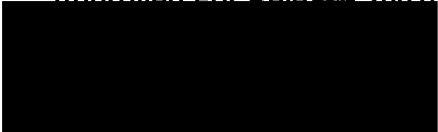


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Observations which he promised you.

10 April 1969

Part I

Who knows what "U.S. national objectives and security" consists of? In the counterinsurgency area we are down to seven countries where there seems to be acute U.S. security interests. Suggested reading for this section and as excellent background: Agenda for the Nation -- Brookings Institute but published in paper-back by Doubleday, and I believe an Anchor book. There is a great deal of controversy on this subject and the Nixon Administration has yet to come up with any clear statements of policy. Best single speaker may be [REDACTED] But to go back a bit--what is the current role of the U.S. on the world scene? I believe every student and most speakers would have a different idea, but I question whether any person in the CS could speak with authority on this broad, complicated subject. Why not try to get the DCI to open for you on this one topic?

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Part II

Polycentrism in the Communist world is of major importance here and C/ICG might well be an excellent scene setter. Excellent reading material might be found in KAHN: The Year 2000. Selections from this thought provoking book could point the way to discussion on all the things you mention--political, military, social and especially economic and scientific trends.

Part III

A. Among speakers would be [REDACTED] and 25X1A

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[REDACTED] Helpful reading might be CATER: Power

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in Washington. On the influence of domestic phenomena-
[REDACTED] might be helpful in pointing up or tying this in to the CS. On the contribution of intelligence and especially of CS produced intelligence why not try to get C/OCI to give you a few groups? Back on domestic developments, how about John Clarke on the great influence of budgetary limitations on CS operations as well as resource constraints on the entire Executive Branch?

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B. I'm stumped here -- what is CIA today: an overstuffed, complacent, wandering defendant of the status quo or a vibrant, creative, forward-looking, realistic group of professionals serving the USG? And as for the CS Mission, you can get as many ideas as you can people--we are or seem to be still in 1969 trying to be all things to all people--the sure road to ruin! Are we really on a mission of meaningful espionage and significant counter-intelligence or have we become fat, dumb and happy? Have we so diffused our patrimony that we have lost sight of our historic mission? Are we a rudder-less ship as many believe or are we so sophisticated that we are brimming with significant accomplishments while creating the appearance of floundering?

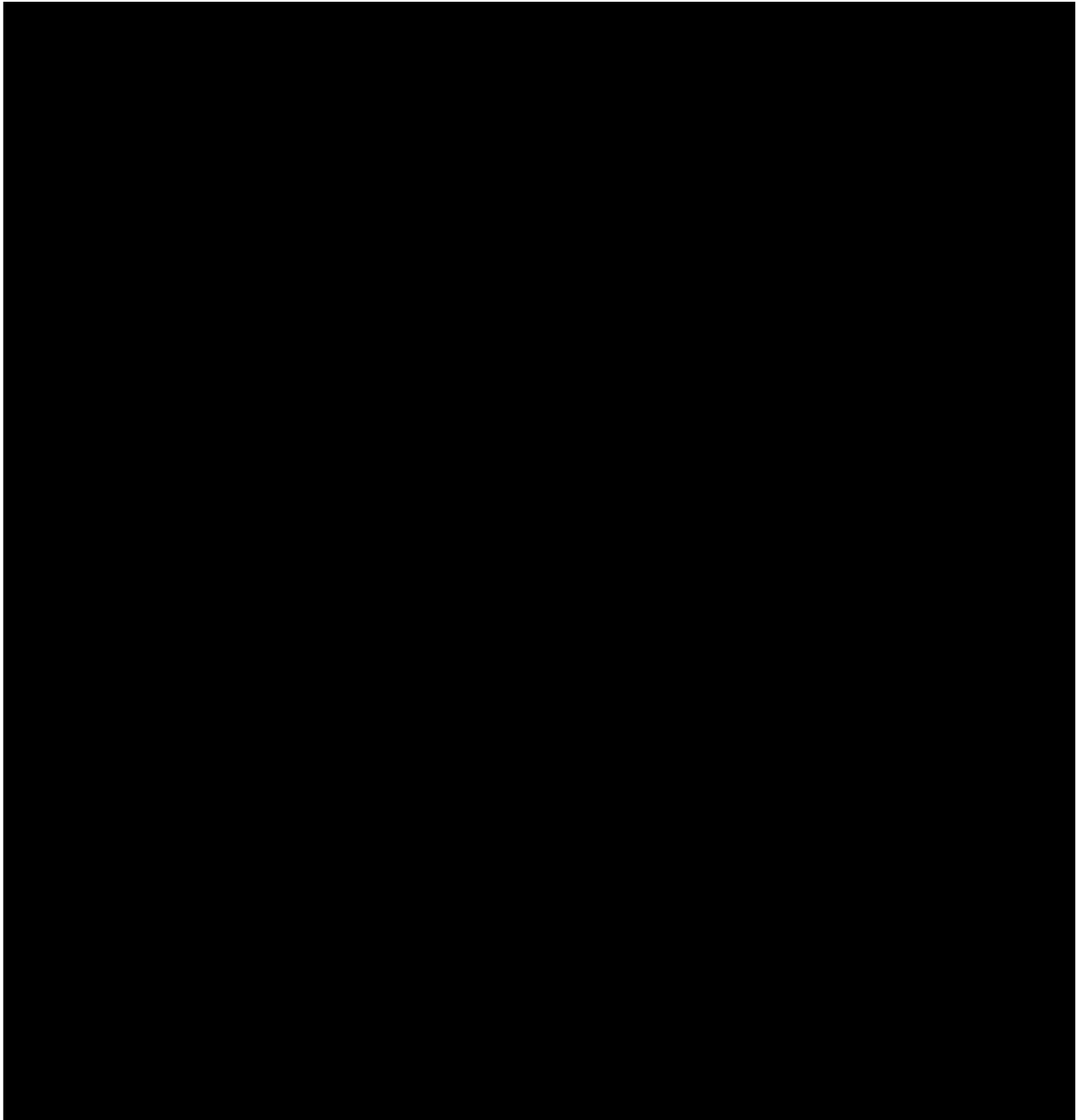
Re your footnote, I believe it vital for these students to understand ~~Set~~ collection--both means and results--if they are to comprehend the direction the CS must take if it is to survive. Only someone from DDS&T, in my opinion, can set this scene and your students should be cleared for anything that is being done in this vital area. On liaison in the community, [REDACTED] if he is permitted to speak freely, can open a few eyes to some realities vis-a-vis the military!

