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018

THE CENTRAL INTELLIGENCE AGENCY

THIRTEENTH AGENCY ORIENTATION COURSE

conducted by

THE OFFICE OF TRAINING

in

The U. S. Department of Agriculture Auditorium

on

Tuesday, Wednesday, Thursday and Friday

February 2, 3, 4, 5, 1954

(0900-1200 hours each day)

TOTAL DOCS HEREIN 3.

FOLDER NO. *018*

BOX NO. *2*

JOB NO. *78-06370A*

IMPORTANT

This booklet is classified "Confidential." For protection please insert your initials **only** and your telephone extension.

Initials (Only)

Extension:

If you bring this program to the Course, remember that you are personally responsible for its safety.

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**INSTRUCTIONS FOR THOSE ATTENDING
THE CIA ORIENTATION COURSE**

Transportation to and from the Auditorium

No arrangements can be made for those attending the Course to park in the vicinity of the South Agriculture Building. Capital Transit chartered busses, therefore, will leave at 0830 hours each morning from:

The "loop" at the north end of "M" Building to transport those persons whose offices are located in North, Central, South, Administration, "M", "Q", 350 26th Street, NW, and adjacent buildings.

Gate 11 in the rear of "K" Building to transport those persons whose offices are located in "I", "J", "K", and "L" buildings.

Recreation and Service Building to transport those persons whose offices are located in that general area.

[Redacted] to transport those persons whose offices are located in that general area.

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The busses will make a return trip to these four points at noontime.

Security

This training Course, as a whole, is classified **SECRET**. You are cautioned to guard your conversation going to and from the Auditorium. Since passes are not shown upon entering the chartered Capital Transit busses, anyone may be riding with you and overhearing your remarks. You are also cautioned not to drop any classified papers on the floor of the Auditorium. These should be taken back to your offices. Any notes taken during the Course should be classified properly and protected with appropriate care.

Promptness

The schedule for each day permits no leeway in time. Accordingly, to maintain the pace commensurate with this demand, please plan to be in your seats each morning at least five minutes before the scheduled opening of the program. Coffee and soft drinks are not available in the vicinity of the Auditorium. Because of this and the tightness of the schedule, it is requested that all return to their seats prior to the end of the break periods.

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Registration

Every Agency person attending must complete a registration card on each morning of the Course. These cards, properly filled out, constitute the official record of attendance at the Course. An attendant will collect the cards at the exit of the Auditorium at the conclusion of each morning's program.

Question Periods

All questions will be submitted in writing on cards provided for this purpose. Since the printed program shows names of participants and synopses of subjects, questions may be prepared and submitted at any time addressed to any speaker.

Intelligence Bibliography

In this program is included a bibliography for those in the field of intelligence. This list is far from exhaustive and is to be considered suggestive of the type of material which should be read to increase one's knowledge of intelligence and related subjects.

Lost Articles

Any calls on lost articles should be made to extension 3601.

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- *Program* -

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TUESDAY — FEBRUARY 2

BACKGROUND

★★

WEDNESDAY — FEBRUARY 3

COORDINATION AND SUPPORT

★★★

THURSDAY — FEBRUARY 4

THE PRODUCTION FUNCTION

★★★★

FRIDAY — FEBRUARY 5

THE IMPACT OF INTELLIGENCE


FIRST DAY (Tuesday, February 2, 1954)

BACKGROUND

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0910	OPENING REMARKS BY THE DIRECTOR OF TRAINING	Matthew Baird
0910 - 0940	BRIEFING OF "CIA SECURITY OFFICERS"	Col. Sheffield Edwards
	Each employee of the agency must consider himself at all times a "security officer" of the organization and as such must adopt an ever-present and realistic security attitude toward every task and responsibility. The strength of all we do in every component of intelligence is only as strong as our weakest security link.	
0940 - 0950	Question Period	
0950 - 1010	REMARKS	The Deputy Director of Central Intelligence
1010 - 1015	COURSE ANNOUNCEMENTS	Chief, Orientation and Briefing Division, OTR
1015 - 1030	BREAK	

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FIRST DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1030 - 1050	SPECIAL PRESENTATION	Gen. Walter B. Smith Under Secretary of State
1050 - 1105	Question Period	
1105 - 1150	CIA — OUR CHARTER AND OUR CHALLENGE	

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Insulated with our two-ocean protection and not considering "Intelligence" as a necessary or even desirable adjunct of Government, the United States was both shortsighted and tardy in developing an organization to make National Intelligence. Though World War II convinced policy makers of the need for strategic estimates to strengthen national security, no simple organizational pattern was available. Hence, out of a barrage of suggestions, criticisms, and designs came both an agency for national intelligence and the standards and norms to bolster and develop such an organization. In the world of today, the Central Intelligence Agency of our nation is designed so as to develop the best intelligence products as guides for our policy leaders.

1150 - 1200 Question Period

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SECOND DAY (Wednesday, February 3, 1954)

COORDINATION AND SUPPORT

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR

0905 - 0925	COORDINATION	Sherman Kent
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The major statutory responsibility of CIA is to coordinate "the intelligence activities of the several Government departments and agencies in the interest of national security,...." In fulfilling this task the DCI and the officers of CIA do in fact achieve the coordination of considerable blocks of intelligence substance, of intelligence organization, and of intelligence activity in the overall system. Recognizing that the departmental intelligence agencies report to their own policy officials, coordination is attained by constant efforts of the DCI to strengthen the end products, viz., intelligence estimates and reports of all kinds. As an integral part of this undertaking CIA provides certain services of common concern to the entire intelligence community.

0925 - 0935	Question Period	
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0935 - 1010	INFORMATION	
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Information is the lifeblood of the intelligence process. Collectors abroad send back raw information in response to specific requirements or in fulfillment of general requirements. In the United States CIA has central means of collecting information. When received, information is disseminated to the original requester, to other parts of the intelligence community having an interest in the current value of the information, and to CIA's central reference facilities for recording, indexing, and cataloging. The research worker uses these reference facilities before preparing an intelligence estimate or report. He examines and synthesizes the information which is already available on his subject, and issues specific requirements for additional information which is needed.

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SECOND DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1010 - 1025	BREAK	
1025 - 1055	TRAINING	

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“... better efficiency and morale in the ranks of the public service will, in our view, depend upon new efforts to improve training programs for those entering into the field of National Security affairs, so as to provide not only greater technical competence and language area knowledge, but also a broader understanding of the significance of their own assignment.”

“Jackson Committee” Report to President Eisenhower.

1055 - 1105 Question Period

1105 - 1125 ADMINISTRATIVE SUPPORT

Col. Lawrence K. White

The goal of administrative officials is to relieve those persons who are responsible for operations and the production of intelligence of as much of the business and administrative detail as possible. Administrative support is not an incidental but an integral and vital part of our operational and intelligence effort. It is essential that it be carefully considered in all phases of our operations and activities from the early stages of planning through execution.

1125 - 1135 Question Period

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SECOND DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1135 - 1150	PERSONNEL SERVICES	Harrison G. Reynolds

The mission of the Personnel Office is to provide all services connected with persons employed by the Agency so that they may perform their duties under the best possible conditions and in jobs suited to their talents. This office is charged with securing people of every type for the many and varied functions which CIA must perform. Their assignment, promotion, welfare and all matters connected with allowances, awards and the Career Service Program come under its jurisdiction. Every effort is made to see that they are suited to the task to which they are assigned and that they are satisfied with the work that they are doing.

