant, U.S. Army Air Defense School, Fort Bliss, Texas, March 1961-March 1962.

From Second Lieutenant, on 11 June 1931, General Carter became a temporary Brigadier General on 8 April 1947 and a Major General on 21 December 1955, with date of rank from 1 July 1951. On 2 April 1962 he was confirmed by the Senate in the rank of Lieutenant General. His decorations include the Distinguished Service Medal with Oak Leaf Cluster, the Legion of Merit with Oak Leaf Cluster, the Bronze Star Medal, and decorations from the Republic of China and the Netherlands.

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CONFIDENTIAL

9 October 1963

MEMORANDUM FOR: General Carter

SUBJECT : Suggested Comments for Clandestine Services Review Course, 1400, 9 October 1963

1. In general when giving the final talk to the Clandestine Services Review Course, I have couched it in broad terms as far as the future of the Agency and of the career service is concerned. I have not had a question period, so for your purposes I would think perhaps a few generalities, either before or after a question period, would be appropriate.

2. I would suggest that you briefly touch on the following subjects:

a. The continued necessity for all employees to develop increased professionalism, both through training and experience.

b. The fact that competition for promotion will become increasingly intense.

c. The fact that the Agency will continue to attempt to select out those who drop by the wayside or are less competent.

d. The fact that we should recognize that there will be continued pressures for the Agency to do more but that we should not expect additional money or manpower.

e. The absolute necessity for personnel security.

f. The fact that the Agency is going to look more and more to supervisors to be good managers.

g. The fact that the Agency offers the best career possibilities in the U.S. Government to those who are deserving.

STAT

Lyman B. Kirkpatrick
Executive Director

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REMARKS AT CLANDESTINE SERVICES REVIEW COURSE - 30 SEPTEMBER 1963

I HAVE KICKED OFF OR PRONOUNCED THE BENEDICTION AT SO MANY OF THESE CSR COURSES, I FEEL I SHOULD HAVE BEEN GRADUATED BY THIS TIME. BUT, WHEN UNCLE MATT ASKS ME DOWN REPEATEDLY, I'M ALWAYS FLATTERED, AND FIGURE IF YOU CAN STAND IT, I'M WILLING--WHICH REMINDS ME OF AN INCIDENT.

(TELL THE WITTING/WILLING STORY. MATT SAYS IT'S ALWAYS GOOD FOR A BIG YUK-YUK.)

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ACCORDING TO THE PROGRAM, THIS IS BILLED ONLY AS "OPENING ADDRESS", WHICH ALLOWS CONSIDERABLE LATITUDE. I COULD PERHAPS TALK ABOUT AGENCY ORGANIZATION. BUT THAT IS SOMETHING WE ARE CONTINUALLY CHANGING--FOR, WHAT WE HOPE, IS THE BETTER. AND I WOULD PREFER TO PASS THAT SUBJECT UP FOR THE MOMENT--UNLESS YOU HAVE SPECIFIC QUESTIONS LATER--BECAUSE I'M SURE THERE IS A RUMOR IN THE HALLS TO COVER EVERY CONCEIVABLE ORGANIZATIONAL

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CONTINGENCY. ALSO, IF I TOLD YOU ABOUT THE ORGANIZATION NOW, IT MIGHT WELL HAVE CHANGED BY THE TIME I GET BACK UPSTAIRS.

MY PRINCIPAL INTEREST IS IN PERSONNEL AND IMPROVEMENT OF SUPERVISORY AND PERS MANAGEMENT. SINCE ALL OF YOU FILL SOME ROLE IN SUPERVISORY MGMT, I WOULD LIKE TO DISCUSS YOUR RESPONSIBILITIES IN THAT ROLE.

1) HAVE NO DESIRE TO MILITARIZE--BUT DO WANT OUR SUPERVISORS

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TO HAVE FEELING WITH THEIR PEOPLE AS THE CO. CMDR. HAS TO HIS CO., AND AS PLTN SGT TOWARD HIS PLTN. DON'T EXPECT YOU TO BE IN BED WITH YOUR EMPLOYEES--BUT I DO EXPECT SUPERVISORS TO KNOW WHAT MAJOR PROBS THEIR EMPLOYEES HAVE WITH A VIEW TOWARD HELPING THEM--BOTH CAREER-WISE AND PERSONAL. KNOW & DEVELOP THEIR CAPABILITIES! HELP THEM OUT OF THEIR SHORT-COMINGS! TREAT THOSE WITH WHOM YOU ARE WORKING AS YOU YOURSELF

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WANT TO BE TREATED.

2) FITNESS REPORTS - RESPONSIBILITY FOR REALISTIC REPTS. ELIMINATE DELAYS IN FILING THEM. MAKE THEM REALISTIC. IT'S WELL ENOUGH TO PUT GLOWING MATERIAL IN THEM, BUT THEY SHOULD ALSO CONTAIN REALISTIC COMMENTS WHERE THE EMPLOYEE CAN IMPROVE. BUT DON'T KNOCK THE EMPL IN A REPT UNLESS YOU HAVE ALREADY DISCUSSED HIS WEAKNESS WITH HIM, HAVE SHOWN HIM HOW

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TO IMPROVE, AND GIVEN HIM A CHANCE TO IMPROVE. BUT WE SHOULD BE ABLE TO LOOK AT A MAN'S FITNESS REPTS AND BE ABLE TO SEE WHERE HE IS FLUBBING. WE ARE DOING OUR BEST TO CENTRALIZE ALL PERS FILES & HAVE MADE GREAT STRIDES TOWARDS THIS--SOFT FILES, HARD FILES, SECURITY FILES, MEDICAL FILES, ETC.

THIS ALL ADDS UP TO THE FACT THAT AN INDIVIDUAL DESERVES EVERY POSSIBLE CONSIDERATION BEFORE WE START PLAYING AROUND

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WITH HIS CAREER. TO GET THAT CONSIDERATION, YOU MUST KNOW YOUR EMPLOYEES WELL, HELP THEM, DEVELOP THEM. ENCOURAGE THEM TO USE AGCY FACILITIES. UNTIL A BETTER ONE COMES ALONG, THE I. G. IS A DAMNED GOOD CHAPLAIN IF YOUR SUPERVISOR CAN'T HELP YOU WITH A PROBLEM.

FROM MGMT STANDPOINT, WE HAVE ALSO BEEN WORKING ON VARIOUS THINGS TO IMPROVE THE EMPLOYEE"S LOT.

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1) EARLY RETIREMENT

2) UPGRADING AGENCY SUPERGRADE STRUCTURE BY 90%--

NOT AS A PAY RAISE, BUT AS CHANGE IN GRADE STRUCTURE WHICH WILL BE FELT ALL THE WAY DOWN TO THE LOWEST GRADES IN AGENCY.

3) HAVE ACHIEVED BETTER PAY SCALES FOR OUR SCIENTISTS & TECHNICIANS.

4) MID-CAREER TRAINING PROGRAM. ACCENTING HEAVILY.

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WE ARE ATTEMPTING TO HAVE RECORDS OF ALL EMPL AT MID-CAREER LEVEL ASSESSED TO DETERMINE FURTHER TRAINING NEEDED. NEXT MONTH, STARTING FIRST 6-WKS MID-CAREER COURSE WHICH IS TO BE AS GOOD AS ANY OF COURSES AT SR. WAR COLLEGES AND WHICH WILL PROVIDE A LOOK INTO AGCY MGMT & ORGANIZATION AS WELL AS OTHER GOVT DEPTS & PROBS IN MGMT WITH VIEW TOWARD BROADENING THE EMPL TO ACCEPTING INCREASED RESPONSIBILITIES.

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5) RECRUITMENT-CONTINUALLY EXPANDING. IDEA TO GET BEST PEOPLE AVAILABLE INTO AGECY. IN NOV, WILL COMMENCE "100 UNIVERSITIES PROGRAM" IN WHICH OUR BEST REPRESENTATIVES WILL TALK TO FACULTY & STUDENTS ABOUT THE AGECY IN 100 UNIVERSITIES & COLLEGES ACROSS THE ENTIRE U. S.

6) MERIT AWARDS: I'M A GREAT ONE FOR RECOGNITION. LET's GIVE MERIT AWARDS WHERE THEY ARE DESERVING AND WHEN THEY

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ARE DESERVING. THE FASTER YOU CAN PROCESS A MERIT AWARD THE HAPPIER I'LL BE.

I DON'T WANT TO BE TRITE, I KNOW I'VE SAID THIS MANY TIMES, AND I DON'T HESITATE IN REPEATING IT. I'VE TOLD THIS TO MEMBERS OF VARIOUS CONGRESSIONAL COMMITTEES ON SEVERAL OCCASIONS. I'VE SERVED IN STATE & SEC OF DEF's OFFICE & NOWHERE HAVE I

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FOUND A MORE HIGHLY DEVOTED & HIGHLY INTELLIGENT GROUP OF PEOPLE THAN HERE IN AGCY. THIS INCLUDES ALL LEVELS. NOWHERE IS GREATER PERSONAL RESPONSIBILITY THRUST UPON PEOPLE, WHICH HAS SUCH A BEARING ON THE SECURITY OF OUR NATION. NOWHERE HAVE I SEEN PEOPLE SO RECEPTIVE TO THIS.

QUESTIONS.

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Monday, 30 September 1963

0830 - 0845	Registration	[redacted] 25X1 Training Assistant
0845 - 0915	Introduction to Course	[redacted] 25X1 Headquarters Training, Operations School, OTR
	Introduction of General Carter	Matthew Baird Director of Training
0930 - 1000	Opening Address	Lt. Gen. Marshall S. Carter Deputy Director of Central Intelligence
1010 - 1110	The National Security Structure	Paul M. Chretien Briefing Officer, OTR
1115 - 1200	Mission, Function and Organization of DDI	Mr. Chretien
1300 - 1330	Office of the Inspector General	John S. Earman Inspector General
1330 - 1400	Office of the General Counsel	Lawrence R. Houston General Counsel 25X1
1410 - 1500	Office of the Comptroller	[redacted] Acting Chief, Fiscal Division, Office of the Comptroller
1510 - 1545	Cable Secretariat	[redacted] 25X1 Cable Secretary
1555 - 1645	Exploitation of Overt Sources	25X1
	Foreign Broadcasts	[redacted] Chief, Liaison and Requirements Staff, FBIS/OO
	Contacts	[redacted] 25X1 Chief, WE Branch, Contacts Division, OO

Tuesday, 1 October 1963

0830 - 0900	Reading Period	CSR Kit 25X1
0900 - 0930	Current Intelligence	[redacted] Briefing Officer, OCI

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Tuesday, 1 October 1963 (continued)

25X1

0940 - 1040	Office of Central Reference	[redacted] Special Assistant to the Assistant Director, OCR
1050 - 1200	Photographic Intelligence	To be announced
1300 - 1330	The Mission of the Clandestine Services	Thomas H. Karamessines Assistant Deputy Director (Plans) 25X1
1340 - 1430	Foreign Intelligence Staff	[redacted] Chief, Operations Group, FI Staff 25X1
1440 - 1530	Covert Action Operations	[redacted] Deputy Chief, CA Staff 25X1
1540 - 1630	Counterintelligence Operations	[redacted] Chief, Research and Analysis Group, CI Staff

Wednesday, 2 October 1963

0830 - 0900	Reading Period - Submit Questions for Seminar on Intelligence	
0900 - 0950	Official and Nonofficial Cover	Panel Composed of Representatives from Central Cover 25X1
1000 - 1030	Operational Services	[redacted] Training and Qualifications Review Officer, CS
1030 - 1120	Reading Period	CSR Kit 25X1
1130 - 1230	Special Operations Division	[redacted] Chief, Special Operations Division
1330 - 1430	Reading Period	CSR Kit 25X1
1440 - 1530	Technical Services	[redacted] Chief, Plans and Training Staff, TSD 25X1
1540 - 1630	Counterinsurgency	[redacted] Special Assistant to the Staff Deputy, CA Staff

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Thursday, 3 October 1963

0830 - 0900	Reading Period	CSR Kit
0900 - 0950	Current Communist Activities	[redacted] 25X1 Deputy for Production, CI/ICG
1000 - 1050	Soviet Operations	David E. Murphy Chief, SR Division
1100 - 1200	The Chinese Communist Target	[redacted] 25X1 Deputy Chief, FE for China
1300 - 1400	Communist Party Penetration Program	[redacted] 25X1 Chief, International Communism Group, CI Staff
1410 - 1520	Propaganda Programs	Representative from Propaganda Group, CA Staff
1530 - 1630	Seminar on Intelligence	Ray S. Cline Deputy Director (Intelligence)

Friday, 4 October 1963

0830 - 0900	Reading Period - Read Paper on ELINT	CSR Kit 25X1
0900 - 0950	[redacted]	25X1
1000 - 1050	Cuban Operations	[redacted] Deputy Chief, Special Affairs Staff 25X1
1100 - 1200	Eastern European Satellite Operations	[redacted] Deputy Chief, EE Division
1300 - 1630	Operations in Developing and Changing Countries	
	1300 - 1345 Africa	25X1 [redacted] Deputy Chief, CA, AF Division
	1350 - 1435 Near East	25X1 [redacted] Chief of Operations, NE Divisic
	1445 - 1530 Latin America	25X1 [redacted] Special Assistant to the Chief, WH Division
	1540 - 1630 Southeast Asia	William Colby Chief, FE Division

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Monday, 7 October 1963

0830 - 0900	Reading Period - Submit Questions for Mr. Helms	
0900 - 0950	Division D/FI Staff	[redacted] 25X1 Division D/FI Staff
1000 - 1050	Scientific Intelligence	[redacted] 25X1 Chief, Scientific Intelligence Group, FI Staff
1100 - 1200	The Intelligence Collection Cycle	To be announced
1300 - 1350	Contingency and War Plans in Support of the Military	[redacted] 25X1 War Planning Officer, War Plans Staff, OPSER
1400 - 1450	Clandestine Services Records	[redacted] 25X1 Chief, RID Training
1500 - 1550	The New Clandestine Services Records System	[redacted] 25X1 Chief, Systems Group, CS
1600 - 1645	Organization and Functions of the DD/S&T	John F. Blake Executive Officer, DD/S&T

Tuesday, 8 October 1963

0830 - 0900	Reading Period	CSR Kit 25X1
0900 - 0950	Clandestine Services Project Approval System	[redacted] Chief, Covert Action Section, Programs and Projects Group, CS
1000 - 1100	Support Activities of CIA	Col. Lawrence K. White Deputy Director (Support)
1110 - 1200	Office of Personnel	Emmett D. Echols Director of Personnel 25X1
1300 - 1345	Mobilization and Emergency Relocation Planning	[redacted] CIA Emergency Planning Officer 25X1
1350 - 1450	Communications (and Display)	[redacted] Training Officer, Office of Communications 25X1
1500 - 1600	Medical Support to Operations	[redacted] Chief, Operations Division, Medical Staff

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Wednesday, 9 October 1963

0830 - 0900	Reading Period	CSR Kit 25X1
0900 - 0950	Security in CIA	[redacted] Deputy Director of Security
1000 - 1100	Seminar on Clandestine Services	Richard Helms Deputy Director (Plans) 25X1
1110 - 1230	Insurance, Benefits and Services Available in CIA	[redacted] Chief, Benefits and Services Division 25X1 [redacted] Chief, Insurance Branch
1330 - 1400	Preparation of Critiques	
1400 - 1500	Closing Address	Lyman B. Kirkpatrick Executive Director of CIA
1500	Final Administration	[redacted] 25X1

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TRANSMITTAL SLIP DATE 9/26/63

TO: Lt. Gen. Marshall S. Carter
7D-6011 Hq.

