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Course
Qualification
Research

The CIA Officer-in-Residence Program

The Program

CIA's Officer-in-Residence program is one of several ways in which the Agency works to strengthen its links to the academic community. Under the program, the Agency sponsors its senior professionals for tours with faculties of colleges and universities. CIA encourages officers to teach, do research, and act as a resource for their academic colleagues; it looks to them to shed light on the national security process and the Agency's role in it; and it aims to make the academic world aware of the quality and competence of the people who work for the Agency.

General Responsibilities

The sponsoring component is responsible for the costs associated with an officer-in-residence assignment. The Director of Training and Education, working through the Deputy Director for Curriculum/OTE and the Center for the Study of Intelligence/OTE, oversees the program, acts as a broker with the academic institution, and provides a clearinghouse and source of information. The program is closely coordinated with the Public Affairs Office.

Selection Guidelines

Selections are made through a consultative process involving the sponsoring office and OTE. There are no formal selection criteria, but several considerations should be kept in mind:

- Officers-in-residence need both credibility with their faculty associates and standing with the student body. One way to smooth the path is for them to possess the "tickets" recognized by the faculty—for example, a doctorate-level degree, a list of their publications, appropriate teaching experience, or other academic contacts of some duration. Many institutions, however, welcome officers-in-residence for the practical experience they bring, regardless of their formal academic credentials.
- The Agency benefits the most when an officer returns to work after a campus assignment. Agency officers, therefore, are encouraged to consider the possibility of an officer-in-residence tour *before* the end of their careers.

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- Officers-in-residence gain a great deal, in terms of personal reward as well as standing with the faculty and contact with the student body, if they can do some teaching. Thus the Agency favors tours where teaching is part of the assignment. OTE stands ready to put its instructional resources at any officer's disposal.

The Mechanics

Each assignment is tailored to fit the individual and the institution. Officer-in-residence tours are typically for one or two years. A two-year tour is treated as a domestic PCS, and HR [redacted] Attachment 3, applies. A tour of less than two years is treated as a TDY. Such a tour generally involves more out-of-pocket costs to the officer concerned.

Candidates and sponsoring offices should be aware that placement is a time-consuming process that should begin several months before the officer intends to move to the campus.

Before making any inquiries in the academic world, individuals and potential sponsoring units are encouraged to contact the Center for the Study of Intelligence/OTE [redacted] Chamber of Commerce Building, secure extension [redacted] for a general briefing. Individuals should also ensure at an early stage that they have a commitment of support from their sponsoring unit. Once this is obtained, they should work with CSI/OTE in contacting potential host institutions. The details of the assignment can generally be worked out at the head-of-department level, but appropriate people in the academic hierarchy need to be informed and brought on board early. This is usually the joint responsibility of the candidate and OTE. The candidate will almost certainly want to visit the campus during this process, and OTE asks that the candidate and D/OTE or a representative visit the campus to confirm the assignment with university authorities.

The Agreement With the Institution

Officers need to get a written understanding with the institution before the tour begins. Experience has shown that such an agreement reduces the possibility of later misunderstanding and also serves as another check that the institution has fully accepted the officer's assignment. CSI/OTE will assist in working out the agreement and should receive a copy. Questions of the following sort should be considered, although they do not all need to be detailed in the understanding:

- What specifically will the officer's status be on campus, and what are the implications of that status?

- What will the officer be doing? How much research, and what sort? Any teaching? What about more informal activities such as symposiums? Will the university be looking for a product of some sort?
- To what extent can the officer expect to be involved with university administrative matters? For example, some officers have found themselves serving on panels and boards because the regular faculty shuns these duties. A few have even been asked to vote on issues such as hiring.
- How will the university handle any articles written by the officer?
- How will the officer be expected to interact with the student body?
- Is there anything the university expects the officer *not* to do?