1150 - 1200 Question Period

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THIRD DAY (Thursday, February 4, 1954)

THE PRODUCTION FUNCTION

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR

0905 - 0940	ECON. AND GEOG. INTELLIGENCE	
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Economic and geographic intelligence is based on the analysis of information from all sources ranging from open publications and newspapers to the most highly classified materials. The research in these fields results in reports and estimates that focus on problems of national intelligence significance and that support operational planning. The functions of economic and geographic intelligence are to mobilize all pertinent data, to analyze these data for meeting intelligence requirements, and to identify the gaps that require more effort, both in collection and research, in order to solve remaining uncertainties. Economic intelligence production in CIA is confined largely to the study of the Soviet Bloc and to the coordination of economic research on foreign areas performed in other agencies.

0940 - 1010	CURRENT INTELLIGENCE	
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The Office of Current Intelligence is the "nerve center" of CIA. It operates on a 24-hour basis and is geared to give quick and immediate evaluations of all intelligence which could conceivably affect the national security or herald a crisis situation. This evaluated information is disseminated on a continuing basis to the President, the Joint Chiefs of Staff, the Secretaries of State and Defense, and the National Security Council. Foreign policy and national defense plans cannot be stronger than the intelligence on which they are based. Facts in themselves are not necessarily relevant for policies and plans unless put in their proper context. Ideally the production of current intelligence yields a continuing grasp of what is going on throughout the foreign world *now* to which attention should be paid, because of its actual or potential danger or good for us.

1010 - 1020	Question Period	
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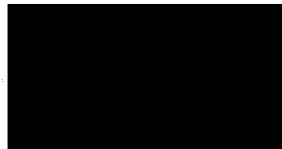
THIRD DAY — Continued

Time *Topic* *Speaker*

1020 - 1035 **BREAK**

1035 - 1115 **SCIENTIFIC INTELLIGENCE**

Scientific intelligence encompasses foreign research and development from the point of pure research to that of production. Its role is to assess the effect of science and technology upon the military, economic, and political capabilities and vulnerabilities of other nations. A crucial aspect of this role is the prediction of the development of new weapons, equipment, and techniques. In addition, scientific activities may provide indications of intentions for hostilities. Adequate scientific intelligence will have a profound impact upon our strategy, policies, and research and development programs. Primary production responsibility for major subjects is allocated between CIA and the military services. At the same time, OSI is responsible for providing the DCI and other offices of the Agency with support in the entire scientific intelligence field.



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1115 - 1150 **NATIONAL INTELLIGENCE
ESTIMATES**

Many of the most important questions asked of intelligence cannot be answered directly from even the best accumulation of facts and data. Sometimes this is because the facts are not available and cannot be ascertained; more often it is because the questions themselves pose problems of judgment rather than of fact. The answer must be in the form of an *estimate*. National Intelligence Estimates represent the coordinated judgment of the principal government intelligence agencies, including CIA itself, upon intelligence problems of national importance which transcend the competence of any one agency. It is the function of the Board of National Estimates to prepare these estimates and see to their coordination.





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1150 - 1200 Question Period

FOURTH DAY (Friday, February 5, 1954)

THE IMPACT OF INTELLIGENCE

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>	
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR	
0905 - 0940	THE SOVIET INTELLIGENCE SYSTEM		25X1A
	<p>The MVD is more than a police organization — it is one of the key components of the Soviet power machine. Its vast organization, resources and authority probably exceed those of any security organization in history. Its strengths, which derive from these factors, reflect and typify the strengths of the Soviet system. But the MVD suffers from certain actual or potential weaknesses, which likewise reflect the weaknesses of the Soviet system. Chief among these is the fact that, for all of its far-reaching facilities, it must rely upon human skills and subjective judgments in analyzing and evaluating the information which it gathers; and it is here that we must look for its Achilles heel. For there is good reason to believe that the Soviet official, whether he be an intelligence officer, a diplomat, a propagandist, or a theoretician, is incapable of the hard-headed objectivity and intellectual honesty which is essential to the process of drawing sound conclusions from any intelligence data. It is mainly in this field that we relative amateurs in CIA have the chance to beat the MVD professionals at their own game.</p>		
0940 - 0950	Question Period		
0950 - 1035	INTELLIGENCE IN ACTION		25X1A
	<p>Intelligence is not produced in a series of watertight compartments. In the intelligence services of a twentieth century great power like the US this product evolves from a series of complex and constant interrelationships between numerous collectors, evaluators, analysts, estimators, and disseminators in many</p>		

FOURTH DAY — Continued

agencies and in many different offices in each agency. The activities of all these agencies and offices mesh together to produce varied types and levels of intelligence — ranging from minute details to broad national estimates — to meet wide and varied needs. A fictitious case study will give an example of the intelligence process in action and demonstrate the manner in which the intelligence facilities of CIA and its sister agencies seek to anticipate the needs of the planner and policy-maker and to reduce to a minimum the element of surprise.

1035 - 1045	Question Period	
1045 - 1100	BREAK	
1100 - 1120	YOU AND THE AGENCY	Lyman B. Kirkpatrick
1120 - 1130	Question Period	
1130 - 1150	DCI's MESSAGE	The Director of Central Intelligence
1150 - 1200	Question Period	
1200	CONCLUDING REMARKS AND ADJOURNMENT	Chief, Orientation and Briefing Division, OTR

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BIOGRAPHICAL SKETCHES

GENERAL WALTER BEDELL SMITH

Walter Bedell Smith was born in Indianapolis, Indiana in 1895. He began his military career in 1910 as a private in the Indiana National Guard. By 1917, when he entered the Officers Training Camp at Fort Benjamin Harrison, he had advanced through the non-commissioned ranks to the grade of first sergeant. He was commissioned a second lieutenant in the Officers Reserve Corps in November 1917 and moved through the successive commissioned ranks to general, in the Army of the United States in July 1951. He received his commission in the regular Army as a first lieutenant of Infantry in September 1920. Upon graduation from Officers Training Camp in November of 1917 he was assigned to the 39th Infantry of the Fourth Division and served with this unit in France in 1918. Between the World Wars, General Smith's assignments included: Assistant Chief Coordinator and later as Executive Officer and Deputy Chief Coordinator of Budget in the Bureau of the Budget (1925-29); a two year tour with the 45th Infantry Regiment in the Philippines (1929-31); attending the Infantry School at Fort Benning, Georgia, the Command and General Staff School at Fort Leavenworth, Kansas, and the Army War College in Washington, D. C. (1931-39). Approximately three of the years during the period 1931-39 were spent as a member of the staff and faculty of the Infantry School. In October 1939, General Smith was appointed to the War Department General Staff in Washington where he served first as Assistant Secretary and later as Secretary to the General Staff during the critical period between October 1939 and January 1942. In February 1942, he was appointed Secretary to the Combined Chiefs of Staff in Washington. In December 1942, General Smith was ordered to England as Chief of Staff for General Eisenhower who was at that time in command of all American forces in Europe. When SHAEF (Supreme Headquarters Allied Expeditionary Forces) was organized in January 1944, General Smith was appointed as the Chief of Staff of this Headquarters and remained in this capacity until the end of the war. On behalf of the Supreme Commander, he signed the instruments effecting the surrender of Italy and Germany. In February 1946, he was appointed Ambassador to the Soviet Union, remaining in a military status during this assignment. His resignation as Ambassador was accepted by the President on 25 March 1949. From April 1949 to October 1950, he served as Commanding General of the United States First Army with headquarters on Governors Island in New York City. In October 1950 General Smith was appointed by President Truman as Director of the Central Intelligence Agency and took the Oath of Office on October 7, 1950. General Smith's decorations include those awarded him by eleven foreign countries. He holds six honorary degrees from various colleges and universities. His latest book, "My Three Years in Moscow" relates his experiences while serving as Ambassador to the Soviet Union. On February 9, 1953 General Smith was sworn in as Under Secretary of State.