REMARKS:

Attached is the schedule for the CLANDESTINE SERVICES REVIEW COURSE to be held in Room 1A-13 . You are scheduled to lecture at

0930 hours, 30 September 1963

FROM: [redacted] Training Assistant
Room GD-6510 HQS. - [redacted]

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DD/S 63-3940

Executive Registry

63-7217

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MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director (Support) 19 SEP 1963

SUBJECT : Address to Students in Clandestine Services Review Course

1. The Clandestine Services Review Course, which you addressed on three previous occasions, is scheduled for the period 30 September through 9 October 1963. It would be very much appreciated if you would again deliver the opening address on Monday, 30 September. The class will be conducted in Room 1A-13, Headquarters Building, and for scheduling purposes we have allocated the period from 0930 to 1000 hours for your presentation. If that time is not convenient to you, we will be glad to make an adjustment.

2. This course is conducted primarily for Clandestine Services officers who have recently returned from overseas tours. When you previously addressed similar groups, you spoke for approximately twenty minutes and allowed the balance of the time for a question and answer period. That worked out very successfully on previous occasions. Please feel free to select a subject of your choice, for the schedule will simply list "Opening Address." However, since the majority of students will be field returnees, I submit the following for consideration:

a. The new look in CIA regarding organization, policy and personnel handling under Mr. McCone's and your leadership.

b. The relationship and standing of CIA with the President and the National Security Council.

c. The relationship and standing of CIA with other members of the U.S. Intelligence Community and particularly DIA.

d. Are any major organizational changes planned or contemplated?

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3. I sincerely hope that you will be able to find time in your busy schedule to meet with this group. If so, I shall come to your office immediately before 0930 hours on 30 September to escort you to the classroom.

[redacted] 25X1

MATTHEW BAIRD
Director of Training

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Approved For Release 2006/07/25 : CIA-RDP80B01676R001400110004-3 4:30 USIB Conf Rm

Intelligence Community
Remarks
9 Sept 63

DCI's TWO RESPONSIBILITIES:

1) PRINCIPAL INTEL OFCR OF GOVT REPORTING DIRECTLY TO PRES AND NSC.

2) DIR OF CIA.

LETTER FROM PRES 1 JAN 62 ASKING DCI TO ASSUME ACTIVE RESPONSIBILITY FOR COORDINATION & EFFECTIVE GUIDANCE OF INTEL COMMUNITY AS A WHOLE

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INTEL COMMUNITY IS ENORMOUS & COMPLICATED. INVOLVES FULL-TIME EFFORT OF MORE THAN 100,000 CIVILIAN & MILITARY PERSONNEL. COST EXCEEDS $2 BILLION ANNUALLY. EXTENDS TO EVERY NATION IN WORLD.

INTEL DOES NOT MAKE POLICY BUT HAS VERY GREAT EFFECT ON POLICY. ALWAYS A DANGER OF GAPS WHICH IS FAR MORE DANGEROUS THAN OVERLAPS. WE MUST ALWAYS ENSURE WE ARE USING EVERY REASONABLE MEANS TO ACQUIRE INFO, TO EVALUATE THE AFFAIRS, CAPABILITIES & INTENTIONS OF OTHER COUNTRIES & THEREBY MAKE GREATEST CONTRIBUTION TO FORMULATION OF NATL POLICY.

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COMPONENTS OF INTEL COMMUNITY

a) CIA - FAR-FLUNG ORGANIZATION THROUGHOUT WORLD. COLLECTION OF RAW INFO IS SOMETIMES OVERT; MOST TIMES COVERT OR CLANDESTINE; BUT MANY TIMES, SCIENTIFIC & TECHL. RECEIVES INFO FROM OTHER MEMBERS OF INTEL COMMUNITY WHICH IS ASSEMBLED, EVALUATED, REPORTED & DISSEMINATED THROUGHOUT GOVT.

b) ARMY, NAVY, AIR FORCE

c) STATE

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d) DIA - RESPONSIBLE FOR COORDINATION OF ALL INTEL WITHIN DOD; SUPPORTS JCS, & THRU THEM, THE JOINT & SPECIFIED COMMANDS UNDER EXPLICIT DIRECTION OF JCS.

e) AEC, WHOSE INTEL COMPONENT PRIMARILY GATHERS INFO CONCERNING DEVELOPMENT OF BOTH MILITARY & PEACEFUL NUCLEAR RESOURCES OF SOVS, CHICOMS & POSSIBLY OTHERS.

f) FBI - CHARGED PRIMARILY WITH INTERNAL SECURITY, BUT ALSO IMPORTANT IN FOREIGN INTEL FUNCTION.

COMMUNITY HAS ASSETS OF ALL THESE AGENCIES. BUT THERE ARE ALSO NATL INTEL ASSETS--WHICH REQUIRE SERVICES OF, & SERVE

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NEEDS OF, MORE THAN ONE DEPT OR AGCY OF SERVICE. THESE ARE:

a) NATL SECURITY AGENCY - LARGE ORG RESPONSIBLE FOR ALL ELECTRONIC & COMMO INTEL. HIGHLY SOPHISTICATED OPERATION REQUIRING MEN OF HIGHLY SPECIALIZED DISCIPLINES & FINEST TECHL DEVICES.

b) NATL RECONNAISSANCE OFC - OUTGROWTH OF RECON EFFORT OF CIA WITH U-2. OPERATED JOINTLY BY DOD & CIA.

c) NATL PHOTOGRAPHIC INTERPRETATION CENTER - OPERATED BY CIA & SUPPORTED SUBSTANTIALLY BY DOD. ANALYZES, INTERPRETS & REPORTS RECON RESULTS. EXAMPLE: OCT MISSILE CRISIS & EVENTUAL CONFRONTATION WITH USSR IN CUBA.

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HOW THESE MECHANISMS ARE PULLED TOGETHER. PRIMARILY RESPONSIBILITY OF CIA TO EVALUATE & DISSEMINATE INFO TO THOSE WHO NEED TO KNOW. PRIMARILY DONE BY:

a) BD OF NATL ESTIMATES - 12 SENIOR, ABLE MEN WITH VAST EXPERIENCE IN INTEL, MILITARY OR ACADEMIC FIELDS. SUPPORTED

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BY STAFFS OF ENTIRE INTEL COMMUNITY, THEY STUDY WITH COMPLETE DETACHMENT & FREEDOM FROM OTHER DUTIES. DIRECTED BY DCI, IT REPORTS DIRECTLY TO DCI.AS THE GOVT'S PRINCIPAL INTEL OFCR.

b) USIB - DCI CHAIRMAN REPRESENTS PRES. OTHERS ARE PRINCIPAL INTEL OFCRS OF STATE, ARMY, NAVY, AF, JCS, DIA, FBI, AEC, NSA AND CIA. ALSO SUPPORTED BY INTERDEPARTMENTAL COMMITTEES:

1) GUIDED MISSILES AND ASTRONAUTICS INTEL COMM. (GMAIC)

2) JOINT ATOMIC ENERGY INTEL COMM. (JAEIC)

3) COMM ON OVERHEAD RECONNAISSANCE (COMOR)

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USIB ALSO ESTABLISHES SCHEDULES FOR BNE, ESTABLISHES OPERATIONAL RQMS & PRIORITIES FOR INTEL COLLECTING MACHINERY (NSA, NRO, NPIC), AND REVIEWS AND PASSES UPON ESTIMATES. NOT ALWAYS UNANIMOUS.

DEDICATION OF ALL THESE PEOPLE IN SUCCESS OF INTEL COMMUNITY.

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Possible
Introduction
to Kinzel Panel
9 Sept 63

File
Speeches

Fact that you are here, I hope, hits home great intensification in the intel community of the scientific & techl approach to the intel problem. I think we in Agcy ahead of other contributors to the intel community. I think it mandatory we stay ahead.

We have, during last 1½ years, been trying to develop methods of strengthening Agcy input to this natl effort in the scientific field — because, in the intel input, clandestine collection and covert operations ~~[illegible]~~ aren't enough. The thousands employed in overt research in libraries and of newspapers and of translations of foreign journals aren't enough. Nor is the tremendous effort enough which is put into overt collection activities.

Our scientific & techl assets must fill in gaps. These ~~are~~ activities will be covered ~~DDS&T~~ in detail by the professionals during the day.

Remarks about recruiting. Pay

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Agenda - 9 September 1963

(1)	Arrive 8:45	- USIB Conference Room.
(2)	8:55 to 9:00	- Opening statement by Dr. Kinzel.
(3)	9:00 to 9:30	- Security, contracts, questions and coffee.
(4)	9:30 to 10:00	- Mr. McCone - CIA Welcome.
		- General Carter - Structure of intelligence community and basic CIA organization.
(5)	10:00 to 10:45	- TSD: [redacted] STAT
(6)	10:45 to 11:15	- COMMO: [redacted] STAT
(7)	11:15 to 11:30	- Dr. Wheelon, DD/S&T Organization and Philosophy; Comment on OCS and SEI.
(8)	11:30 to 12:00	- OSI: Dr. Chamberlain.
(9)	12:00 to 12:45	- Lunch.
(10)	12:45 to 2:00	- OSA: Colonel Ledford and Mr. John Parangosky - Reconnaissance-Development and Operations.
(11)	2:00 to 2:30	- NPIC: Mr. Lundahl.
(12)	2:30 to 3:15	- OEL: Mr. Miller.
(13)	3:15 to 3:30	- Break. STAT
(14)	3:30 to 4:00	- ORD: [redacted]
(15)	4:00 to 4:50	- Dr. Kinzel and Committee.

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Scientific Advisory Board Members

KINZEL, DR. AUGUSTUS B(RAUN), Union Carbide Corp, 270 Park Ave., New York 17, N.Y. METALLURGY. New York, N.Y, July 26, 00; m. 45; c. 6. A.B., Columbia, 19; B.S, Mass. Inst. Tech, 21, D. Met. Eng, 22; D.Sc, Nancy, France, 33; hon. D. Eng, N.Y. Univ, 55; hon. D.Sc, Clarkson Tech, 57. Metallurgist, labs, Gen. Elec. Co, Mass, 19-20, 22-23; Henry Disston & Consults, Pa, 23-26; from metallurgist to v.pres, UNION CARBIDE & CARBON RES. LABS, INC. DIV, UNION CARBIDE CORP, 26-48, PRES, 48-, V.PRES. RES, CORP, 55-, dir. res, 54-55, v.pres, Electro Metall. Co. Div, 44-54, dir, Haynes Stellite Co. Div, 47-49. Lectr. & instr, Temple, 25-26; guest lectr, Int. Cong. Acetylene & Welding, Rome, Italy, 34, London, England, 36; Soviet Metall. Cong, Moscow, Russia, 36. Chief consult, Manhattan dist, Los Alamos Sci. Lab, 43-45; Argonne Nat. Lab; Oak Ridge Nat. Lab; consult, Knolls lab, Gen. Elec. Co. Mem, eng. adv. cmt, Brookhaven Nat. Lab; chmn, Naval Res. Adv. Cmt, 53-54. mem, 54-; adv. panel gen. scis, Office Secy. Defense, 54-57; Defense Sci. Bd; special adv. cmt, U.S. Dept. Commerce; chmn, div. eng. & indust. res, Nat. Acad. Scis; chmn, Welding Res. Council, 52-55; v.pres, Engrs. Joint Council, 59, pres, 60. Distinguished serv. award, Am. Soc. Metals, 48; Metal Progress Hall of Fame, 53; Morehead medal, Int. Acetylene Asn, 55; medal powder metall, Stevens Inst. Tech, 59; medal, Indust. Res. Inst, 60. In charge metals br, Tech. Indust. Intel. Cmt. & econ. warfare br, For. Econ. Admin, Europe, U.S.A, 43-45, Fri. Gen. Nat. Acad; Welding Soc. (Miller medal, 47); Inst. Min, Metall. & Petrol. Eng. (pres, 58-59; Douglas gold medal, 60); Eng. Found. (chmn, 46-49); fel. N.Y. Acad; Benjamin Franklin fel, Royal Soc. Arts. Atomic energy; chemicals; plastics.

BECKMAN, Dr. Arnold O(rville), Beckman Instruments, Inc., 2500 Fullerton Road, Fullerton, California, CHEMISTRY. Cullom, Ill, April 10, 00; m. 25; c. 2. B.S, Illinois 22, M.S, 23; Ph.D (photochem), Calif. Inst. Tech, 28. Res. engr, Bell Tel. Labs, 24-26; instr. chem, Calif. Inst. Tech, 26-29, asst. prof, 29-40; v.pres, Nat. Tech. Labs, 37-39; PRES, 39-50; BECKMAN INSTRUMENTS, INC, 50-; ARNOLD O. BECKMAN, INC, 42-; HELIPOT CORP, 44-Trustee, Calif. Inst. Tech; Calif. Inst. Res. Found; S. Calif. Air Pollution Found. U.S.M.C, 17-19. A.A; Chem. Soc; Electrochem. Soc; Instrument Soc. (pres, 52). Applied chemistry; development of scientific instruments; photochemistry.

