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22 MARCH 1967

MEMORANDUM FOR THE RECORD

SUBJECT: SUMMARY CRITIQUE OF AIR WAR COLLEGE

1. THE FOLLOWING IS A SUMMARY CRITIQUE OF THE AIR WAR COLLEGE YEAR 1965 - 66 CONCERNING THE COMPOSITION OF THE CLASS, THE COLLEGE CURRICULUM, AND THE IMAGE OF THE AGENCY HELD BY STAFF AND STUDENT PARTICIPANTS.

2. THE CLASS WAS MADE UP OF LIEUTENANT COLONELS AND COLONELS FROM THE ARMED FORCES, AND CIVILIAN MEMBERS OF THE DEFENSE INTELLIGENCE AGENCY, THE NATIONAL SECURITY AGENCY, THE DEPARTMENT OF STATE, AND THE UNITED STATES INFORMATION AGENCY. ALSO IN ATTENDANCE WERE TWO MEMBERS OF THE AIR RESERVE AND ONE CANADIAN AND THREE BRITISH OFFICERS. APPROPRIATE CONTROLS WERE EXERCISED OVER THE ATTENDANCE OF THE FOREIGN OFFICERS OF LECTURES FOR U. S. NATIONALS ONLY. OVER-ALL, THE SECURITY FOR THE RUNNING OF THIS COURSE WAS EXCELLENT.

3. THE CURRICULUM INCLUDED LECTURES, PANEL DISCUSSIONS, AND SEMINARS ON THE BASES OF POWER AND CONFLICT (HISTORY AND THE NATION-STATE, THE ELEMENTS OF POWER, THE MILITARY ELEMENT OF POWER, AND THE IDEOLOGICAL CONFLICT); U. S. NATIONAL SECURITY POLICY (MAJOR INFLUENCES, AGENTS, AND IMPLEMENTATION); MILITARY DECISION MAKING (SYSTEMS ANALYSIS AND COMMAND AND CONTROL); MILITARY CAPABILITIES (ENEMY POSTURE, DEFENSE ORGANIZATIONS AT THE NATIONAL LEVEL, AND FORCES); AND MILITARY STRATEGY: CURRENT AND FUTURE. THE QUALITY OF THESE PRESENTATIONS WAS UNEVEN, BUT THE SUBSTANTIVE VALUES WERE OF UNIFORM MERIT.

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4. THE IMAGE OF THE AGENCY, AS REFLECTED BY STAFF AND STUDENT ATTITUDES, CRITIQUES OF AGENCY SPEAKERS, AND SEMINARS ON THE ROLE OF INTELLIGENCE, WAS EXCELLENT. AT NO TIME DID I FIND ANYTHING BUT THE HIGHEST REGARD AND RESPECT FOR THE AGENCY'S ROLE AND PERFORMANCE AS THESE WERE MADE KNOWN TO THE STUDENTS BY AGENCY SPEAKERS. WE WERE LOOKED ON AS ANOTHER ARMED SERVICE AND NOT AS A CIVILIAN AGENCY.

5. I RECOMMEND THAT AGENCY OFFICER CANDIDATES FOR FUTURE RUNNINGS OF THE AIR WAR COLLEGE BE DRAWN AS IN THE PAST FROM THE SEVERAL DIRECTORATES.

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DEPUTY CHIEF OF STATION/

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