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23 April 1964

MEMORANDUM FOR THE RECORD

SUBJECT: Preparation Seminar for Agency Officers Attending Service Schools

1. Aims and Purposes of the Course: A number of the Agency's best men have been picked to represent the CIA at the various service schools during the next year. In addition to the broad knowledge and experience these gentlemen will gain from their attendance at these schools, they have been honored with the Agency's confidence that they will make the best possible representatives for our organization. They will be in contact with hundreds of military officers and other government officials, most of whom will rise to positions of responsibility and influence in their own organizations in the next few years. For this reason, they should be well prepared to represent the Agency in the best possible way.

2. This task is not an easy one; it should not be taken lightly. The Agency is, and always will be, a somewhat controversial organization. The fact must be faced that the American culture distrusts secrecy and that the CIA will continue to be regarded as fair and interesting game by various public media. The military officers and other officials that our people will meet are a cross section of the American public and will have some of the suspicion and mistrust of the Agency that one finds among the informed public at large.

3. For these reasons, the men we send to service schools must be:

a. As effective as possible in their contacts with others, regardless of the subject discussed.

b. They must have a good knowledge of the Agency's organization and its functions so that they can clarify its role and defend it from the aggressively misinformed and the passively unconvinced.

c. They must have a good knowledge of the Agency's relationship with the military services and other government agencies and departments, particularly of those areas in which friction has tended to develop in the past.

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d. They must be aware of the facts behind certain CIA operations which have come to the attention of public media and for which the Agency has been attacked.

4. This preparation seminar should not be viewed as an exercise in indoctrination. Rather, it is intended as an aid to the good common sense expected of an experienced Agency official.

5. The seminar will consist of two general categories of learning. The first will be a series of talks and discussions on the Agency organization and its functions, the Agency's relationships in the coordination field with the military services, the Agency's relationship with public media, and a discussion of certain sensitive operations which have come to the attention of these public media. The second category will be a course in conference techniques given by one of the outstanding teachers of this subject in the area. Effectiveness in conference discussions is important because so many of the school programs require the extensive participation of students in small working groups. It is hoped that insofar as it is possible, the content of the briefings will be applied in the conference techniques aspect of the course.

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[Redacted]  
OTR Briefing Officer

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Attachment: Proposed Schedule