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BREWER, PROF. LEO, Dept. of Chemistry, University of California, Berkeley 4, Calif. CHEMISTRY. St. Louis, Mo, June 13, 19; m. 45; c. 3. B.S, Calif. Inst. Tech, 40, Great West, Dow fel. California, 42, Ph D. (chem), 43. Assoc CALIFORNIA, 43-46, asst. prof. CHEM, 46-50, assoc. prof. 50-55, PROF, 55-, assoc, radiation lab, 47. Guggenheim Mem. fel, 50. Baekeland award, 53. With Atomic Energy Cmn; Manhattan Dist. Proj, 43-46. Assoc. ed, 'Jour. Chem. Physics. 'Nat. Acad; A.A; Chem. Soc; Electrochem. Soc; Coblentz Soc; Combustion Inst; Fedn. Am. Scientists; Int. Union Pure & Applied Chem. Theory of solutions; reaction rates; high temperature chemistry and thermodynamics.

EYER, JAMES A, University of Rochester, Institute of Optics. Rochester, N.Y, Dec. 18, 29; m. 60. B.S, MIT, 51 (Physics). Ph.D. Univ. of Rochester, 57, (Optics & Physics). Asst. Prof. University of Rochester, Institute of Optics, 57-, Assistant Director, Institute of Optics, 63; Sigma Xi, Optical Society of America, Society of Photographic Scientists and Engineers. Image Evaluation, Optical Systems Analysis, Photographic Theory, Physical Optics, High Speed Photography, Time Resolved Spectroscopy.

PIERCE, DR. JOHN ROBINSON, Bell Telephone Labs, Inc, Murray Hill, N.J. ELECTRONICS, ELECTRICAL ENGINEERING. Des Moines, Iowa, March 27, 10; m. 38; c. 2. B.S, Calif. Inst. Tech, 33, M.S. 34, PhD. (elec. eng), 36. Mem. tech. staff, BELL TEL. LABS, INC, 36-52, dir. electronics res, 52-55, DIR. RES, elec. communications, 55-58, COMMUNICATION PRINCIPLES, 58- Ballantine medal, Franklin Inst, 60. Nat. Acad; fel. Phys. Soc; Acoustical Soc; Rocket Soc; fel. Inst. Radio Eng. (Liebman mem. prize, 47; ed, 54-55); British Interplanetary Soc. Vacuum tubes; microwave oscillators and amplifiers; low voltage microwave reflex oscillator; high current electron guns; traveling-wave amplifiers; satellites.

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STEVER, PROF. H(ORTON) GUYFORD, Dept. of Aeronautics and Astronautics, Massachusetts Institute of Technology, Cambridge 39, Mass. AERONAUTICS, ASTRONAUTICS. Corning, N.Y., Oct. 24, 16; m. 46; c.4. A.B., Colgate, 38, hon. D.Sc, 58; Ph.D. (physics), Calif. Inst. Tech., 41. Mem. staff, radiation lab & instr, Army-Navy Officers' Radar Sch, Mass. Inst. Tech, 41-42; sci. liaison officer, London mission. Office Sci. Res. & Develop, 42-45; mem. secretariat, nat. guided missile cmt, Joint Chiefs of Staff, 45; exec. officer, guided missiles program, MASS. INST. TECH, 46-48, asst. prof. aeronaut. eng, 46-51, assoc. prof. 51-55, PROF. AERONAUT & ASTRONAUT, 56-, assoc. dean eng, 56-59. Chief scientist, U.S. Dept Air Force, 55-56; Boyd lectr, Ohio State, 59. Consult, 46- Mem. guided missiles tech. evaluation group. Res & Develop. Bd, 46-48; sci. adv. bd. to chief staff, U.S. Dept Air Force, 47-, v.chmn, special cmt. space tech, Nat. Adv. Cmt. Aeronaut, 58, res. adv. cmt. missile & spacecraft aerodyn, Nat. Aeronaut. & Space Admin, 59-, mem. Defense Sci. Bd; adv. panel, cmt. sci. & astronaut, U.S. House Rep. Presidential Cert. Merit, 48; civilian serv. award, U.S. Dept Air Force, 56; Scott gold medal, Am. Ord. Asn, 60. A.A; fel. Phys. Soc; Rocket Soc; fel. Inst. Aerospace Sci. (v.pres, 58,pres, 60-); fel. Am. Acad. Gas discharge; Geiger counters; cosmic rays; radar guided and ballistic missiles; hypersonic aerodynamics; shock tubes; transonic aircraft; nuclear propulsion of aircraft; condensation in high speed flow; space flight.

TOBIAS, PROF. CORNELIUS ANTHONY, Donner Lab, University of California, Berkeley 4, Calif. PHYSICS, Budapest, Hungary, May 28; 18; nat. m. 43; c. 2. Tech. Univ., Budapest, Hungary, 39; Hungarian-Am. fel, California, 39, M.A, 40, Ph.D. (nuclear physics), 42. Physicist, DONNER LAB, CALIFORNIA, 42-45, instr. biophys. & fel. med. physics, 45-47, asst. prof, 47-50, assoc. prof, 50-55, PROF. MED. PHYSICS, 55-Ed, 'Adv. Biol. Med. Physics. ' Mem. subcmt, Nat. Res. Council; radiation study sect, Nat. Insts. Health. Phys. Soc; Radiation Research Soc. Biophysics; biological effects of radiation; cancer research; space medicine.

MORENOFF, Jerome (Executive Secretariat), Scientific Asst. to DD/S&T, CIA. AB (Math) '58, BSEE '59, MSEE '60, Columbia Univ. J.D. (Juris Doctor) '63, George Wash. Univ. Law School. Military Service: Lt.JG-USN, '60-62, Assigned to National Security Agency (NSA), Wash. D.C., Electronic Engineer and Computer Systems Analyst. Received awards from Vice Adm. L. Frost (Dir.NSA), Adm. T. H. Robbins, Jr. (Commandant, Potomac River Naval Command). IT&T, Nutley, N. J., '59-Electronic Engineer.

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14 August 1963

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT : Report on DDS&T Meeting in the Auditorium on 6 August

1. The meeting was opened by Gen. Carter who explained the background of the decision to create the DDS&T and mentioned the principal personnel and organizational changes resulting therefrom. The General said parenthetically that in his 16 months with the Agency he had noticed a tremendous reluctance to change things. However, he felt that there were now compelling reasons to make the aforementioned change. In particular he cited the tremendous need today to strengthen the Agency's scientific and technical approach to problems to insure that the Agency retained its lead in this field. The General listed the five principal assets of the new Directorate--OSI, OSA, ORD, O/ELINT and Office of Computer Services. He commented that the potential of these offices was tremendous and that it was now desirable to have them pulled together. Reasons for this were to:

a. insure the professional strength of all S&T assets, to enlarge the S&T environment, and to expand and sharpen skills;

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b. facilitate long range career development of the professional S&T service and to develop this in the analytical as well as experimental parts of the business; and

c. to attract and retain the highest S&T skills and to develop a technical "surge tank" to facilitate shifting assets to meet unexpected demands.

2. The General announced that Dr. Wheelon would head the new Directorate. His new deputy would be Col. Giller and his executive officer would be Jack Blake of DDS. The General said that any change is painful, particularly to those who will loose an organizational member. He said that many pros and cons could be argued, and that his decision has taken considerable soul searching, compassionate understanding, and an effort to avoid misunderstanding. His only course, now that the decision has been taken, is to ask everyone to try to make the new organization work and to improve it. The General then introduced Dr. Wheelon.

3. Dr. Wheelon said that the time for discussion was now over, that a decision had been made and that the thing to do was to get organized and tackle the problems ahead. During the last month he had been much aware of the many rumors which

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had produced a period of instability. He wished now to shut off speculation by saying that he did not contemplate any major reorganization in DDS&T, nor did he plan any personnel changes for the foreseeable future except to fill vacancies.

4. Dr. Wheelon then discussed how the major components would fit together to meet desired goals. He discussed his five offices in turn as follows:

Office of Scientific Intelligence

5. He cited rumors that the analytical functions would be sacrificed to the collection effort and vice versa. He said that no such choice had been made, and that OSI would function as before. He mentioned 5 principal ways in which OSI contributed the Agency's analytical effort:

a. contributions to ONE;

b. contributions to OCI publications;

c. OSI's own publications (Scientific Intelligence Digest);

d. OSI memoranda;

e. contributions to "demand response" papers (for the DCI and White House) which require broad coordination.

6. Dr. Wheelon said that OSI would continue as before to contribute to the Agency's production effort with respect to a., b., and d.; with respect to c., he hoped to continue

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the SID while trying to make it more professional and to widen its distribution. With respect to e., Dr. Wheelon hoped that OSI would continue to participate in preparation of DDI all-source and all-skill papers and that OSI would continue to be represented in DDI coordination panels. Dr. Wheelon reiterated that there would be no real change in OSI's support to the DDI, to the USIB committees, and to the intelligence community.

7. Dr. Wheelon took note of some anxiety that OSI's separation from the Intelligence Directorate would somehow reduce its contribution to that Directorate. He wanted to pledge, however, that OSI would supply even better contributions than in the past. Dr. Wheelon then explained his two most important points:

a. He did not intend to have to resolve coordination problems with Ray Cline. He expected that this would be done on the working level. (This was stated constructively, as an instruction to his people to show good sense and settle their problems on the working level.)

b. He did not intend to establish reporting channels which competed with the DDI.

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Office of Computer Services

8. This new office will pull together Agency computer talent and researchers, with the exception of the NPIC [redacted] programs. The skills involved in operating computers, principally mathematics and electrical engineering, are similar to other S&T skills. People using computers as large slide rules for research should be very close to the computer operations. Dr. Wheelon felt that this was a natural location for the Agency computer assets, that they could make a great contribution, and that centralization of this function helps avoid competing against ourselves. He concluded by saying that in discharging DDS&T's responsibility to other parts of the Agency, it is OCS's obligation to do a first rate job. 25X1

Office of Research and Development (ORD)

9. This is a small organization which will be built slowly and solidly to support other offices.

Office of ELINT

10. Dr. Wheelon says this is in good shape and that it is clear what it has to do. He senses that with the erosion of the US overseas position, it will be necessary to shift increasingly from overt to covert ELINT collection. He says O/ELINT's business base is expanding accordingly, and he

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feels that it is important to be ready and able to meet growing Community needs and to develop new equipment.

Office of Special Activities

11. Dr. Wheelon sensed a certain uneasiness regarding the future, particularly as a result of opinions expressed by senior military officers in the Pentagon. Dr. Wheelon said that the Agency has shown that it can make a very significant contribution in adopting new programs and developing workable systems, and he feels that CIA should continue to play a significant role in the national reconnaissance program.

12. Speaking generally now, Dr. Wheelon explained that his approach to a problem was to invite frank discussions with interested parties before a decision was made, but that once a decision had been made by him he expected that everyone would help to make it work. If anyone thinks the wrong decision had been made he had the right of appeal to Dr. Wheelon, and he invites such appeals.

13. This was the end of Dr. Wheelon's statement and he then invited questions from the floor. The first question related to what working hours would be. Dr. Wheelon said that the Agency tries to do more then it comfortably can. He feels overworked himself. He thinks, however, that we

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should be willing to ask if we are really strengthening ourselves for the long term by being overworked for a short term. He thought that we should occasionally have the courage to ask management to make a decision on this question.

14. The second question related to S&T assets of TSD. Dr. Wheelon said that most of these people were really not very scientific, contrary to the popular impression. There was a small group, however, engaged in advanced engineering projects, but it was even more operationally orientated than OSA. He said he really didn't know much about TSD, implying that its relationship to DDS&T had not been seriously considered up to that time. He commented, however, that he had the impression that TSD was not looking as far ahead as TSD and DDP would like, and said that it was really ORD's job to backstop TSD in this respect.

15. The third question related to the leadership of the five offices of DDS&T. Dr. Wheelon said that Col. Ledford would continue to head OSA with Jim Cunningham as his deputy; the Office of ELINT would continue to be headed by George Miller and with Col. Nelson as his deputy; ORD would be headed by Col. Giller (also A/DDS&T). With respect to OSI, Dr. Wheelon commented that both he [redacted] had left the OSI for another job and [redacted] would be holding the bag for

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awhile." With respect to the Office of Computer Services, "Joe Becker would continue to play a large part." Dr. Wheelon added that this was the situation tentatively, and that these details had not had careful thought. He urged everyone to cease speculation and get back to work.

16. Gen. Carter then reappeared on the stage and said that some of the questions confirmed his concern that compartmentation is neither a desirable or necessary evil. He wanted to say that it was now essential to block compartmentation when it inhibited successful completion of a task. (He was not questioning compartmentation to protect clandestine sources.) The General said he could see no sense in a man not offering to assist the fellow next door just because he belonged to another part of the organization. He said that the Agency was a young organization with outstanding people, but that it could fall apart if its people could not present an Agency position when they were dealing with problems outside of the Agency.

17. Referring to the question of working hours, the General said that he could assure everyone that working hours would be no fewer. If complaints about working hours were to be taken to management they should be addressed to Dr. Wheelon, because for his (DDCI) part he had great difficulty in solving

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this problem. In connection with the long working hours, the General wanted to stress the outstanding reputation of the Agency for being able to deliver the goods rapidly. He gave assurance that the Agency's flexibility of response was unsurpassed, and that at the highest level of government the Agency position is treated with the greatest respect. He urged that everyone "work like dogs" to protect and enhance this reputation.

18. He then remarked that some day a show would be put on regarding professionalism in the Agency. He said that 60% of the top 600 people in the Agency hold Master's degrees or higher honors. He said that over 600 people in the Agency were fluent in Russian, and that 5 Agency members could speak Swahili. He said that no other Agency could match this.