Rules for the Officer-in-Residence

The vulnerability of individual officers-in-residence and the program as a whole requires that a few rules be observed:

- *Openness.* The assignment is completely open and unclassified. Before it can be considered final, it must be agreed to by all appropriate people in the academic hierarchy. Normally this means informing someone at least at the level of the dean. Often it means checking with the head of the institution. OTE is responsible for ensuring that the necessary agreements have been reached. The final step in this process is a visit to the campus by the D/OTE or his representative and the candidate.
- *Recruiting and Spotting.* Recruiting for the Agency as a whole and "spotting" for [REDACTED] are strictly prohibited. Officers may discuss life in the Agency and the Agency's role in the world; indeed, they are encouraged to do so. Any expression of interest in a job, however, must immediately be referred to the area recruiter.
- *Contact With the Media.* Officers must get a full briefing from the Public Affairs Office before beginning a tour. Once on campus, they must report any contact with the press to PAO. At a minimum, the campus newspaper may want an interview. All officers should know, however, that campus journals have their own communication network and have

used it, sometimes assisted by [REDACTED] and [REDACTED] to exchange information about Agency representatives. Thus the officer-in-residence must check with PAO before talking to a campus paper. The requirement becomes even more urgent when the commercial media are involved.

- *Speeches.* An officer-in-residence might make a presentation in one of three forums: on campus in a formal academic setting, on campus to an informal gathering, or off campus to an outside group. The first is not likely to be a problem if the relationship between the officer and the institution is clear and open. An officer must ask for guidance and support from the PAO, however, before agreeing to informal presentations on campus or to speeches before outside groups.
- *Reports.* To help the Agency build an institutional memory, officers-in-residence are asked to submit annual reports on their activities to the sponsoring unit and CSI/OTE. Headquarters components provide feedback to these reports.
- *Required Knowledge.* Because the job is partly representational, officers should come to it with an understanding of the issues facing the Agency and the activities of its various parts. They should be prepared for the usual questions that may come their way (Iran-Contra, covert action, assassinations, and so forth), and they should be able to explain how the Agency interacts these days with the rest of the US Government (including Congress). They should also be prepared if organizations opposed to the Agency, such as those associated with [REDACTED] and [REDACTED] mount a campaign against them. They should look to the sponsoring unit, OTE, and PAO for the necessary support.
- *Support.* The sponsoring unit, OTE, and PAO share responsibility for supporting the officer-in-residence. The sponsoring unit provides basic housekeeping services and covers the officer's expenses. There should be clear agreement on any overall expense limit and what specific costs will be covered. OTE provides general advice to the prospective officer-in-residence, furnishes guidance to the sponsoring unit on the mechanics of the arrangement, acts as a broker with the university, and provides an institutional memory. To get reactions and suggestions about the program, OTE also contacts universities where officers-in-residence have served. PAO supports the officers in their dealings with the outside world. All three supporting entities, in coordination with each other, should maintain a flow of relevant information to the officers while they are in place. Other communication with the officers takes place through PAO's Academic Coordinator, the officers' annual reports and feedback thereto, and annual gatherings in Washington of past, current, and prospective officers-in-residence.

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Outgoing officers will receive a package containing the following items:

- Information on [REDACTED]
- A list of people at Headquarters who can help with specific problems, both substantive and administrative—CSI, PAO, Security, Finance, and Personnel.
- Recent unclassified articles by Robert Gates and others.
- An annotated bibliography of books related to the intelligence profession.
- A selection of unclassified *Studies in Intelligence* articles from the past few years and a listing of all unclassified *Studies* articles.
- Case studies written by Harvard's Kennedy School under its CIA contract.
- Three books:
 - *The CIA and American Democracy* by Rhodri Jeffreys-Jones
 - *Lying* by Sissela Bok
 - *Teaching Intelligence in the Mid-1980s* from Georgetown University
- Videotape of Katharine Graham's speech in the Headquarters Auditorium on "Secrecy and the Press," including the question-and-answer period.

October 1989