ALLEN W. DULLES

Allen W. Dulles was born in Watertown, New York. He is a graduate of Princeton (B.A., 1914; M.A. 1916) and of George Washington University (LL.B., 1926). He holds an LL.D. from Brown University (1947) and from Temple University (1952). His career has included: teaching English at Allahabad, India (1915);

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member of the American Commission to negotiate peace at the Paris Peace Conference (1918-19); First Secretary of the American Embassy in Berlin (1919); Chief of the State Department's Division of Near Eastern Affairs (1922-26); delegate to two Geneva Conferences, to the Arms Traffic Conference (1925), and to the Preparatory Disarmament Conference (1926); partnership in the New York law firm of Sullivan and Cromwell; legal advisor to the American delegation at the Three Power Naval Conference, and afterward advisor to the delegations at the Geneva Disarmament Conference of 1932 and 1933. In 1942 Mr. Dulles served as the Chief of the Office of Strategic Services in Switzerland and later headed the OSS mission to Germany. In 1948 he was designated by the President as chairman of a three-man group to survey the U.S. Intelligence system. He has written several books, his best known being *Germany's Underground*. In January of 1951 Mr. Dulles joined the CIA as the Deputy Director (Plans). In August of the same year, he was appointed Deputy Director of Central Intelligence. Mr. Dulles became Director of Central Intelligence 26 February 1953.

LIEUTENANT GENERAL CHARLES PEARRE CABELL, USAF

Charles Pearre Cabell was born in Dallas, Texas, October 11, 1903. He was graduated from the U.S. Military Academy June 12, 1925, and commissioned a second lieutenant of Field Artillery. For five years following his graduation from the Academy, General Cabell served with the 12th Field Artillery at Fort Sam Houston, Texas. He then was assigned to the Air Corps Primary Flying School at Brooks Field, Texas, from which he was graduated in February, 1931, when he went to Kelly Field, Texas. He completed the observation course at the Air Corps Advanced Flying School in June, 1931, and remained at Kelly Field as a flying instructor. He was transferred to the Air Corps July 11, 1931. General Cabell joined the Seventh Observation Squadron at France Field, Panama Canal Zone, as adjutant in October, 1931. He subsequently served as commanding officer of the 44th Observation Squadron, the 24th Pursuit Squadron, and the 74th Pursuit Squadron, successively, at Albrook Field, C.Z. In September, 1934, General Cabell became a flying instructor at the Air Corps Primary Flying School at Randolph Field, Texas. He later served as Post Adjutant, and in September, 1938, entered the Air Corps Tactical School at Maxwell Field, Alabama, from which he graduated in June 1939. In August, 1939, he was detailed to the Command and General Staff School at Fort Leavenworth, Kansas, from which he was graduated in February, 1940. The following June he went to Wright Field, Ohio, where he was assigned to the Photographic Laboratory in the Experimental Engineering Division. After a period as an observer with the R.A.F. in the United Kingdom, he was transferred to Washington, D. C., in April, 1941, for duty in the Office of the Chief of Air Corps as Chief of the Photo Unit. In February, 1942, he was made Assistant Executive for Technical Planning and Coordination. The following month he became Chief of the Advisory Council to the Commanding General of the Army Air Forces. From June to October, 1943, he attended the first course at the Army and Navy Staff College. General Cabell was assigned to the Eighth Air Force in the European Theater in October, 1943, and on December 1, 1943, assumed command of the 45th Combat Bombardment Wing. In April, 1944, he became Director of Plans for the U.S. Strategic Air Force in Europe, and three months later was made Director of Operations and Intelligence for the Mediterranean Allied Air Forces with headquarters at Caserta, Italy. In May, 1945, General Cabell was assigned to Air Force Headquarters, where he became Chief of the Strategy and

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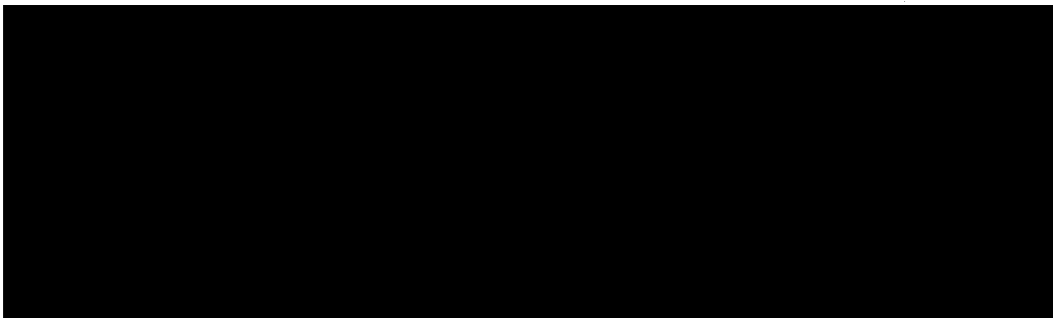
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Policy Division in the Office of the Assistant Chief of Air Staff for Plans. In December, 1945, he was assigned with the Military Staff Committee of the United Nations, and after attending the London Conference, remained on duty with the United Nations in New York, as Deputy and later as U.S. Air Force Representative on the Military Staff Committee. General Cabell was assigned to Air Force Headquarters in August, 1947, as Special Assistant to the Assistant Chief of Air Staff for Plans, and the following two months served as Acting Deputy to the Director (Designate) of the Joint Staff. In November, 1947, he became Chief of the Air Intelligence Requirements Division in the Office of the Director of Intelligence. On May 15, 1948, he was appointed Director of Intelligence of the U.S. Air Force. On November 1, 1951, General Cabell was named Director of the Joint Staff in the Office of the Joint Chiefs of Staff. General Cabell has been awarded the Distinguished Service Medal, Legion of Merit, Distinguished Flying Cross, Bronze Star Medal, and Air Medal with one Oak Leaf Cluster. He also has been made an Honorary Commander of the British Empire, a Chevalier in the French Legion of Honor, a wearer of the French Croix de Guerre, and a member of the Order of Saints Maurice and Lazarus of Italy. He is rated a technical observer, and command pilot. He was sworn in as Deputy Director of Central Intelligence on April 23, 1953.

MATTHEW BAIRD

Matthew Baird was born in 1901 in Ardmore, Pennsylvania. He received his B.A. from Princeton in 1924, an M.A. the following year from the same institution, and in 1928 a B.Litt. from Oxford University (Balliol College). The next ten years he spent as an educator, first as Master of the Haverford School and later as Headmaster of the Arizona Desert School. In 1938 he left the field of education for the grazing lands of Arizona where he specialized in the raising of Brahman cattle. He is still the owner-operator of the Ruby Star Ranch located near Tucson, Arizona. During World War II he served for forty-four months, mostly in the South Pacific. Mr. Baird's assignments included: Commanding Officer of the 13th Air Depot Group and later, Commanding Officer of the 13th Air Force Service Command. He holds the Legion of Merit, the Air Force Commendation Medal and four Battle Stars. He was separated from the Air Force with the rank of Colonel in 1945 but was recalled to active duty in December of 1950 to fill the new post of Director of Training for the CIA. Thirty months after being recalled to active duty he resumed his civilian status remaining on as Director of Training. Mr. Baird still retains his interest in civic affairs in his adopted State of Arizona, having served recently as the Vice President of the American Brahman Breeders Association and as Chairman of the Arizona State Aviation Authority.