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Third Week

I won't even write the title of this week, for I am so disgusted about the subject that I find it difficult to be coherent. Most assignments, not many, are certainly

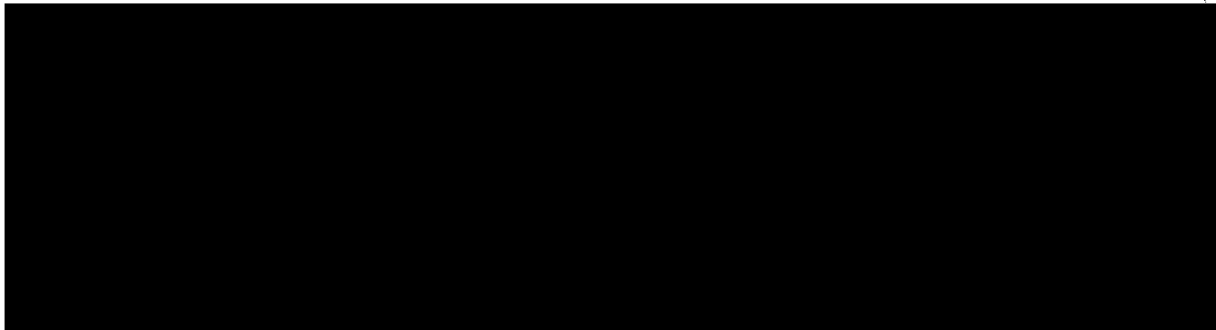
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arbitrary and on a who-knows-whom basis. This will continue in the CS so long as the CS permits Division Chiefs to have life and death authority over personnel. The only meaning of "^{career}~~career~~" in the CS is time on duty. Have we ever had a professional personnel administrator in the CS or in this Agency? No qualified such person would undertake a job here! Our egotistic attitude toward the use of personnel is exceeded only by our abysmal ignorance of human beings ^{and human relations.} It is not the nature of our business that precludes proper use and treatment of our personnel; it's the nature of us ourselves. Witness, if you will, 9 out of 10 fitness reports picked at random to see that we walk on unfrozen water! I know of no one who can speak with authority on this non-subject and the literature on Personnel Administration is proscribed.

Fourth Week

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trusted our officers sufficiently, to try. Where the finance people think we are all crooks the CI and the Security people think we are all so weak that we'll be recruited! We don't even know what makes Russians tick, much less what might make them susceptible to our blandishments!

As for techniques for the course, I suggest a two team approach with the whole class setting out a problem, selecting alternative solutions and then taking opposite views for best solution through debate, analysis, examination. The friction of the two teams may cause a spark of value to scintillate.

One last thought: creativity, innovation, imagination--whatever you call it....is the ability to form new relationships between previously unrelated things. With an uninterrupted month before them maybe these people can discover some new relationships which could further the CS mission.

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