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Executive Staff

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DD/ST# 12.20-63

I am Lt. General Carter, the Deputy Director and it so happens for the next week or ten days, the Acting Director. I wanted to talk to you all this afternoon for a short time because we are about to undergo some changes in the organizational field and in my sixteen months here at the ~~pickel~~ ;pickle factory I have ~~noted~~ a tremendous reluctance to change, so it seemed only fitting and perhaps timely for you to take a look at the character who is introducing a change and for me to tell you some of the reasoning behind that change. I do not have to beat the drum, I hope, on the great intensification in the intelligence community ~~and~~ the scientific and technicalogical approach to the intelligence problem. I think we in the Agency are ahead of other contributors to the intelligence community and I think it is mandatory ~~to~~ do everything in our lpower to stay ahead. The importance of the scientific inputs to the national intelligence effort I do not have to explain to you. But, I think it is timely to tell you of the assets that Mr. McCone and I have considered as being immediately available in the community, or as you were, in the Agency for direct application to scientific intelligence both in the collection am in the analysis of intelligence and we have over the last fourteen months been trying to develop methods of strengthening the Agency input to this national effort in the scientific field. If I may interrupt here a minute, I am going to speak for about ten minutes and there will be a speaker after me so I suggest Don that you and the rest of the boys who either came in late or trying to get out early, help yourself to a seat. Our ~~possible~~ assets in the intelligence field have been five. OSI on

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the analysis end of the b; siness; the Office of ELINT which ~~is~~ as you know is becoming so much more important every day to our scientific and technical intelligence and also in carrying out a part of CIA's responsibility in the National Reconnaissance Plan and the National ELINT Plan. OSA, which is carrying CIA's responsibility in the National Reconnaissance Program and which has had a very remarkable and distringuished record. I don't know whether you know it or not and I repeat it because I have heard it from high ranking people in the Department of Defense that had it not been for the Agency we would not have had a U-2 and certainly had it not been for the U-2 we would not have had to revise our National Intelligence Estimates. This keeps you occupied periodically. So, it has been very helpful in keeping us in business and in revising the national intelligence posture. They have done a very remarkable job and I see a tremendous future in the OSA. ORD has a long way to go but no limits to its expansion capabilities. The basic research for all of these operational divisions, as well as other Agency components, to my mind has no limits; and, finally - our computing activities, especially scientific computing and analysis plus the technical selection of new systems and more effective ways of improving the systems that we have presently have in use. There is a large amount of R&D still left in this field. Now looking over these assets and on the basis of the last year and a half of watching these assets operate, Mr. McCone and I have felt it is now desirable to pull them all together and for

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several reasons. One important one was to insure a professional coupling of all of the scientific and technical assets that we had to enlarge the scientific and technical environment particularly so that we can sharpen our skills and keep them sharp to facilitate the true honest long-range development of a scientific and technical career service and to have a high degree of flexibility in our experimental as well as analytical side of the business. It will facilitate also the common use of consultants particularly OSA and OSI. It will provide the lode stone or a nucleus for I hope attracting and retaining the highest scientific and technical skills, and having a very mediocre education in hydraulic engineering I must say that it gives us a technical surge tank in which we can shift assets to meet problems which arise quickly and uxpectedly; and finally and I think this is extremely important, it will insure because of the multiplicity of organizations that will be within this new directorate, it will insure a very close tie-in between foreign systems and our own systems. In other words we are creating a great mass of technical know-how to combine with the high speed that we are presently under and the high degree of flexibility which we are privileged to have in the Agency through our most unusual unique legislative authorities. We have chosen Dr. Albert Wheelon to be the Deputy Directorate for Science and Technology. I have changed the name also from DDR to DDS&T only a little less euphonic but I think much more explanatory of your functions. Colonel Giller will remain as Deputy and Jack Blake of DDS will provide the substantial support and operational facility required to be the

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Executive Officer to arrange space, this is building space, for your promotions, to arrange for all of the manifold operations required to run a Directorate of this size both management wise and administratively and I hope he will do that not only effectively but quickly. Now, the Directives were signed last night and these Directives appoint Dr. Wheelon, Mr. Blake - Dr. Wheelon will also take my position as Chairman of the Research and Development Review Board of the Agency to change the name from Research to Science and Technology, to transfer the Office of Scientific Intelligence to DDS&T, to rename the Automatic Data Computer Staff to be the ;Office of Computer Services and transfer that to the DDS&T. Now any reorganization or any shift of personnel from one Agency to another is painful. It is painful to the people who are losting a member. It is must a mild amputation, ~~It is~~ a complete separation. There are many many pros and cons and we can argue these pros and cons ~~back/and/~~ backward and forwards as ~~has/been/done/~~ I have been doing, as I am sure many of you have been doing for the past sixteen months. The point I want to make is that it has taken a great deal of ~~re~~searching, a high degree of compassionate understanding, an equally high degree of ~~argumentatio~~ argumentative misunderstanding to develop all the pros and cons to the point where the decision has been taken. Consequently, my only recourse now is to ask each of you to do everyinthing you possibly can to insure that this organization not only works, that you make it work, and that you improve our overall system. This is our one idea - to make it work to the best interest of the Agency and inevitably if it works to the best interest of the Agency it is bound to work to the best interest of each of us and all of us.

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I would like Dr. Wheelon to step up here so that you will see what he looks like and to expand somewhat; ~~on lm~~ on my views and indicate exsctly how he intends, I would hope, to running the Deputy Directorate of Science and Technology. Bud would you come on up here.

Thank you very much. I had a couple of ~~stories~~ stories but I was overwhelmed by the feminine multitude. The loss of those stories is a very great loss indeed. Well let me begin by associating myself with the remarks of General Carter thoroughly and completely and indicating that in fact the time just passed has been a time of a good deal of thoughtful consideration, a proper debate and finally a decision. We think we have a decision and this is the way it is going to be and now the problem before us is in fact to consolidate the organizations that now make up DDS&T, to establish the coupling ~~the~~ professional relationships between them, and then to get this momentum. This mass times velocity moving forward so as to have a great impact on the problems that are constantly coming up before us. Now by way of introduction to that let me say that during a period of decision and debate such as we have just been through ~~for nearly almost the last month~~ since I returned from overseas and General Carter presented me with this series of basic questions about how to do these things, I made my report to them that I am very much aware of the fact that the rumor ~~bell~~ bell has been working at very high velocity with a great momentum itself. We have been informing one another about what the decisions are to be taken, the reason, and it has been a period of unproductivity and instability because of this. I have a pretty fundamental

* General Carter speaks again later, following Dr. Wheelon's speech. See page 22.

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OSA - Colonel Jack ~~Ledefr~~ Ledford, an Air Force Officer on assignment to CIA with a very fine record, is the Assistant Director for the Office of Special Activities. His Deputy is Jim Cunningham, a CIA Career Staff Employee. The Office of ELINT is headed by George Miller and his Deputy [redacted] The Office of Research and Development right now is headed by ~~C~~ Ed Giller, who is also my Deputy, who is acting in that capacity. That is not as pressing a problem as someone might think , however, because it is not such a large group now that one doesn't really have a large line management role. It is more a matter of getting the right things started and of course that is Colonel Giller's forte. In OSI we have a ~~doube~~ double embarrassment there because formally I was the Assistant Director and there were two Deputies - [redacted] and of course I have gone off ~~on~~ to loftier perches [redacted] has too, As a matter of fact he has gone to the DDI Collection Staff and so that leaves [redacted] kind of holding the bag for awhile. What did I leave out? The Office of Computing Services - I think Joe Becker certainly has been the guiding light of this thing since the beginning and will certainly be playing a very large part in the Office of Computing Services. We really haven't had a chance to think through many of these details this far and so part of your question anticipates the careful thought that a question like this assumes.

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Are there other questions? I have lots of time. Well, I sense that we have hit a dry well ~~hwr~~ here - let me say that I think the important thing now is to just simply cease the speculation and go back to the very major assignments that lay before us. Geneal Carter, do you want to add something?

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One or two of the questions seem to be the ~~problems~~ subject that ~~have~~ ~~werre~~ worried me in the Agency ever since I have been here and it is a feeling ~~that~~ I ~~think the time has come in the Agency to bring~~ ~~break~~ down ~~as much as we can compartmentation where it advances or inhibits.~~ ~~The~~ thing that bothers ~~me about the Agency~~ compartmentation is

Ithink the time has come in the Agency to break down as much as we can compartmentation ~~which~~ prevents or inhibits our ~~professional~~ responsibilities. Now, I can understand compartmentation when we are perhaps protecting an agent who is somewhere in bed in the Kremlin. We don't want everybody in bed (as ~~colloquisim~~). We certainly don't want everybody and his brother to know who is sleeping with whom and ~~sensing that you have~~ all ~~that~~ wonderful information. Well, I can understand that but I can't see any reason whatsoever in an ~~agent~~ sensitive as this and as security conscious and with so many

. I can't see any reason for such a degree of compartmentation that we can't offer our assistance to the guys because he happens to be in another section of the organization. It takes a long time to break down something like this and there are certain inherent dangers to it ~~but-believe-me-as-young-as-it-is-and-with-the-outstanding-representati~~ ~~we-have-both-b-for-its-people-and-for-its-actions-this-Agency-can~~ ~~pull-apart-unless-we-have-always-an-Agency-concept-and-an-Agency~~ ~~purpose-whenever--we-are---(garbled)~~

~~but-believe-me-this-Agency~~ but believe me this Agency as young as it is and with the outstanding ~~reports~~ it has both for its people and ~~its~~ ~~actions,~~ this Agency can ~~pull~~ apart unless we have always an Agency

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concept and an Agency presentation whenever we are outside of this particular ~~bail~~ pail of tears. Whenever you hear or whenever you see a tendency or if you forget it yourselves to think well, I am the DDS&T Agency or I am the ~~DDR~~ DDI or this is the DDP position and we are talking to anyone who is not annointed like all of us are, then I think you are giving the Agency a disservice and you are certainly doing yourself a disservice..Once you leave the pickle ~~p~~ factory, ~~the~~ the Agency concept, the agency projection that we must continue to get across.

The question about the number of hours I think that I can assure you that your working hours will be no less and at Dr. Wheelon's suggestion that if you have too much to do and too many projects to do to complain to the management. As far as I know he is putting the finger on me because I am the next step in the management. If you are doing too much complain to Dr. Wheekon and let him solve the problem because I have great difficulty in solving that type of problem. Bel eve me, the reputation of this Agency for deliverying ~~a quite~~ the good, delivering a quick flexible response is unprepared. There isn't anotherAgency in this Government that can get an answer so quickly and in most cases it is a good answer. In any event it is quick. Sometimes you work your brains out day in and day out and you never get a response as to whether or not it has paid off. I have had the great good fortune of substituting for Mr. McCone at Cabinet Meetings and at Special Meetings and at other meetings in which the President and Senior Members of the Cabinet have been present and believe me when the Agency viewpoint is put forward, ~~or~~ and when it is an Agenc y paper, it ~~si~~ is treated with the greatest of respect. Your Staff here as an Agency is something that we must, ~~like~~ all of us

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~~all~~ work like dogs to protect and enhance. Somday we will put on a song and dance here for ~~all~~ the ~~professionals~~ within the Agency and I think you should know now that 60% of the Senior 600 people in this Agency have Masters Degrees or better. We have 45 people who speak Russian and read Russian adequately enough to perform their jobs. There are five who speak Swahili. ~~(GRA~~ GARBLED

Most of them have professional background and in their years of dedicated service in theAgency and in the intelligence field, nobody can put a finger to it. They just can't come close to it and it is inevitable that the product to be developed is going to ~~be~~ that same high degree of professionalism.

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6 August 1963

Suggested Points for General Carter's Opening Remarks:

1. Importance of Scientific Intelligence - both collection and analysis - to present national effort.

2. McCone and I have been examining ways to strengthen CIA contribution to, ~~and assimilation of~~, national effort in this field.

3. Our principal assets in this field have been:

   a. OSI - analysis end of business

   b. OEL - ELINT which is becoming so important to S&T intelligence - OEL carrying out CIA part of the National ELINT Plan

   c. OSA - carrying CIA's responsibility in National Reconnaissance Program - with a distinguished history.

   d. ORD - basic research for these operational divisions and other Agency components as it develops ~~continuing~~ its own scientific capability.

   e. Computing Activities - especially scientific computing and analysis plus technical selection of new systems and more effective ways of programming existing ones to do new jobs.

4. We have decided to pull these together for several reasons:

   a. Ensure close professional coupling

   b. Enlarge the scientific and technical environment in which we can sharpen our skills.

   c. Facilitate S&T Career Service development and have flexibility in experimenta~~tive~~l and analytical side of business.

   d. Common use of consultants, contractors in OSA, OSI, etc.

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e. Provide lodestone for attracting and retaining S&T types

f. It gives us a technical ~~storage~~ SURGE tank in which we can shift assets to meet problems which arise quickly and unexpectedly.

g. Insure tie-in between analysis of foreign systems and development of our own.

BUT h. Basically to join the momentum, i. e., Mass, Times, Speed, together so as to make greater impact on rising problem.

5. Have chosen Albert W. Wheelon to head up new organization. Edward B. Giller will continue as Deputy.

6. Have selected Jack Blake of DD/S with substantial support and operational experience to be Executive Officer to put the new organization together quickly and effectively.

Directives signed last night

Any reorganization is painful - at times disruptive - Pros + Cons - Soulsearching - Decision Make -

My one idea is to make this one work to best interests of Agency, and therefore all of us -

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Executive Registry
63-4718

General Carter unable to address at this course. (

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director (Support)

SUBJECT : Address to the Clandestine Services Review Course

1. The Clandestine Services Review Course, which you addressed on three previous occasions, is scheduled for the period 17 through 26 June 1963. It would be very much appreciated if you would again deliver the opening address on Monday, 17 June. The class will be conducted in Room 1A 13 Headquarters Building, and for scheduling purposes we have allocated the period from 0930 to 1000 hours for your presentation. If that time is not convenient to you, we will be glad to make an adjustment.

2. This course is conducted primarily for Clandestine Services officers recently returned to Headquarters from overseas tours. When you previously addressed similar groups, you spoke for approximately fifteen to twenty minutes and allowed the balance of the time for a question and answer period. That worked out very successfully on previous occasions. Please feel free to select a subject of your own choice, for the schedule will simply list "Opening Address." However, since the majority of the students will be field returnees, I submit the following for consideration:

a. The new look in CIA regarding organization, policy and personnel handling under Mr. McCone's and your leadership.

b. The relationship and standing of CIA with the President and members of the National Security Council.

c. The relationship and standing of CIA with other members of the U.S. Intelligence Community and particularly DIA.

d. Are any major organizational changes planned or contemplated?

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3. I sincerely hope you will again be able to accommodate the Office of Training. If your busy schedule permits you to accept this invitation, I shall come to your office immediately before 0930 on 17 June to escort you to the classroom.