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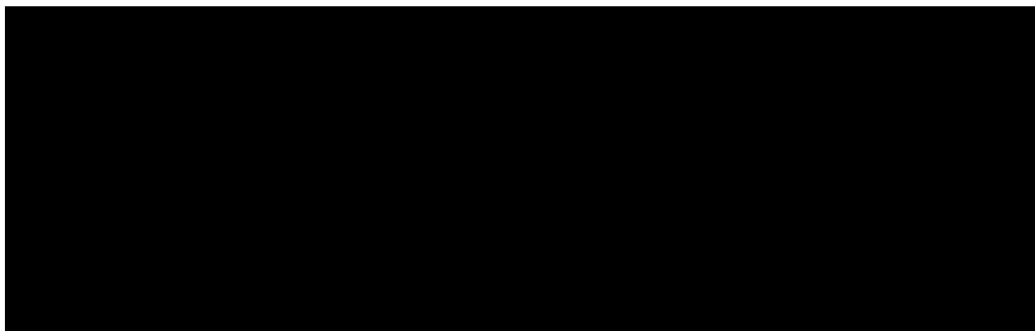
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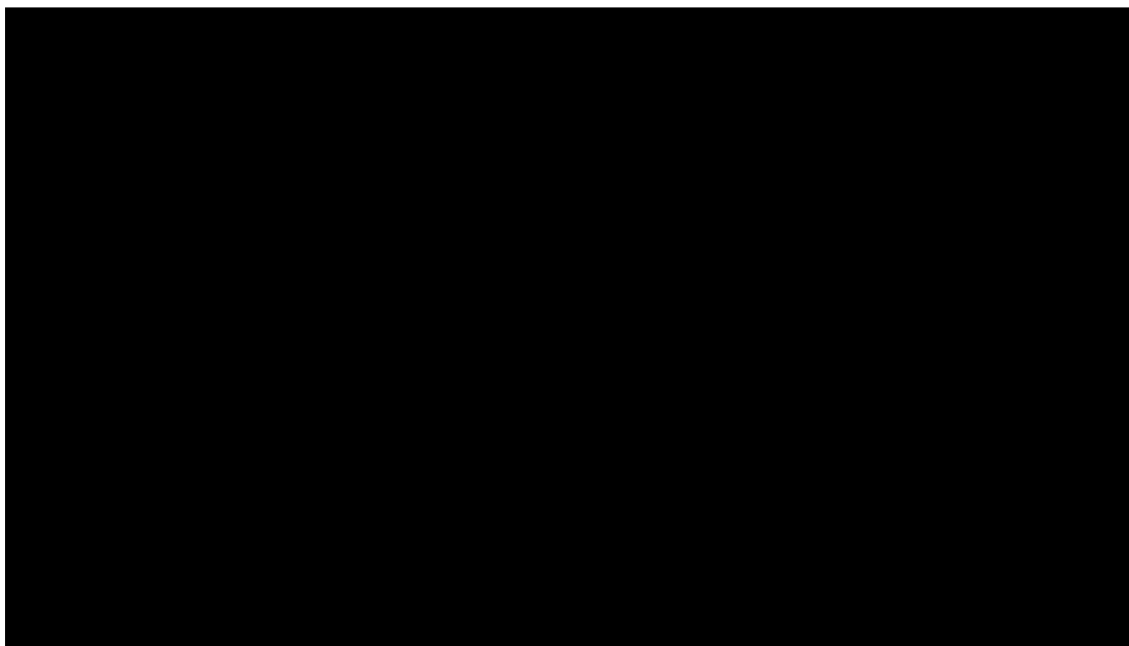
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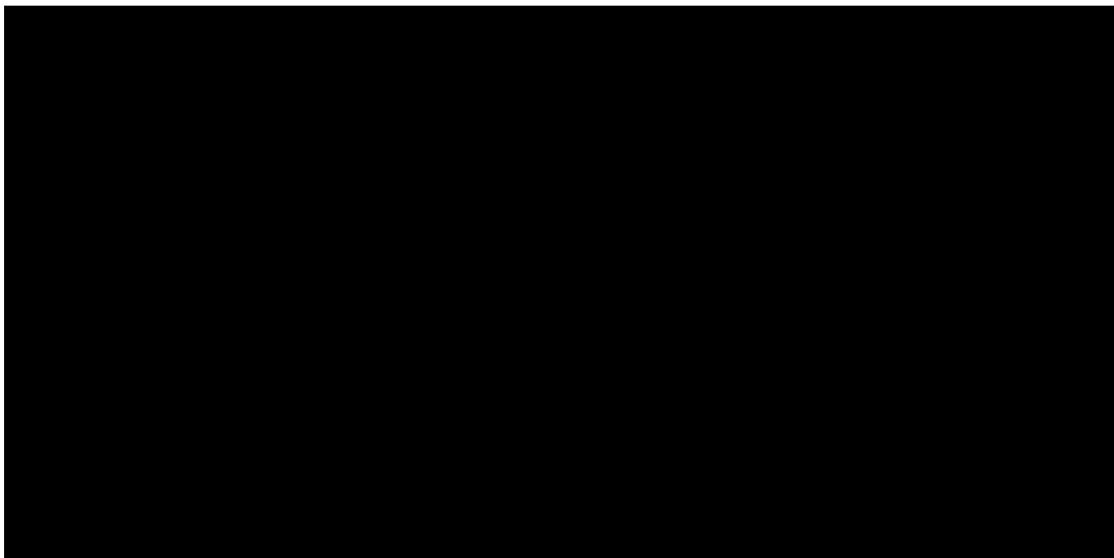
COLONEL SHEFFIELD EDWARDS (RET.)

Colonel Sheffield Edwards was born in California in 1902. In 1923 he was graduated from the U.S. Military Academy, at which time he received a Bachelor of Science Degree. During World War II Colonel Edwards served in England, France, Germany, and Luxembourg from 1942-45. He was awarded the Legion of Merit and the Bronze Star Medal for meritorious service as Chief of the Air Branch, G-3 Section, Headquarters First United States Army Group and Twelfth Army Group from 9 December 1943 to 31 July 1944. During this time he was responsible in a large degree for planning the air support procedures that were successfully applied in the battles of France. He retired voluntarily from active military service after thirty years service on November 1, 1953. Since 1946 Colonel Edwards has been assigned to the Central Intelligence Group and its successor organization, the Central Intelligence Agency. Since the inception of the Security Office he has held the position of Director of Security.

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SHERMAN KENT

Sherman Kent was born in Chicago, Illinois, on 1 December 1903, and received his Ph.D. degree in history from Yale University. He was instructor of history at Yale, 1928-30, and 1933-36, assistant professor, 1936-40, and director of general studies, Yale graduate school, 1940-41. During the war, Professor Kent was initially Chief of the Mediterranean Section, Division of Special Information, Office of Co-ordinator of Information, and then became Chief of the African Section, then of the Europe-Africa Division of the Research and Analysis Branch of the Office of Strategic Services. In that capacity he was directly responsible for the research and intelligence of a political, economic, and geographic nature on European countries, Africa, and the Near East. In January 1946, after the Research and Analysis Branch, Office of Strategic Services was transferred to the State Department, he became Deputy, then Acting Director of the Office of Research and Intelligence. Professor Kent was a member of the resident faculty of the National War College from August to December 1946. He is the author of the book "Strategic Intelligence" (Princeton Univ. Press, 1949), which he wrote as a Guggenheim Fellow, January through September 1947. He resumed his duties as professor of history at Yale University in September 1947. In January 1951 he joined the Agency as the Deputy Assistant Director for the Office of National Estimates. In January 1952 Mr. Kent became Assistant Director for the Office of National Estimates.

LYMAN B. KIRKPATRICK

Lyman B. Kirkpatrick, Jr., was born in 1916 in Rochester, New York. He studied languages briefly at the University of Geneva; graduated from Princeton University in 1938. Prior to World War II he was employed as Editor and Personnel Manager for the U.S. News. During World War II he served in Europe as OSS Detachment Commander with the First Army and Twelfth U.S. Army Group and also served as G-2 briefing officer to General Bradley during the European campaign.

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After discharge in the rank of Major in 1945, Mr. Kirkpatrick resumed his job as an editor of the U.S. News and World Report.

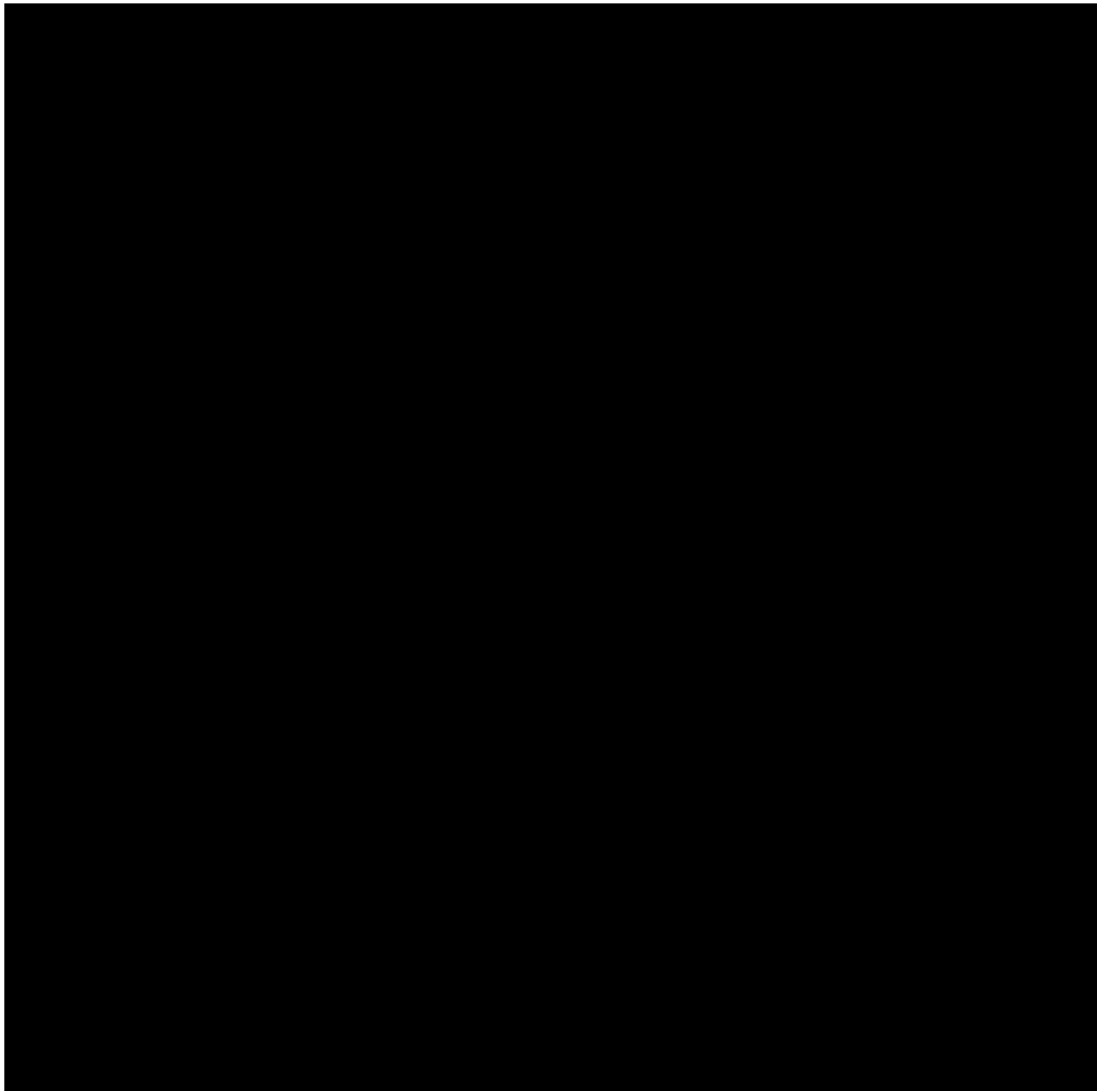


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Mr. Kirkpatrick was appointed Inspector General of CIA, 30 March 1953.



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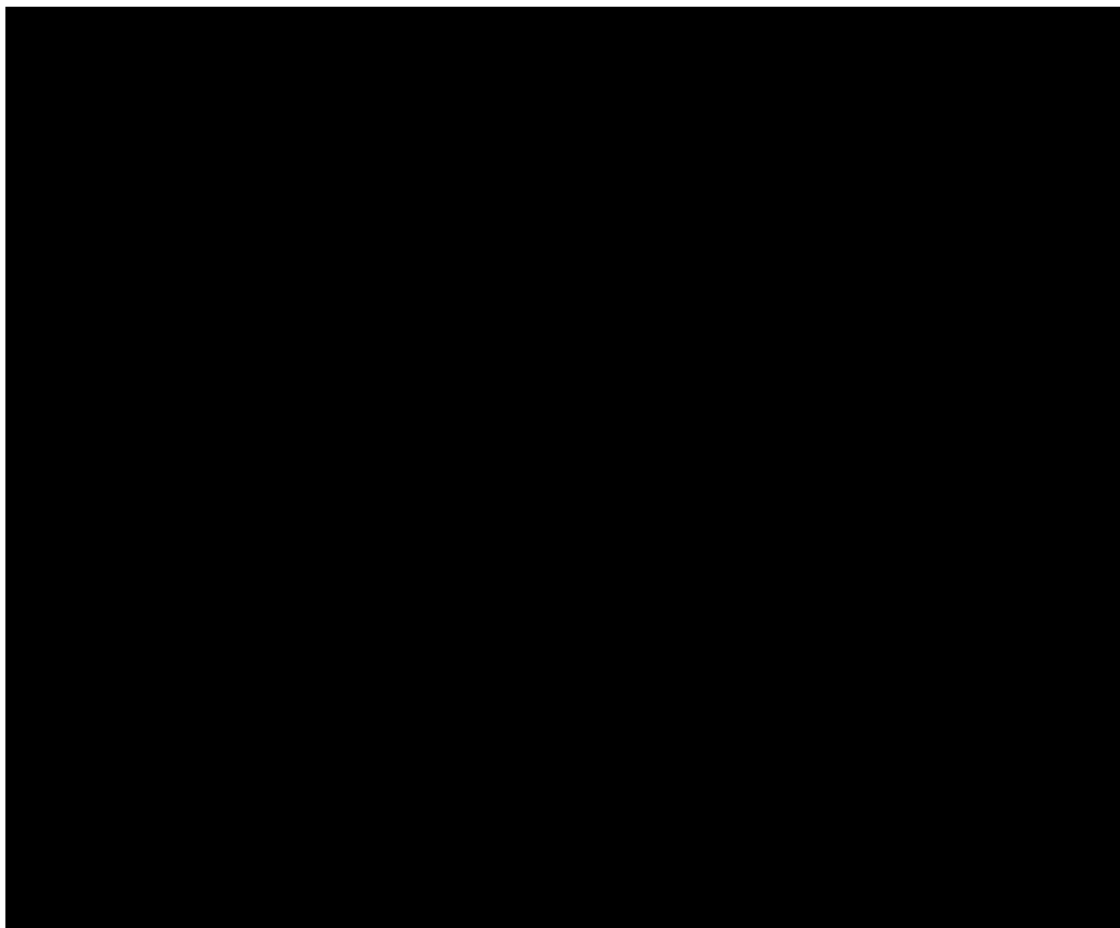
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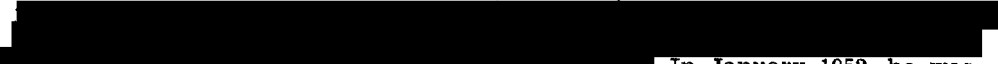
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COLONEL LAWRENCE K. WHITE (RET.)