Matthew Baird
Director of Training

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MEMORANDUM FOR: The Record

General Carter could not deliver the opening address because he was going up on the Hill with the Director. Training subsequently asked if General Carter would speak to the class on the last day of the course, either before or after Mr. Kirkpatrick's speech. It was decided that it was not necessary for both DDCI and Executive Director to speak to the class; Training was thus advised that one of the two would deliver the closing address. As it turned out, General Carter was unable to do so since he had to leave for the West Coast that day. Mr. Kirkpatrick gave the speech.

STAT

(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED. (47)

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Speech file

REMARKS TO INTELLIGENCE REVIEW COURSE, 19 APRIL 1963

NO COMMENCEMENT ADDRESS INTENDED. KNOW YOU'RE ANXIOUS TO GET DIPLOMAS AND HEAD FOR NEAREST BAR. FACT THAT YOU'RE ALL EXPERIENCED PERSONNEL AND HAVE SPENT TWO WEEKS LISTENING TO AGENCY'S TOP PEOPLE, BEST THING I COULD DO IS DEBRIEF YOU AND SEE WHAT I CAN PICK UP.

COCKTAILS AND EXPERIENCE REMIND ME OF AN INCIDENT I EXPERIENCED ABOUT WEEK AFTER JOINING AGENCY, (TELL THE WITTING/WILLING STORY) OR, EARLIER EXPERIENCE, (BRAZILIAN EMBASSY STORY INVOLVING THE TWO "OLD GOATS")

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RATHER THAN DELIVER USUAL GRADUATION CHARGE TO A CLASS GOING INTO NEW ASSIGNMENTS, LET ME TICK OFF A FEW IMPRESSIONS OF THE AGENCY WHICH MAY BE OF INTEREST:

TWO QUESTIONS MOST OFTEN ASKED FROM OUTSIDE THE AGENCY: "IS THE AGENCY TOO BIG, OR IS IT OVERSTUFFED AND OVERSTAFFED?" THE SECOND: "HOW GOOD ARE THE PEOPLE IN IT?"

WITH RESPECT TO SIZE, INTELLIGENCE IS NOT SUBJECT TO PRECISE MEASUREMENTS. IN MILITARY, SIZE CAN BE ESTABLISHED FROM ANALYSIS OF ROLES AND MISSIONS WITH

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CONCLUSION THAT SUFFICIENT PERSONNEL ARE ABOARD AND MONEY IS SPENT PROPERLY. ACTIVITIES OF BUSINESS CAN BE MEASURED BY PRODUCT, PRICE & PROFIT. EVEN MOST GOVT. AGENCIES & DEPTS CAN BE MEASURED, SUCH AS POST OFFICE DEPT., TREASURY, AEC & AGRICULTURE. HOWEVER, WE IN AGENCY HAVE NO PRECISE RQM WHICH CAN BE MEASURED BY A YARDSTICK. WE HAVE SURVEYED AGENCY ACTIVITIES AND MANPOWER UTILIZATION THOROUGHLY, HAVE CONCLUDED THAT, SO LONG AS THERE IS NEED FOR THE SCIENTIFIC & CLASSICAL TYPES OF INTEL; FOR THE ANALYSIS OF SUCH

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INTEL; FOR TRANSLATION AND ANALYSIS OF BOOKS, ARTICLES, SPEECHES, ETC., ON POLITICAL, TECHL, ECON & SCIENTIFIC PROBLEMS--& THAT ALL THIS IS ASSIGNED TO THE AGENCY--THEN, WE ARE NOT OVERSTAFFED. IMPLICATION IS THIS: AN INTEL AGENCY CAN BE ANY SIZE--LARGE OR SMALL--DEPENDENT UPON NEEDS OF GOVT./WITH THE US's WORLDWIDE RESPONSIBILITY AND ITS POSITION OF LEADERSHIP, NEEDS FOR INTEL ARE VERY SUBSTANTIAL.

ON QUALITY AND COMPETENCE OF PERSONNEL, I CAN SAY--HAVING SERVED IN STATE DEPT, DEFENSE & MILITARY--

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I SINCERELY BELIEVE AGCY PERS HAVE HIGHEST LEVEL OF COMPETENCE IN GOVT. MR. McCONE ALSO BELIEVES THIS, AND WITH HIS INDUSTRIAL BACKGROUND, HE ALSO INCLUDES BUSINESS IN HIS COMPARATIVE EVALUATION.

IN LINE WITH THIS, MUCH HAS BEEN WRITTEN & WILL CONTINUE TO BE WRITTEN ABOUT INTEL PERFORMANCE IN CUBAN CRISIS. I WANT TO ASSURE YOU THAT OUR PERFORMANCE WAS EXTRAORDINARILY GOOD. ADMITTEDLY, THERE ARE AREAS IN WHICH WE MUST DO MORE AND WORK HARDER, BUT WE ARE TAKING CORRECTIVE MEASURES AND I FEEL WE CAN BE PROUD OF THE PRESIDENTIAL CITATION CONFERRED UPON

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INTEL COMMUNITY AND NO FURTHER ENDORSEMENT IS NEEDED. BUT IT HASN'T BEEN JUST CUBA. WE CAN BE PROUD OF OUR CONTRIBUTIONS IN OTHER AREAS OF THE WORLD: COUNTER-INSURGENCY SUPPORT IN SO. VIETNAM AND LAOS; OUR EFFORTS IN AFRICA AND LATIN AMERICA; AND OUR REGULAR UNHERALDED WORK IN THE REST OF THE WORLD. DOMESTICALLY, WE CAN'T OVERLOOK THE REAL SIGNIFICANT AND IMPORTANT MISSION OF CIA AND THE INTEL COMMUNITY IN COLLECTING ANALYZING AND CORRELATING INTEL AND THE THOUGHTFUL ESTIMATING AND MEANING OF SUCH INFO, A GREAT DEAL

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WHICH IS OVERT, FROM THE STANDPOINT OF BOTH SHORT-RANGE EFFECTS ON SECURITY OF THE US & FREE WORLD.

INTERNALLY, WE ARE ALSO TRYING TO DO MANY THINGS:

1. MID-CAREER TRAINING PROGRAM DESIGNED TO BROADEN PERSPECTIVE, TO ENCOURAGE EXCHANGE OF PERS BETWEEN COMPONENTS, AND PREPARE INDIVIDUALS FOR GREATER RESPONSIBILITY.

2. CREATION OF NEW RESEARCH & DEVELOPMENT BOARD TO ASSURE COORDINATION AND CROSS-FERTILIZATION INSIDE AGENCY.

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3. CONCERTED EFFORT TO INSURE BETTER UNDERSTANDING OF OUR CAPABILITIES BY MILITARY & STATE. INCREASED NUMBER OF LECTURES TO SENIOR DEFENSE COLLEGES; BRIEFINGS OF AMBASSADORS, AGENCY ROLE IN CI AT FOREIGN SERVICE CI COURSE, NATL WAR COLLEGE VISIT YESTERDAY FOR FIRST TIME.

4. EMPHASIS ON JOT PROGRAM; ACCELERATED PERS PROGRAMS (INCLUDING EARLY RETIREMENT AND BREAKING GRADE HUMPS IN PROMOTION SYSTEM.)

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Notes Used by General Carter in Addressing Intelligence Review Course on 19 April 1963

9

THESE ARE SOME THOUGHTS OF THINGS GOING ON. HAVE NO DESIRE TO OVERSTAY MY VISIT, OR HOLD UP YOUR PROCESSING OUT, OR TO BE MISUNDERSTOOD. ALTHO, THAT REMINDS ME OF ONE MORE EXPERIENCE WHICH I WILL HIT AND THEN RUN. (TELL STORY OF NORWEGIAN AMBASSADOR'S WIFE IN PARIS)

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2 April 1963

STAT

MEMORANDUM FOR: [redacted]

SUBJECT : Suggested Topics for Consideration by the DDCI in His Intelligence Review Presentation on 19 April, 1445 Hours.

1. The Intelligence Review Course is designed to provide an opportunity for experienced personnel to review the current state of the intelligence profession; to examine organizational changes and inter-relationships; to review intelligence objectives and requirements; to examine the current status of the intelligence process and to consider future trends.

2. Members of the previous running of the course suggested consideration of such topics as the following:

(1) What challenges face an Intelligence Officer at mid-point in his career in CIA?

(2) What is the relationship and standing of the Agency with the President, the National Security Council and members of the Intelligence Community?

(3) How will the roles of CIA and the DIA fit together in future intelligence activities? Are we tending toward one big intelligence organization or toward establishment of two distinct and possibly unrelated agencies?

(4) Are any major organizational changes planned or contemplated?

[redacted]

Chief, Orientation Faculty, OTR

STAT

ATTACHMENTS:
(1) Schedule
(2) Roster of Students

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INTELLIGENCE REVIEW

COURSE OBJECTIVES

To provide an opportunity for experienced personnel to:

(1) review the current state of the intelligence profession,

(2) to examine organizational changes and inter-relationships,

(3) to review intelligence objectives and requirements,

(4) to examine the current status of the intelligence process, and

(5) to consider future trends.

GROUP 1
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25X1

INTELLIGENCE REVIEW (6)
8 - 19 April 1963 (Room 1A13)

FIRST WEEK

Monday, 8 April 1963

0845-0930 Registration; Introduction to the Course
0945-1030 Some Current Challenges to the U.S.
1050-1200 Management in an Intelligence Agency
1300-1340 Film: Watch on the Mekong
1400-1500 An Appraisal of the Central Intelligence Concept
1510-1630 Seminar Organizations: Appointment of Chairmen

Tuesday, 9 April

0900-1010 Role of Intelligence in the Formulation of National Security Policy
1030-1200 Forecast of Intelligence Support Needed by the NSC and the Community for the Next Five Years
1300-1330 Seminar meetings
1345-1500 The Coordinating Factor: Current Approach to problems of coordination in the Intelligence Community
1515-1630 Film: Acquisition of Agents (Parts I & II)

Wednesday, 10 April

0900-1015 The Requirements Problem
1030-1200 The Collection Factor: Current Situation, problems and future capabilities

1300-1400 International Communism: Current Status
1420-1450 Seminar meetings
1510-1630 Counterinsurgency

Thursday, 11 April

0900-1010 Indications Intelligence: NIC; Current Status
1030-1200 Military Intelligence: (DIA-CIA Interrelationships)
1300-1410 State Department Intelligence
1430-1545 Communications
1550-1630 Film: W/T

Friday, 12 April

0900-1030 Research and Reference Facilities: Problems and future developments
1045-1400 The Production Factor: Problems and responsibilities of CIA in the production of National and other categories of Intelligence (1045-1110) (1115-1140) (1145-1210)
1415-1530 Panel Discussion (1300-1325)
1600-1630 Seminar meetings (1330-1355)

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SECOND WEEK

Monday, 15 April

0900-1015	The Clandestine Services: Intra-Agency relationships	[redacted] 25X1
1030-1115	Automatic Data Processing	Becker
1130-1200	The DD/R Mission	Scoville
1300-1350	Technical Services in Support of the Agency's Operations	[redacted] 25X1
1415-1530	The Support Function and Role in CIA	White
1545-1630	Seminar meetings	

Tuesday, 16 April

0900-1020	Film: Acquisition of Agents (Parts III & IV)	
1045-1145	Security of Intelligence: CIA and the Intelligence Community	Bannerman
1145-1200	Film: Small Town	
1240-1310	Film: Southeast Asia (OPTIONAL)	25X1
1315-1415	Personnel Policies and Problems	Echols
1430-1510	Logistical Support Activities	[redacted]
1520-1600	The Agency's Fiscal Program	
1600-1630	Seminar meetings	

Wednesday, 17 April

0900-1000	Legislative Relationships: Future Legislation affecting the Agency	Houston 25X1
1020-1110	Training Trends and Developments	[redacted]
1120-1200	Film: Latin America	
1300-1400	Medical Support of Agency Activities	
1420-1530	Role of the DD/I	Cline
1545-1630	Seminar meetings	

Thursday, 18 April 25X1

0900-1000	Foreign Intelligence Organizations: The U.K.	
1020-1120	Foreign Intelligence Organizations: The U.S.S.R.	[redacted]
1130-1200	Office of the Inspector General	Earman
1300-1350	Preparation of Seminar Reports	
1400-1500	Photographic Intelligence: Role of the NPIC	Lundahl
1520-1630	Preparation of Seminar Reports	

Friday, 19 April

0900-1200	Seminar Reports	
1315-1430	Critique and Final Administration	
1445-	Closing Address	Gen. Carter

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C-O-N-F-I-D-E-N-T-I-A-L

MEMORANDUM FOR: **Gen. Carter**

FROM : Chief, Orientation Faculty, IS

SUBJECT : Participation in the Intelligence Review

1. The following summary of grade levels and years of service of students enrolled in the Intelligence Review Course may be of help to you in preparing your presentation:

Median grade: GS-13.
Average length of service: 11 years.

2. In the past, officers in these seminars have been interested in agency and community interrelationships and possible future trends, as well as in past errors and successes.

3. If you have any question about your participation or if you require any additional administrative support, please call [redacted]

25X1

4. The Office of Training appreciates the importance of your participation in this program on **19 April.**

[redacted] 25X1

C-O-N-F-I-D-E-N-T-I-A-L

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DD/S 63-0627

63-1397

13 FEB 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director (Support) [redacted] 2/16/63

STAT

SUBJECT : Invitation to address the Intelligence Review

1. The Office of Training will present the Intelligence Review for experienced professional personnel in April. This seminar provides an opportunity to review the current state of the intelligence profession, to examine organizational changes and interrelationships, and to consider future trends.

2. I should like to invite you to address the class at its closing session on Friday, 19 April at 1445 that afternoon.

[redacted]

Acting Director of Training

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ATTACHMENT: Intelligence Review schedule

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INTELLIGENCE REVIEW

COURSE OBJECTIVES

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(1) review the current state of the intelligence profession,

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(3) to review intelligence objectives and requirements,

(4) to examine the current status of the intelligence process, and

(5) to consider future trends.