Lawrence K. White was born in 1912 in Union City, Tennessee. He received an appointment to the U.S. Military Academy (B.S. 1933), and upon graduation was commissioned as a Second Lieutenant in the Infantry. After various assignments in this country and in the Philippines, he returned to the United States in 1941. Returning to the Pacific in 1942, he saw action in the Fiji Islands, the New Hebrides, the Solomons and the Philippines. He was wounded in action in the Philippines in April 1945 and was hospitalized until retirement in February 1947. His decorations include the Distinguished Service Cross, Silver Star, Legion of Merit with one Oak Leaf Cluster, Bronze Star Medal with two Oak Leaf Clusters, Purple Heart, Presidential Unit Citation, and Navy Commendation Ribbon. He

 In January 1952, he was appointed Assistant Deputy Director (Administration). On July 1, 1953, Colonel White became Acting Deputy Director (Administration).

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BIBLIOGRAPHY

(For those in the field of intelligence)

The following books range from the elementary to the advanced. Intelligence personnel should select according to their background and needs. The inclusion of any book in this list is not to be construed as Agency endorsement of any or all of the material contained therein.

These books are available in the CIA Library or may be obtained through the facilities of the CIA Library. Both title and author should be used to expedite the withdrawal of any of these volumes.

INTELLIGENCE — METHODS AND TECHNIQUES

<u>Title</u>	<u>Author</u>
<i>Sub Rosa; the OSS and American Espionage (1946)</i>	ALSOP AND BRADEN
<i>The Secret Services of Europe (1940)</i>	BOUCARD
<i>Master Spy (English Edition: Chief of Intelligence) (1951)</i>	COLVIN
<i>Secrets of the British Secret Service (1947)</i>	COOKRIDGE
<i>Germany's Underground (1947)</i>	DULLES
<i>Handbook for Spies (1949)</i>	FOOTE
<i>Cloak and Dagger; the Secret Story of OSS (1946)</i>	FORD
<i>Iron Curtain (1948)</i>	GOUZENKO
<i>Soviet Spies (1947)</i>	HIRSCH
<i>Strategic Intelligence (1949)</i>	KENT
<i>I Was An American Spy (1953)</i>	MASHBIR
<i>The Traitors (1952)</i>	MOOREHEAD
<i>Operation Cicero (1950)</i>	MOYZISCH
<i>Epics of Espionage (1950)</i>	NEWMAN
<i>Soviet Atomic Spies (1952)</i>	NEWMAN
<i>The German Secret Service (1924)</i>	NICOLAI
<i>The Future of American Intelligence (1946)</i>	PETTEE
<i>The Atom Spies (1952)</i>	PILAT
<i>Crime Without Punishment (1952)</i>	REINHARDT
<i>Combat Intelligence (1936)</i>	SCHWIEN
<i>Smersh (1950)</i>	SINEVERSKY
<i>The Meaning of Treason (1947)</i>	WEST
<i>The Soviet Spy System (1948)</i>	WHITE
<i>Interlocking Subversion in Government Departments (1953)</i>	U.S. CONGRESS. SENATE.
<i>Secret Missions (1946)</i>	ZACHARIAS

THEORY AND PRACTICE OF COMMUNISM

<u>Title</u>	<u>Author</u>
<i>European Communism (1953)</i>	BORKENAU
<i>Struggle for the World (1947)</i>	BURNHAM

<i>Blueprint for World Conquest (1946)</i>	CHAMBERLAIN
<i>Witness (1952)</i>	CHAMBERS
<i>The Enemy Within: An Eyewitness Account of the Communist Conquest of China (1952)</i>	DE JAECHER AND KUHN
<i>Communism in Western Europe (1951)</i>	EINAUDI
<i>Whole of Their Lives (1948)</i>	GITLOW
<i>Bolshevism (1952)</i>	GURIAN
<i>The Theory and Practice of Communism (1951)</i>	HUNT
<i>The Communist Conspiracy (1953)</i>	KING-HALL
<i>Report of the Canadian Royal Commission (1946)</i>	KING'S PRINTER
<i>A Study of Bolshevism (1953)</i>	LEITES
<i>Marx Against the Peasant (1951)</i>	MITRANY
<i>Sociology and Psychology of Communism (1953)</i>	MONNEROT
<i>The Land of the Russian People (1953)</i>	NAZAROFF
<i>1984 (1949)</i>	ORWELL
<i>A Century of Conflict (1953)</i>	POSSONY
<i>A Communist Party in Action (1949)</i>	ROSSI
<i>The Rise of Modern Communism (1952)</i>	SALVADORI
<i>Chinese Communism and the Rise of Mao (1951)</i>	SCHWARTZ
<i>Anatomy of Communism (1952)</i>	SCOTT
<i>The Organizational Weapon; a Study of Bolshevik Strategy and Tactics (1952)</i>	SELZNICK
<i>From Lenin to Malenkov (1953)</i>	SETON-WATSON
<i>Communism and the Conscience of the West (1951)</i>	SHEEN
<i>Lenin (1948)</i>	SHUB
<i>Strategy and Tactics of World Communism (1948)</i>	U.S. CONGRESS. HOUSE.
<i>Asia Aflame; Communism in the East (1953)</i>	VAN DER FLUGT
<i>Total Empire (1951)</i>	WALSH
<i>Total Power (1948)</i>	WALSH
<i>Three Who Made a Revolution (1948)</i>	WOLFE