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S-E-C-R-E-T

INTELLIGENCE REVIEW (6)
8 - 19 April 1963 (Room 1A13)

25X1

FIRST WEEK
Monday, 8 April 1963

0845-0930 Registration; Introduction to the Course

0945-1030 Some Current Challenges to the U.S.
1050-1145 International Communism: Current Status
1245-1340 Film: Watch on the Mekong
1350-1450 Interests and Objectives of Developing States
1510-1610 An Appraisal of the Central Intelligence Concept
1615-1630 Seminar Organizations: Appointment of Chairmen

Tuesday, 9 April

0900-1010 Role of Intelligence in the Formulation of National Security Policy
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Wednesday, 10 April

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1030-1200 The Collection Factor: Current Situation, problems and future capabilities

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Thursday, 11 April

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1430-1630 Counterinsurgency

Friday, 12 April

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1415-1530 Panel Discussion (1300-1325)
1600-1630-Seminar meetings (1330-1355)

S-E-C-R-E-T

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SECOND WEEK

Monday, 15 April

0900-1015	The Clandestine Services: Intra-Agency relationships	
1030-1115	Automatic Data Processing	Becker
1130-1200	The DD/R Mission	Scoville
1300-1350	Technical Services in Support of the Agency's Operations	[redacted]
1415-1530	The Support Function and Role in CIA	White
1545-1630	Seminar meetings	

25X1

Tuesday, 16 April

0900-1020	Film: Acquisition of Agents (Parts III & IV)	
1045-1145	Security of Intelligence: CIA and the Intelligence Community	Bannerman
1145-1200	Film: Small Town	
1240-1310	Film: The Middle East (OPTIONAL)	
1315-1415	Personnel Policies and Problems	Echols
1430-1510	Logistical Support Activities	[redacted]
1520-1600	The Agency's Fiscal Program	
1600-1630	Seminar meetings	

25X1

Wednesday, 17 April

0900-1000	Legislative Relationships: Future Legislation affecting the Agency	Houston
1020-1110	Training Trends and Developments	Baird
1120-1200	Film: Latin America	
1300-1400	Medical Support of Agency Activities	[redacted]
1420-1530	Photographic Intelligence: Potential; role of the NPIC	Lundahl
1545-1630	Seminar meetings	

25X1

Thursday, 18 April

0900-1000	Foreign Intelligence Organizations: The U.K.	[redacted]
1020-1120	Foreign Intelligence Organizations: The U.S.S.R.	
1130-1200	Office of the Inspector General	Earman
1300-1630	Preparation of Seminar Reports	

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Friday, 19 April

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1315-1430	Critique and Final Administration
1445-1600	Closing Address

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REMARKS TO NATIONAL WAR COLLEGE CLASS OF 1963
18 APRIL 1963

SINCE THIS IS FIRST VISIT OF A SENIOR DEFENSE COLLEGE CLASS ON THE AGENCY PREMISES, IT IS A PRIVILEGE TO WELCOME CLASS OF '63. MANY AGENCY HANDS SITTING ABOUT YOU DATE BACK TO THE CLASS OF '49, SO WE ALSO HAVE AN ALUMNI REUNION GOING ON TODAY.

(PERHAPS INJECT CARTER WITTICISM HARKING BACK TO YOUR NWC TENURE.) like what?

ILLEGIB

?

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HAPPY WE ARE A PART OF YOUR TWO-WEEK PHASE ON COUNTERINSURGENCY. COUNTERINSURGENCY IS NOT NEW. AS YOU SWALLOW DEFINITIONS OF THE MANY FACETS OF CI AND REVERT TO "CUSTER'S LAST STAND" AND VARIOUS ACTIVITIES OF THE MILITARY FORCES AND OUR DEPARTMENT OF STATE (LONG BEFORE WE HAD AN OSS OR A CIA), YOU FIND THAT THIS COUNTRY HAS BEEN IN CI BUSINESS SINCE ABOUT 1776, AND PERHAPS EARLIER. SO, WHILE CI IS NOT NEW, WE HAVE NEW GROUND RULES WITHIN WHICH TO OPERATE, NEW DEFINITIONS, AND NEW PEOPLE BREATHING DOWN THE BACKS OF THE NECKS

A sexy catchall –

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OF THE OPERATING FORCES. CERTAINLY WITH A GOVERNMENT AS MONSTROUS AS OURS, FACED WITH THE MANY PROBLEMS WE NOW FACE WORLDWIDE, THERE IS A CRYING NEED FOR COORDINATION AND COOPERATION AT THE COUNTRY LEVEL AS WELL AS THE GOVERNMENT LEVEL.

I'M TOLD SOME OF YOU HAVE BEEN IN COLOMBIA RECENTLY ON YOUR JUNKET. WE PROPOSE TO HAVE THE CHIEF OF OUR WESTERN HEMISPHERE DIVISION, COLONEL KING, RELATE TO

STAT

I was there in 1948 -- Harry

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TO KEEP YOU AWAKE THIS AFTERNOON, WE PROPOSE TO KEEP YOU IN SEMI-CONTINUOUS MOTION BY A SERIES OF TOURS AND DEMONSTRATIONS--SOME OF IT FROM THE SEXY SIDE; SOME OF IT FROM THE DEADLY ROUTINE THAT IS PART OF THE ASSEMBLY LINE OF ALL AGENCIES.

WE SHALL DISPLAY SOME OF THE PARAMILITARY EQUIPMENT WHICH WE ~~CAN~~ USE; SOME PHOTOGRAPHIC INTERPRETATION TECHNIQUES AND METHODS; SOME FILM CLIPS OF CLANDESTINE TRAINING TECHNIQUES; AND SOME

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Notes Used by General Carter for Welcoming Address to National War College Class of 1963 Who Visited the Agency on 18 April 1963

COMPLICATED AND EXPENSIVE AUTOMATED OPERATIONAL FILING MACHINERY. WE HOPE TO PROVIDE YOU WITH A GLIMPSE OF SOME OF OUR AGENCY ACTIVITIES WITH AN IDEA TOWARD SUGGESTING TYPES OF SUPPORT WE CAN POSSIBLY PROVIDE YOU WHEN YOU GO OUT IN JUNE TO YOUR NEW MILITARY AND DIPLOMATIC ASSIGNMENTS.

CIA

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Revised Morning Agenda

Speakers by Order of Appearance

0910-0913	3 minutes	[redacted] (Introduce General Carter)	STAT
0913-0920	7 minutes	General Carter	
0920-0921	1 minute	Colonel M. Baird (Introduce Dr. Wheelon)	
0921-1015	54 minutes	Dr. Wheelon - General Rodenhauser Address	
1015-1035	20 minutes	Coffee Break	
1035-1045	10 minutes	[redacted] (Moderate Question Period)	STAT
1045-1046	1 minute	Colonel Baird (Introduce Col. J. C. King)	
1046-1145	59 minutes	Colonel King Address	
1145-1200	14 minutes	Break	
1200-1229	29 minutes	[redacted] (Moderate - King Question Period)	STAT
1230		Colonel Baird - Dismiss group for lunch	
1230-1245	15 minutes	Move to North Cafeteria	

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Notes Used by General Carter for Speech Delivered on 13 February 1963 to the Clandestine Services Review Course

A. HOW RECENT DEVELOPMENTS HAVE IMPROVED THE AGENCY'S PUBLIC IMAGE, AND THE RELATIONSHIP AND STANDING OF CIA WITH THE PRESIDENT AND MEMBERS OF THE NATIONAL SECURITY COUNCIL.

(ATTACHED FOLDER)

over

B. THE NEW LOOK IN CIA REGARDING ORGANIZATION, POLICY AND PERSONNEL HANDLING UNDER MR. McCONE'S AND GENERAL CARTER'S LEADERSHIP.

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C. THE RELATIONSHIP AND STANDING OF CIA WITH OTHER MEMBERS OF THE U. S. INTELLIGENCE COMMUNITY.

D. HOW DID CIA RATE AND COMPARE WITH OTHER MEMBERS OF THE INTELLIGENCE COMMUNITY DURING THE CUBAN CRISES LAST FALL?

E. ARE ANY MAJOR ORGANIZATIONAL CHANGES PLANNED OR CONTEMPLATED?

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22 January 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director (Support)

SUBJECT : Address to the Clandestine Services Review Course (13 Feb 63)

1. Thank you very much for accepting my invitation to address the students in the next running of the Clandestine Services Review Course.

2. For your information, I am attaching hereto a copy of the schedule for this course together with a breakdown of the student composition by Sex, Grade, Division and Career Designation.

3. For scheduling purposes we have listed your talk as the Opening Address. It is felt this will give you the freedom to pick a topic of your choosing. As a suggestion, however, in view of the fact that practically all of the students are recent returnees from overseas posts and have not been stationed at Headquarters for some years, I submit the following for consideration:

a. The new look in CIA regarding organization, policy and personnel handling under Mr. McCone's and your leadership. How recent developments have improved the Agency's public image.

c b. The relationship and standing of CIA with the President and members of the National Security Council.

c. The relationship and standing of CIA with other members of the U.S. Intelligence Community.

d. How did CIA rate and compare with other members of the Intelligence Community during the Cuban crises last fall?

e. Are any major organizational changes planned or contemplated?

[redacted] 25X1

Matthew Baird
Director of Training

Attachments:
As indicated

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63-345

10 January 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director (Support) 14 JAN 1963

SUBJECT : Address to the Clandestine Services Review Course

1. The Clandestine Services Review Course, which is conducted primarily for Clandestine Services officers recently returned to Headquarters from field assignments, is scheduled for the period 4 through 13 February 1963. You recall you made an appearance at two previous runnings of this course, and it would be gratefully appreciated if you would again deliver the opening address to the students on 4 February 1963. The class will be conducted in Room GD 2608 Headquarters Building, and for scheduling purposes we have allocated the period from 0930 to 1015 hours on the opening day for your presentation. If that time is not convenient for you, we will be glad to make an adjustment.

2. On the occasion of your two previous appearances in this course you devoted approximately twenty minutes to a talk each time on a subject of your own choosing and allowed the balance of the time to answer questions submitted by the students. We plan to follow the same procedure this time, for it worked out very successfully before.

3. A copy of the schedule will be sent to you prior to 4 February together with a breakdown of the student composition.

25X1

4. I sincerely hope you will again be able to accommodate the Office of Training. Since I will be out of the country on TDY on 4 February, I have asked [redacted] my Deputy Director to come to your office immediately before 0930 on 4 February to escort you to the room where the course will be held, if your busy schedule permits you to accept this invitation.

25X1

[redacted]

Matthew Baird
Director of Training

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MEMORANDUM FOR: General Carter

You will recall that you have agreed to address the Clandestine Services Review Course on their closing day. Mr. Kirkpatrick is giving the closing address and they have asked if you will speak just prior to that -- anytime between 1:00 and 2:30 tomorrow afternoon. They thought you might like to do as you have in the past -- speak about 20 minutes and then allow some time for answering questions. What time would you like to plan on making this address? 2:00 - and keep going until Kirk arrives from Quantico

Attached papers are for your use in connection with address.

12 Feb 63
(DATE)

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1 AUG 54 WHICH MAY BE USED. (47)

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Cancelled

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DDCI Briefing for
Senator Stennis (วร รภก)

24 January 1963

CUBA

I. CUBAN ECONOMY CONTINUES TO DETERIORATE

A. INADEQUATE SUPPLIES AND POOR DISTRIBUTION OF CONSUMER GOODS, PARTICULARLY FOOD AND CLOTHING, ARE MAJOR IRRITANTS AMONG PUBLIC

1. FOOD RATIONING, BEGUN LAST MARCH, HAS NOT ASSURED IMPARTIAL DISTRIBUTION OR ADEQUATE SUPPLIES OF NEEDED GOODS.

2. THERE HAS BEEN MUCH GRUMBLING AMONG PUBLIC AND OCCASIONAL OPEN PROTESTS, BUT OUR INFORMATION SUGGESTS SHORTAGES ARE NOT MAJOR INDUCEMENTS TO OPEN REVOLT.

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B. NO SIGNS OF IMPROVEMENT IN ECONOMY IN FORESEEABLE FUTURE.

1. PRESENT INDICATIONS ARE THAT THIS YEAR'S SUGAR CROP--MAINSTAY OF ECONOMY--WILL BE LESS THAN LAST YEAR'S POOR CROP OF 4.8 MILLION TONS.

   a. AVERAGE ANNUAL CROP NEARLY 6 MILLION TONS

   b. SUGAR PRICES ON WORLD MARKET NOW NEAR 40-YEAR HIGH, BUT CUBA MAY NOT BENEFIT MUCH SINCE A GOOD PORTION OF ITS SUGAR EXPORTS GO TO SOVIET BLOC FOR BARTER.

2. NEGOTIATIONS NOW UNDERWAY ON LEVEL OF CUBA'S 1963 TRADE WITH SINO-SOVIET BLOC.

   a. PRELIMINARY ANNOUNCEMENTS ON TALKS HAVE BEEN VAGUE AND HAVE MENTIONED ONLY THAT TRADE WILL INCREASE THIS YEAR.

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b. IF CUBA-BLOC TRADE INCREASES THIS YEAR OVER LAST, IT WILL MEAN THAT CUBA RECEIVING COMMODITY CREDITS FROM BLOC, SINCE CUBA WILL HAVE FEWER EXPORTS THIS YEAR TO PAY FOR NEEDED IMPORTS.

3. CUBA'S COMMERCE WITH NON-BLOC COUNTRIES CONTINUES TO SHRINK.

a. THIS, IN TURN, MAKES IT INCREASINGLY EXPENSIVE FOR USSR TO KEEP CASTRO AFLOAT.

b. NON-BLOC SHIPPING TO CUBA HAS FALLEN OFF FROM A PRE-CRISIS RATE OF ABOUT 76 VOYAGES PERMONTH TO ONLY 34 IN THE NEARLY TWO MONTHS BETWEEN THE LIFTING OF THE QUARANTINE ON 20 NOVEMBER AND 15 JANUARY.

c. THE SOVIET BLOC HAS INITIATED A NEW SHIPPING SERVICE TO CUBA IN AN EFFORT TO FILL THE GAP.

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d. CUBA IS DEPENDENT ON THE BLOC FOR ALMOST 80 PERCENT OF ITS IMPORTS, INCLUDING ALL ITS PETROLEUM AND AN INCREASING PROPORTION OF CONSUMER GOODS.

e. UNLESS THE SOVIET BLOC IS WILLING TO INVEST EVEN MORE HEAVILY IN CUBA, SOME OF THE GRANDIOSE DEVELOPMENT PLANS WORKED OUT EARLIER IN THE CUBAN-SOVIET PARTNERSHIP WILL HAVE TO BE DEFERRED IN THE INTERESTS OF SIMPLY KEEPING THE COUNTRY AFLOAT.

II. POLITICALLY, THERE IS NO DETECTABLE CHANGE IN THE CASTRO REGIME'S GOALS AND METHODS.

A. CASTRO STILL DEDICATED TO IMPLANTING THE COMMUNIST SYSTEM IN CUBA AND IS DETERMINED TO SURMOUNT ALL OBSTACLES.

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B. SOMETIME EARLY THIS YEAR HE IS EXPECTED TO LAUNCH HIS FORMAL POLITICAL MACHINE, "THE UNITED PARTY OF THE SOCIALIST REVOLUTION," MODELED AFTER BLOC COMMUNIST PARTIES.

1. PREPARATIONS FOR FORMATION OF PARTY HAVE BEEN UNDERDWAY FOR SOME MONTHS AT MEETINGS THROUGHOUT THE COUNTRY OF LOCAL UNITS OF THE PROVISIONAL "INTEGRATED REVOLUTIONARY ORGANIZATIONS," THE PRECURSOR OF THE FORMAL PARTY.

C. RECENT PUBLIC STATEMENTS BY REGIME LEADERS ON SINO-SOVIET DISPUTE HAVE SOUGHT TO CREATE IMPRESSION OF IMPARTIALITY.

1. CASTRO WAS APPARENTLY ANGERED BY SOVIET MISSILE WITHDRAWAL, BUT AWARE THAT HE CANNOT AFFORD TO JEOPARDIZE SOVIET ECONOMIC LIFELINE HE REALIZES HE MUST GO EASY.

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a. ALSO, HE SEEMS EMOTIONALLY MORE ATTUNED TO THE CHINESE COMMUNIST "HARD" LINE AND HIS PUBLIC SPEECHES ON 2 AND 15 JANUARY REFLECT THIS.

D. CASTRO'S CONTINUED HATRED FOR THE UNITED STATES IS EVIDENT IN ALL HIS SPEECHES AND, DESPITE RUMORS, NO ATTEMPT BY HIM AT RAPPROCHEMENT WITH US IS LIKELY.

E. RECENT PUBLIC STATEMENTS BY REGIME LEADERS EMPHASIZE IMPORTANT ROLE THEY SEE FOR CUBA IN LEADING THE "ANTI-IMPERIALIST REVOLUTION" IN LATIN AMERICA.

1. THEY ARE ADAMANT IN REJECTING ANY IDEA THAT THE "REVOLUTION" CAN BE ACCOMPLISHED IN ANY WAY OTHER THAN THROUGH VIOLENCE.

2. INCREASED CUBAN EFFORTS TO PROMOTE SUBVERSION IN LATIN AMERICA SEEM LIKELY IN COMING MONTHS.

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3. ONE OF CUBA'S MOST EFFECTIVE MEANS OF SUBVERSION IS THE THE TRAINING IN CUBA OF THOUSANDS OF "STUDENTS" FROM OTHER LATIN AMERICAN COUNTRIES IN TACTICS OF GUERRILLA WARFARE AND IN MARXIST-LENINIST INDOCTRINATION.

   a. IT IS ESTIMATED THAT LAST YEAR AT LEAST 1,000 AND PERHAPS AS MANY AS 1,500 INDIVIDUALS FROM OTHER LATIN AMERICAN COUNTRIES RECEIVED TRAINING IN CUBA IN GUERRILLA WARFARE.

F. WHILE MOST OF THE CUBAN PEOPLE ARE DISSATISFIED WITH THE CASTRO REGIME, THOSE ENGAGED IN ACTIVE RESISTANCE ARE RELATIVELY FEW.

   1. THERE HAS BEEN AN INCREASE IN SCATTERED ANTI-REGIME ACTIVITY IN RECENT WEEKS, ESPECIALLY IN THE PROVINCE OF LAS VILLAS IN CENTRAL CUBA.

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a. BUT GUERRILLA BANDS IN THE MOUNTAINS THERE APPEAR UNCOORDINATED AND THEIR ACTIVITIES MORE OF A HARASSING NATURE THAN REPRESENTING A THREAT TO THE REGIME.

b. AN UNCONFIRMED REPORT OF 22 JANUARY CLAIMS 21 PEOPLE WERE EXECUTED RECENTLY IN LAS VILLAS FOR ATTEMPTING TO REVOLT AND JOIN GUERRILLAS IN MOUNTAINS.

2. IN GENERAL, POTENTIAL FOR ACTIVE RESISTANCE IS HIGH IN CUBA, BUT THE REGIME'S PERVASIVE AND EFFECTIVE SECURITY NETWORK MAKES IT SEEM FOOL HARDY TO CUBANS CONSIDERING OPEN ACTION AGAINST REGIME.

a. IN ADDITION, THEY LACK WEAPONS AND MEANS OF COMMUNICATIONS AMONG THEM AND THEIR LEADERS IN EXILE ARE DIVIDED AMONG THEMSELVES.

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III. MILITARILY THE CASTRO REGIME CONTINUES TO BE THE BEST EQUIPPED IN LATIN AMERICA AND THE SOVIET UNION RETAINS ITS MILITARY PRESENCE IN CUBA. 25X1

A. ON THE BASIS OF PHOTOGRAPHY AND OTHER INTELLIGENCE SOURCES, WE HAVE CONCLUDED THAT SINCE LATE OCTOBER THE SOVIETS HAVE WITHDRAWN [redacted] STRATEGIC MISSILES AND [redacted] JET BOMBERS AND THEIR RELATED EQUIPMENT. 25X1

1. WE BELIEVE THAT THIS REPRESENTS ALL STRATEGIC WEAPONS PLACED IN CUBA BY THE SOVIETS.

B. IN ADDITION, SOME 5,000 OF THE NEARLY 22,000 SOVIET MILITARY PERSONNEL IN CUBA AT THE PEAK OF THE CRISIS HAVE BEEN WITHDRAWN.

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GENERAL CARTER'S SPEECH AT 21 JANUARY 1963 RESERVE MEETING (as transcribed from tape of speech)

Thank you. I am not sure I need that microphone. If I do, give me a hand signal some place, preferably in the back, and I'll come jein you. I had not realized until I was just introduced that I had any military control over the male members of this pickle factory. It would appear that perhaps certain portions of the Articles of War might be utilized by me and vice versa to establish the Central Intelligence Agency in a manner which would justify all of us retaining our military status. That's a rather deep question. I'm not sure whether I'm being taped here. If I am, you're going to have to look it over two or three times and see what the implications are. I have continually maintained since I have been here in the Agency that under no circumstances would I attempt to militarize it. I am glad I said that because it would be totally impossible to attempt it in the first place; this is based on a purely normal nine months gestation that I have been with you. There is very little that I can say about your reserve program or our reserve program because if you did not have a very active interest in participating in it and if you did not believe that it had some value then you would not be here. And this rather worrisome chore which I am now undertaking, and worrisome because as you see I have to hold onto this podium or lectern here being totally unprepared, would not be necessary. So accordingly, I would like to hit just a few high spots, perhaps tell a couple of very worn out anecdotes and eat up the first 15 or 20 minutes of this one point program so you can get ahead with the rest of your more erudite and perhaps sexier training in the bowels of the Agency. I

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GROUP 1
Excluded from automatic downgrading and declassification

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had a definition of this hall which I had intended to give you but I noticed that some of the fairer sex are here and I was constrained to temper my remarks, mildly, but there is a Philippine dialect called Tagalog and some of you may know it and if you do know it, I urge you to look up a phrase that sounds something like "sudona dalag" and this means maiden's breast. And every time I look out of my window from the seventh floor and see this beautiful dome I not only wish that we had windows that could be removed, but I wonder where the other one is. 25X1 But, as long as the acoustics are good, I suppose we can get along without the gentler touch. I asked [redacted] what I might appropriately say to you. He didn't have any better idea than the staff and he just said, "Get up there and make an ass of yourself and let them at least know what the Deputy Director looks like because you don't see too many of them." So you know what I look like. On my way down I did cut out a note from Der Spigle or Der Speigle, the newspaper which in Germany has been under some ill repute recently. This is a quote picked out by the North American Air Defense Command and I think is very appropriate to the caliber of personnel we have here in the Agency. And it says, "A generation that has looked at the polar ice from below, at Jane Mansfield sideways and at the moon from behind are not likely to be stunned by anything." I think that's appropriate. I think it fits into the caliber of personnel we have here in the Agency. Their minds run in at least three tracks. In looking at these cards that were prepared for me, I find that, "It is important to you - this apparently is the reserve program - I've skipped the first card - "It

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is important to you because it permits you to retain your military reserve status and the benefits which accompany it." I'd like to go along with that. I have retained my military status while here in the Agency and the benefits which go along with it. "It's important to the Agency because it permits the Agency to retain your services in military or civilian status in time of national emergency instead of releasing you to the Armed Forces." That sounds like a guarantee, but knowing what little I do about the Armed Forces, I would say don't depend on it. You can at least assure yourself that you will not be subjected to the draft and this can at times, I think, be helpful. The third reason you should maintain your competency as a reserve officer in this Agency, according to this, "is that it is important to the Armed Forces because it reduces the numbers of military personnel which must be furnished to the Agency in the event of a national emergency, since many of you will be mobilized to meet the initial Agency requirement for military personnel." Well, I think that probably has some merits although I'm not just too sure what augmentation we in the Agency would get when we go on a national mobilization basis, particularly under the current operating procedures in which we have special forces and all sorts of military units which we never had before which have sprung up in the last two or three years under the guise of counterinsurgency. I presume we are talking here in the family and I presume also that there is enough degree of classification in my remarks to prevent me from having some day to explain to my military superiors what I said when I was in the Agency. I might just as well tell you, however, the days of the Central Intelligence Agency as possessing the sole competence in certain types of operations

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are becoming more and more in jeopardy. And while this has nothing to do with your reserve forces position, I urge you as individuals to give the greatest degree of effort and integrity and competence to the Agency in those fields in which there is a military sideline or a possible military capability. I don't mean that anyone is trying to put us out of business. All I'm saying is that the competition is getting bigger and bigger and it is incumbent upon us here in the Agency to be the area of competence, the area of professionalism in those fields in which we have this competence. It's encumbent upon us to hold always at the top level to this position and to be the teachers and the instructors and the guiding lights to those other agencies which, because of increasing demands, must of necessity get into certain aspects of our business. As reserve officers it seems to me you have really a dual responsibility - I've forgotten the cards now - a responsibility to promote the Agency as a highly competent, totally professional group of men, totally dedicated and totally selfless to their assigned mission to promote the Agency and the personnel in it in all of your contacts with the military as well as with civilians. I think this is terribly important. I think that we have got to have a unity of thought, a unity of public presence in which the Agency, the Agency is the entity to which our loyalty extends; not a particular component of the Agency but the Agency as the Central Intelligence Agency; the focus of professionalism in those areas which respond to our primary mission, our primary mission. And I think you can be great exponents of the Agency particularly because of your reserve status in all of our contacts with the military and to a lesser degree perhaps with the civilians. It may come as some shock to you

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but I served three years in the State Department. The shock being that I can still have a lot of crudity about me without having all the edges worn off. I did serve three years in the State Department. And for those of you who have heard this unhappy story, you'll still have to stay in order to get your point credit. But as an indication of how you can get into deep trouble without even trying, I visited the Embassy in Brazil where we had one of the old Foreign Service - old, old, old Foreign Service type Ambassadors. He was showing me through the Embassy - I had newly reported to the State Department - and as we were going up this spiral staircase into the ballroom the Ambassador turned to me and said, "How long, General, have you been in the diplomatic service?" I was just about to respond when I saw two pictures at the end of the hall of a couple of old jokers, obviously nineteenth century with beards and sideburns, and I turned to the Ambassador and said, "Who are those two jokers?" "Oh," he said, "those are my grandparents and I withdraw my previous question." This was my introduction to the State Department and I must say the story must have gotten around pretty well because I was in deep trouble those entire three years. I point this out to say I am not a member of the diplomatic corps nor am I a diplomat. In fact, not too long ago I was at one of our outlying stations and I had just filled out a form for the Agency, one of hundreds that I have filled out since I joined, and I had done various other relatively undignified procedures in the Agency - you know things strapped and all sorts of things - and I had filled out this form which indicated that my wife was witting. I first found out what this meant. I had never run into it before but in visiting this outlying station I saw this lovely girl

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over in the corner and I had had my two martinis and I went over to join her and struck up a conversation. This was an Agency installation entirely. And I didn't notice this gentleman come join us and I turned to this lovely girl and I meant to say, "Are you witting" but my tongue slipped and I said, "Are you willing." I corrected myself very quickly and I said, "I mean witting." And this fellow standing next to her said, "She sure to Hell is, we have six kids." I didn't stick around to ask him which or what we were talking about. Finally, they allotted me fifteen minutes to keep you amused until you get on with your training and I have several other stories. The most noteworthy of which I think I will save until the end, that will be three or four minutes. It says here that "If you wish to retain your reserve status you should be prepared to participate fully in the reserve program and meet its requirements for your continued status in it." These requirements may have to be changed after this evening's entertainment. In any event you are here now so up to now you are current. And "Unless you are prepared to contribute to the program, you will neither benefit from it nor will the Agency meet its obligations in supporting it." I think this is probably true about anything. I think the major effort I can put into being while I am here is to see if we can't get the Navy to join this outfit. It has never been done anywhere else. I think we at least should give it a try now that we have the opportunity here. It is helpful that you are a joint command and it also says here "This is important since more often than not the major CIA headquarters will always be adjacent to the joint military command and the fact that you have organized on

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a regional basis on the major geographical areas of the world gives focus to the subjects with which you are concerned but will make your mobilization assignment easier to resolve." That's pretty heady stuff. You know that it may well be that my next assignment is in charge of the reserve forces and somebody knows it ahead of me. In any event all joking aside, the reserve program is important. It is important to the Agency. I have a personal interest in it. That is why I am here. I will continue to beat the drum for it and I will attempt to get the Navy in it. It should be important to all of you, not only from your own personal situation in the future and some of it happens to you this year I presume from your 20 year basis, but also it's important to the Agency. But namely it's important because of the stature, the stature that you as an operating, professionally-competent Agency representative maintains as a reserve officer. And I would leave no stone unturned at every opportunity when you are meeting with your counterparts, particularly military ones, to reminisce about what happened at Anzio or if you were in ~~SOS~~ OSS Europe what happened in some of the bistros in Paris. At least drag up something to reminisce about if you really get into a pinch and somebody starts giving you a hard time because of your perhaps lack of knowledge of military requirements. You can continue to count on my all out support for the program. Finally, in order to get off this podium but to assure you that I will attempt to answer any questions that you might have, not about the reserve program, believe me, but about the Agency in general and even specifically if it is of general interest for the next few minutes in order to take care of the instructors for your second period who have not yet prepared their instruction sheets. They're in almost as bad shape as I was, probably worse, before I came