SOVIET UNION

Title	Author
<i>Slave Labor in Russia (1949)</i>	AMERICAN FEDERATION OF LABOR
<i>Economic Geography of the USSR (1949)</i>	BALZAK, VASYUTIN AND FEIGIN
<i>Soviet Economic Growth (1953)</i>	BERGSON
<i>The Russians in Focus (1953)</i>	BERMAN
<i>Soviet Foreign Relations; Documents and Readings (1952)</i>	BISHOP
<i>The Bolshevik Revolution, 1917-1923 (1950)</i>	CARR
<i>The Russian Revolution (1935)</i>	CHAMBERLIN
<i>Cracks in the Kremlin Wall (1951)</i>	CRANKSHAW
<i>Forced Labor in the Soviet Union (1947)</i>	DALLIN
<i>Soviet Russia's Foreign Policy (1942)</i>	DALLIN
<i>Soviet Russia and the Far East (1948)</i>	DALLIN
<i>The New Soviet Empire (1951)</i>	DALLIN
<i>The Real Soviet Russia (1947)</i>	DALLIN

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<i>The Rise of Russia in Asia (1949)</i>	DALLIN
<i>Russia: What Next? (1953)</i>	DEUTSCHER
<i>Malenkov (1953)</i>	EBON
<i>How Russia is Ruled (1953)</i>	FAINSOD
<i>Soviet Opposition to Stalin (1952)</i>	FISCHER
<i>Russia; a History and an Interpretation (1953)</i>	FLORINSKY
<i>Readings in Russian Foreign Policy (1953)</i>	GOLDWIN
<i>Soviet Imperialism (1953)</i>	GURIAN
<i>Russia, a History (1953)</i>	HARCAVE
<i>I Chose Justice (1950)</i>	KRAVCHENKO
<i>The Operational Code of the Politburo (1951)</i>	LEITES
<i>Our Secret Allies, the Peoples of Russia (1953)</i>	LYONS
<i>Russia, Past and Present (1951)</i>	MAZOUR
<i>Soviet Politics — The Dilemma of Power (1950)</i>	MOORE
<i>The Dynamics of Soviet Society (1953)</i>	ROSTOW
<i>My Three Years in Moscow (1950)</i>	SMITH
<i>In the Workshop of the Revolution (1953)</i>	STEINBERG
<i>Russian Assignment (1953)</i>	STEVENS
<i>Political Power in the USSR, 1917-1947 (1948)</i>	TOWSTER
<i>A History of Russia (1951)</i>	VERNADSKY
<i>Soviet Economic Institutions (1952)</i>	VUCINICH

INTERNATIONAL AFFAIRS AND CRITICAL AREAS

Title	Author
<i>The Ultimate Weapon (1953)</i>	ANISIMOV
<i>The Mind of East Asia (1952)</i>	ABEGG
<i>The Temper of Western Europe (1953)</i>	BRINTON
<i>Beyond Containment (1953)</i>	CHAMBERLIN
<i>War or Peace (1950)</i>	DULLES
<i>The China Tangle (1953)</i>	FEIS
<i>America and Russia in the World Community (1946)</i>	FISHER
<i>The United States and Spain (1951)</i>	HAYES
<i>Asian Nationalism and the West (1953)</i>	HOLLAND
<i>American Diplomacy 1900-1950 (1951)</i>	KENNAN
<i>Seven Fallen Pillars; the Middle East, 1945-1952 (1953)</i>	KIMCHE
<i>The American Record in the Far East, 1945-1951 (1952)</i>	LATOURETTE
<i>How Foreign Policy is Made (1950)</i>	LONDON
<i>The Great Powers and Eastern Europe (1953)</i>	LUKACS
<i>World Power in the Balance (1953)</i>	MENDE
<i>The State of Asia (1953)</i>	ROSINGER
<i>East European Revolution (1952)</i>	SETON-WATSON
<i>International Relations (1950)</i>	STRAUZ-HUPE AND POSSONY
<i>Southeast Asia in the Coming World (1953)</i>	THAYER
<i>The United States and Turkey and Iran (1951)</i>	THOMAS AND FRYE
<i>Germany — Key to Peace (1953)</i>	WARBURG
<i>Fire in the Ashes (1953)</i>	WHITE

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NOTES
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Training 3
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THE CENTRAL INTELLIGENCE AGENCY

1954

AGENCY ORIENTATION COURSE

Number 2

conducted by

THE OFFICE OF TRAINING

in

The U. S. Department of Agriculture Auditorium

on

Tuesday, Wednesday, Thursday and Friday

May 4, 5, 6, 7, 1954

(0900-1200 hours each day)

IMPORTANT

This booklet is classified "Confidential."
For protection please insert your initials
only and your telephone extension.

Initials (Only)

Extension:

If you bring this program to the Course, re-
member that you are personally responsible
for its safety.

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**INSTRUCTIONS FOR THOSE ATTENDING
THE CIA ORIENTATION COURSE**

Transportation to and from the Auditorium

No arrangements can be made for those attending the Course to park in the vicinity of the South Agriculture Building. Capital Transit chartered busses, therefore, will leave at 0830 hours each morning from:

The ~~500A~~ at the north end of "M" Building to transport those persons whose offices are located in North, Central, South, Administration, "M", "Q", 350 26th Street, NW, and adjacent buildings.

Gate 11 in the rear of "K" Building to transport those persons whose offices are located in "I", "J", "K", and "L" buildings.

Recreation and Service Building to transport those persons whose offices are located in that general area.

Building to transport those persons whose offices are located in that general area.

The busses will make a return trip to these four points at noontime.

Security

This training Course, as a whole, is classified SECRET. You are cautioned to guard your conversation going to and from the Auditorium. Since passes are not shown upon entering the chartered Capital Transit busses, anyone may be riding with you and overhearing your remarks. You are also cautioned not to drop any classified papers on the floor of the Auditorium. These should be taken back to your offices. Any notes taken during the Course should be classified properly and protected with appropriate care.

Promptness

The schedule for each day permits no leeway in time. Accordingly to maintain the pace commensurate with this demand, please plan to be in your seats each morning at least five minutes before the scheduled opening of the program. Coffee and soft drinks are not available in the vicinity of the Auditorium. Because of this and the tightness of the schedule, it is requested that all return to their seats prior to the end of the break periods.

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Registration

Every Agency person attending must complete a registration card on each morning of the Course. These cards, properly filled out, constitute the official record of attendance at the Course. Attendants will collect the cards at the exits of the Auditorium at the conclusion of each morning's program.

Question Periods

All questions will be submitted in writing on cards provided for this purpose. Since the printed program shows names of participants and synopses of subjects, questions may be prepared and submitted at any time addressed to any speaker.

Intelligence Bibliography

In this program is included a bibliography for those in the field of intelligence. This list is far from exhaustive and is to be considered suggestive of the type of material which should be read to increase one's knowledge of intelligence and related subjects.

Lost Articles

Any calls on lost articles should be made to extension 3601.