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down here. I'm reminded of the dinner that I attended at the Norwegian Ambassador's house in Paris in 1948 when I was accompanying General Marshall, he being Secretary of State, and the foreign ministers of France and England were also there. And after the dinner, they got up and left. They had a private session and the Indians, of which I was one - there were about 10 of us I guess, stayed around after dinner for an appropriate amount of coffee, cigarettes and liquers. And after about an hour of this, I looked around and while I might not have been the oldest I was certainly the most bored and the baldest, so it seemed time for someone to make an excuse and I went over to the hostess and in my best State Department language I said, "Thank you very much your Excellency or Madame, I've had a lovely evening." And she looked up at me - she was a beautiful blonde with great big blue eyes - and said, "Oh, must you leave now?" Well, I hadn't read a Hell of a lot farther in the book and I didn't know what the next ploy was so I said, "Well," reverting to the simple soldiery, I said, "Well, I can't stay all night." Being an Ambassador's wife, she replied, "I had not hoped for such a favor at this our first meeting." That was along toward the end of my State Department career. I retired without answering any questions from the Ambassador's wife. But, if there are any questions now, I would be prepared to tackle them. Thank you again for certainly your sufferance in letting me come up here. I have given you a brief of what I was told to give you and you have seen the Deputy Director. I am certain it is no consolation but it may help to relieve some of the consternation at some later date when you get a paper I may have signed off on or directed the assignment of. Thanks again. Are there any

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questions? Is there anyone who wants to get up and make a speech or ask me anything about the Agency that I can't pass to John Warner or send up to the Hill? Apparently not, you're so anxious to get to your next assignment. Thanks again for coming and you have now earned about .33 of a point. Thank you.

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Topics

OFFICE OF INFORMATION
HQ NORTH AMERICAN AIR DEFENSE COMMAND

VOL. VII, No. 2

15 January 1963

"A generation that has looked at the polar ice from below, at Jayne Mansfield sideways and at the moon from behind is not likely to be stunned by anything." -- Der Spiegel.

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1. FOR THE PAST 13 YEARS THE AGENCY HAS ENCOURAGED ITS RESERVE OFFICERS TO MAINTAIN THEIR MILITARY RESERVE STATUS. THERE IS NO CHANGE IN THIS POLICY AND IT WILL BE CONTINUED.

2. IN ADDITION TO THE ADMINISTRATIVE AND LOGISTICAL SUPPORT THE AGENCY PROVIDES, THE ARMED FORCES CONTRIBUTE ROUGHLY A QUARTER OF A MILLION DOLLARS ANNUALLY TO MEET THE COSTS OF YOUR ACTIVE DUTY TRAINING.

3. THE AGENCY RESERVE PROGRAM IS IMPORTANT TO YOU, THE AGENCY, AND YOUR MILITARY SERVICE FOR THE FOLLOWING REASONS:

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a. IT IS IMPORTANT TO YOU BECAUSE IT PERMITS YOU TO RETAIN YOUR MILITARY RESERVE STATUS AND THE BENEFITS WHICH ACCOMPANY IT.

b. IT IS IMPORTANT TO THE AGENCY BECAUSE IT PERMITS THE AGENCY TO RETAIN YOUR SERVICES IN MILITARY OR CIVILIAN STATUS IN TIME OF NATIONAL EMERGENCY INSTEAD OF RELEASING YOU TO THE ARMED FORCES.

c. IT IS IMPORTANT TO THE ARMED FORCES BECAUSE IT REDUCES THE NUMBERS OF MILITARY PERSONNEL WHICH MUST BE FURNISHED TO THE AGENCY IN THE EVENT OF A NATIONAL EMERGENCY, SINCE MANY OF YOU WILL BE MOBILIZED TO MEET THE INITIAL AGENCY REQUIREMENTS FOR MILITARY PERSONNEL.

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4. YOU RESERVISTS REPRESENT THE INITIAL FORCE OF MILITARY PERSONNEL THE AGENCY WILL NEED IN THE EVENT OF GENERAL MOBILIZATION. BY VIRTUE OF YOUR KNOWLEDGE AND UNDERSTANDING OF AGENCY TASKS, AND YOUR PROFESSIONAL QUALIFICATIONS YOU WILL BE MORE VALUABLE TO THE AGENCY IN AN EMERGENCY THAN AN EQUIVALENT NUMBER OF PERSONNEL WHO MIGHT BE DETAILED TO US FROM THE ARMED FORCES. YOU ARE THE AGENCY'S PREFERRED SOURCE OF MILITARY MANPOWER IN AN EMERGENCY SITUATION AND VITAL TO OUR INITIAL EFFORTS IN SUPPORT OF MILITARY OPERATIONS.

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5. RETENTION, BY EACH OF YOU, OF YOUR MILITARY STATUS, ENHANCES YOUR USEFULNESS TO THE AGENCY IN PEACETIME. SOME OF YOU HAVE FILLED DUTY ASSIGNMENTS IN MILITARY STATUS OVERSEAS. EACH OF YOU HAS PERFORMED ACTIVE DUTY ASSIGNMENTS WITH YOUR RESPECTIVE SERVICES. THESE EXPERIENCES ARE IMPORTANT IN PRESENTING TO THE ARMED FORCES AN IMPRESSION OF THE AGENCY ON THE ONE HAND, AND HAVE GIVEN YOU, ON THE OTHER, AN UNDERSTANDING OF THE MILITARY VIEWPOINT AND OF INTERAGENCY RELATIONSHIPS.

6. ON THE PRACTICAL SIDE, EACH OF YOU STANDS TO BENEFIT MATERIALLY BY RETAINING YOUR RESERVE STATUS. YOU BECOME ELIGIBLE FOR CERTAIN RETIREMENT BENEFITS AFTER YOU HAVE PUT IN YOUR 20 YEARS OF MILITARY SERVICE. FOR MANY OF YOU, 1963 IS THE CRITICAL YEAR.

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7. IF YOU WISH TO RETAIN YOUR RESERVE STATUS YOU SHOULD BE PREPARED TO PARTICIPATE FULLY IN THE RESERVE PROGRAM AND MEET ITS REQUIREMENTS FOR YOUR CONTINUED STATUS IN IT. UNLESS YOU ARE PREPARED TO CONTRIBUTE TO THE PROGRAM YOU WILL NEITHER BENEFIT FROM IT, NOR WILL THE AGENCY MEET ITS OBJECTIVES IN SUPPORTING IT.

8. THERE ARE CERTAIN FACTORS INHERENT IN THE CURRENT RESERVE ORGANIZATIONS AND ITS TRAINING CONCEPT THAT ARE PARTICULARLY SIGNIFICANT TO AGENCY INTERESTS; FIRST, THAT YOU --EXCEPT FOR THE NAVY -- ARE NOW A JOINT COMMAND AND THIS IS IMPORTANT SINCE MORE OFTEN THAN NOT, THE MAJOR CIA HEADQUARTERS WILL ALWAYS BE ADJACENT TO A JOINT MILITARY COMMAND; AND SECOND, THE FACT THAT YOU HAVE ORGANIZED ON A REGIONAL BASIS CAN PLACE THE KIND OF EMPHASIS ON THE MAJOR GEOGRAPHICAL AREAS OF THE WORLD WHICH NOT ONLY GIVES FOCUS

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TO THE SUBJECTS YOU ARE CONCERNED WITH, BUT WILL MAKE YOUR MOBILIZATION ASSIGNMENT EASIER TO RESOLVE. THIRD, THE AGENCY HAS BENEFITED IN THE PAST FROM EFFORTS OF YOUR RESERVE ORGANIZATION IN DEVELOPING IDEAS AND CONCEPTS OF AGENCY PARTICIPATION WITH THE MILITARY UNDER VARIOUS CONDITIONS OF NUCLEAR AND LIMITED WAR AND CONTINGENCY SITUATIONS. EVEN THOUGH YOU MAY NEVER BE MOBILIZED IN MILITARY STATUS, YOUR PARTICIPATION IN THIS PROGRAM WILL UNDOUBTEDLY ENHANCE YOUR USEFULNESS TO THE AGENCY IN THE PERFORMANCE OF YOUR DAILY TASKS. I AM PLEASED TO NOTE THAT YOUR CURRENT ORGANIZATION AND CONCEPT OF TRAINING HAS RECEIVED OFFICIAL APPROVAL OF THE DEPARTMENT OF DEFENSE. IT WILL CONTINUE TO HAVE THE SUPPORT OF THE AGENCY.

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CONFIDENTIAL

Hold

19 October 1962

SUBJECT: Proposed Points To Be Covered by General Carter in Addressing the Joint Military Reserve Command (Provincial) on ~~22 October~~ at 1745 Hours

1. For the past 13 years the Agency has encouraged its reserve officers to maintain their military reserve status. There is no change in this policy and it will be continued.

2. In addition to the administrative and logistical support the Agency provides, the Armed Forces contribute roughly a quarter of a million dollars annually to meet the costs of your active duty training.

3. It is commendable that Agency reservists have retained their interest and military status over the years in view of the fact that they receive no compensation for their inactive duty training as do members of the Ready Reserve elsewhere.

4. The Agency Reserve Program is important to you, the Agency and your military service for the following reasons:

a. It is important to you because it permits you to retain your military reserve status and the benefits which accompany it.

b. It is important to the Agency because it permits the Agency to retain your services in military or civilian status in time of national emergency instead of releasing you to the Armed Forces.

c. It is important to the Armed Forces because it reduces the numbers of military personnel which must be furnished to the Agency in the event of a national emergency, since many of you will be mobilized to meet the initial Agency requirements for military personnel.

5. You reservists represent the intial force of military personnel the Agency will need in the event of general mobilization. By virtue of your knowledge and understanding of Agency tasks, and your professional qualifications you will be more valuable to the Agency in an emergency that an equivalent number of personnel who might be detailed to us from the Armed Forces. As a matter of fact, the Armed Forces will probably send us mobilized reservists, in such an event, rather than members of the regular establishment. In this sense, you are the Agency's preferred source of military manpower in an emergency situation and vital to our initial efforts in support of military operations.

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6. In another sense, retention, by each of you, of your military status, enhances your usefulness to the Agency in peacetime. Some of you have filled duty assignments in military status overseas. Each of you has performed active duty assignments with your respective services. These experiences are important in presenting to the Armed Forces an impression of the Agency on the one hand, and have given you, on the other, an understanding of the military viewpoint and of interagency relationships. Such associations can be mutually beneficial in all cases where we contribute to a better understanding of our separate ways of reaching common goals.

7. The question of your actual mobilization assignment in an emergency or contingency situation will be re-solved primarily on the basis of your professional qualifications to fill a given position. The factor of cover, and the relative importance of the manpower requirements within the various components in the Agency must also be considered. Some of you may be mobilized in military status and detailed to your current position if it requires military status in an emergency, if it does not and you are needed in your current position you may not be mobilized at all. Others may be mobilized to fill military positions in components of the Agency other than that to which they are assigned at the time of emergency to the extent that they are professionally qualified for such positions, and acceptable to the head of the component concerned.

8. On the practical side, each of you stands to benefit materially by retaining your reserve status. You become eligible for certain retirement benefits after you have put in your 20 years of military service. For many of you, 1963 is the critical year. Some of you may wonder if it is still important for you to participate in the reserve program. The decision is yours to make. As things now stand, no one can say with certainty that the military reserve status of any one of you in and of itself is as important as your other qualifications to serve the Agency now or for the foreseeable future, or that your reserve status is an essential factor in your value to the Agency. In fact the majority of the Agency's manpower has no current military status at all. Does this mean that continuation in the Agency reserve program is unimportant? The answer is obviously NO.

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9. If you wish to retain your reserve status you should be prepared to participate fully in the reserve program and meet its requirements for your continued status in it. Unless you are prepared to contribute to the program you will neither benefit from it, nor will the Agency meet its objectives in supporting it.

10. The fact that you do have military status, and can be mobilized gives the Agency a measure of flexibility in meeting a situation in which sudden militarization of some Agency knowledge and experience is in the best interests of the United States. The maintenance of this program within the Agency is the best means of being prepared to meet such requirements and has been useful to us in Southeast Asia and elsewhere, even though it has involved relatively small numbers of persons.

11. There are certain factors inherent in the current reserve organization and its training concept that are particularly significant to Agency interests; first, that you are now a joint command --except for the Navy-- and this is important since more often than not, the major CIA Headquarters will always be adjacent to a joint military command; and second, the fact that you have organized on a regional basis can place the kind of emphasis on the major geographical areas of the world which not only gives focus to the subjects you are concerned with, but will make your mobilization assignment easier to resolve. Third, the Agency has benefited in the past from efforts of your reserve organization in developing ideas and concepts of Agency participation with the military under various conditions of nuclear and limited war and contingency situations. It is hoped this effort will be continued because frequently all of us in our day to day work are so busy that it is sometimes difficult for us to take these forward looks in the future and make meaningful conclusions about what we should do.

12. I have heard that some of you from DD/I and DD/S have expressed concern that you will have very little competence to contribute to the work of the DD/P in mobilized status. Let me assure you that the DD/P effort can be greatly enhanced by close working relationships with DD/I, particularly since operations will always benefit by exercise of the intelligence function, in both the planning and action phases.

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Similarly, DD/S personnel are better able to provide support to operations where their knowledge and understanding of these operations are more than superficial. In reviewing your training program, there is apparent another by-product which may have nothing to do with mobilization, but which seems to make you more aware and knowledgeable through your participation in it of the current problems the Agency faces in meeting its responsibilities for counterinsurgency operations or what are now called overseas internal defense operations. Even though you may never be mobilized in military status, your participation in this program will undoubtedly enhance your usefulness to the Agency in the performance of your daily tasks. I am pleased to note that your current organization and concept of training has received official approval of the Department of Defense. It will continue to have the support of the Agency.

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