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- *Program* -



TUESDAY — MAY 4

BACKGROUND



WEDNESDAY — MAY 5

SUPPORT AND COORDINATION



THURSDAY — MAY 6

THE PRODUCTION FUNCTION




FRIDAY — MAY 7

THE IMPACT OF INTELLIGENCE

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FIRST DAY (Tuesday, May 4, 1954)

BACKGROUND

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0910	OPENING REMARKS BY THE DIRECTOR OF TRAINING	Matthew Baird
0910 - 0930	DCI's MESSAGE	The Director of Central Intelligence
0930 - 1000	THE ENEMY WE FACE	
	<p>The Soviet threat results from a combination of two factors: First, the magnitude of Soviet capabilities, and second, the irreconcilable hostility of the Soviet leaders toward the free world. Not only is the Soviet orbit a formidable enemy; it is also a formidable intelligence target, shielded under totalitarian security. However, it also has certain intelligence vulnerabilities. In a totalitarian system every aspect of life is geared to serve the purposes of the rulers. Therefore, as we learn how to observe and analyze Soviet activities which are not, and cannot be, fully concealed we are able to piece together reliable indications of Soviet capabilities.</p>	
1000 - 1010	Question Period	
1010 - 1015	COURSE ANNOUNCEMENTS	Chief, Orientation and Briefing Division, OTR
1015 - 1030	BREAK	

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FIRST DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>	
1030 - 1100	THE OPERATIONS COORDINATING BOARD	[REDACTED]	25X1A
	Executive Order No. 10483, September 3, 1953, established the OCB to increase the effectiveness of decisions reached in the National Security Council. Members of OCB are the Under Secretary of State, Chairman; the Deputy Director of Defense, the Deputy Director of Foreign Operations Administration and a representative of the President. When necessary other agencies participate as members. The OCB is directed by the President to coordinate the implementation of national security policy decisions; to clarify responsibilities, operational plans and to time their execution; and to initiate new action proposals when situations demand. The Board has the full assistance of a full time professional staff and makes extensive use of inter-agency working committees.		
1100 - 1110	Question Period		
1110 - 1150	CIA — OUR CHALLENGE AND OUR CHARTER	[REDACTED]	25X1A
	Insulated with our two-ocean protection and not considering "Intelligence" as a necessary or even desirable adjunct of Government, the United States was both shortsighted and tardy in developing an organization to make National Intelligence. Though World War II convinced policy makers of the need for strategic estimates to strengthen national security, no simple organizational pattern was available. Hence, out of a barrage of suggestions, criticisms, and designs came both an agency for national intelligence and the standards and norms to bolster and develop such an organization. In the world of today, the Central Intelligence Agency of our nation is designed so as to develop the best intelligence products as guides for our policy leaders.		
1150 - 1200	Question Period		

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SECOND DAY (Wednesday, May 5, 1954)

SUPPORT AND COORDINATION

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR
0905 - 0930	ADMINISTRATIVE SUPPORT	Col. Lawrence K. White

The goal of administrative officials is to relieve those persons who are responsible for operations and the production of intelligence of as much of the business and administrative detail as possible. Administrative support is not an incidental but an integral and vital part of our operational and intelligence effort. It is essential that it be carefully considered in all phases of our operations and activities from the early stages of planning through execution.

0930 - 0940 Question Period


0940 - 1020 INFORMATION

Information is the lifeblood of the intelligence process. Collectors abroad send back raw information in response to specific requirements or in fulfillment of general requirements. In the United States CIA has central means of collecting information. When received, information is disseminated to the original requestor, to other parts of the intelligence community having an interest in the current value of the information, and to CIA's central reference facilities for recording, indexing, and cataloging. The research worker uses these reference facilities before preparing an intelligence estimate or report. He examines and synthesizes the information which is already available on his subject, and issues specific requirements for additional information which is needed.

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1020 - 1035 BREAK

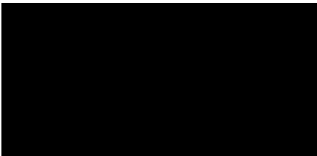
SECOND DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1035 - 1105	CLANDESTINE SERVICES “ . . . it shall be the duty of the Agency, under the direction of the National Security Council— “ . . . to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished centrally; “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.” —National Security Act of 1947	
1105 - 1115	Question Period	
1115 - 1150	SPECIAL PRESENTATION	The Honorable Walter H. Judd Congressman from Minnesota
1150 - 1200	Question Period	

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THIRD DAY (Thursday, May 6, 1954)

THE PRODUCTION FUNCTION

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR
0905 - 0940	ECON. AND GEOG. INTELLIGENCE	

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Economic and geographic intelligence is based on the analysis of information from all sources ranging from open publications and newspapers to the most highly classified materials. The research in these fields results in reports and estimates that focus on problems of national intelligence significance and that support operational planning. The functions of economic and geographic intelligence are to mobilize all pertinent data, to analyze these data for meeting intelligence requirements, and to identify the gaps that require more effort, both in collection and research, in order to solve remaining uncertainties. Economic intelligence production in CIA is confined largely to the study of the Soviet Bloc and to the coordination of economic research on foreign areas performed in other agencies.

0940 - 1010 **CURRENT INTELLIGENCE**

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The Office of Current Intelligence is the "nerve center" of CIA. It operates on a 24-hour basis and is geared to give quick and immediate evaluations of all intelligence which could conceivably affect the national security or herald a crisis situation. This evaluated information is disseminated on a continuing basis to the President, the Joint Chiefs of Staff, the Secretaries of State and Defense, and the National Security Council. Foreign policy and national defense plans cannot be stronger than the intelligence on which they are based. Facts in themselves are not necessarily relevant for policies and plans unless put in their proper context. Ideally the production of current intelligence yields a continuing grasp of what is going on throughout the foreign world *now* to which attention should be paid, because of its actual or potential danger or good for us.

1010 - 1020 Question Period

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THIRD DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1020 - 1035	BREAK	

1035 - 1115	SCIENTIFIC INTELLIGENCE	
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Scientific intelligence encompasses foreign research and development from the point of pure research to that of production. Its role is to assess the effect of science and technology upon the military, economic, and political capabilities and vulnerabilities of other nations. A crucial aspect of this role is the prediction of the development of new weapons, equipment, and techniques. In addition, scientific activities may provide indications of intentions for hostilities. Adequate scientific intelligence will have a profound impact upon our strategy, policies, and research and development programs. Primary production responsibility for major subjects is allocated between CIA and the military services. At the same time, OSI is responsible for providing the DCI and other offices of the Agency with support in the entire scientific intelligence field.

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1115 - 1150	NATIONAL INTELLIGENCE	
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Many of the most important questions asked of intelligence cannot be answered directly from even the best accumulation of facts and data. Sometimes this is because the facts are not available and cannot be ascertained; more often it is because the questions themselves pose problems of judgment rather than of fact. The answer must be in the form of an *estimate*. National Intelligence Estimates represent the coordinated judgment of the principal government intelligence agencies, including CIA itself, upon intelligence problems of national importance which transcend the competence of any one agency. It is the function of the Board of National Estimates to prepare these estimates and see to their coordination.


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1150 - 1200	Question Period	
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FOURTH DAY (Friday, May 7, 1954)

THE IMPACT OF INTELLIGENCE

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR
0905 - 0935	INTELLIGENCE IN ACTION	

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Intelligence is not produced in a series of watertight compartments. In the intelligence services of a twentieth century great power like the US this product evolves from a series of complex and constant interrelationships between numerous collectors, evaluators, analysts, estimators, and disseminators in many agencies and in many different offices in each agency. The activities of all these agencies and offices mesh together to produce varied types and levels of intelligence — ranging from minute details to broad national estimates — to meet wide and varied needs. A fictitious case study will give an example of the intelligence process in action and demonstrate the manner in which the intelligence facilities of CIA and its sister agencies seek to anticipate the needs of the planner and policy-maker and to reduce to a minimum the element of surprise.

0935 - 0945 Question Period


0945 - 1005 INTELLIGENCE AND POLICY 

National Security Council organization — place of Director of Central Intelligence, CIA and IAC therein. Integration of National Intelligence into the mechanism formulating National Policy. How binding should agreed intelligence be on the policy makers and their staffs? How closely should intelligence be related to contemplated U.S. courses of action? How can we best combine estimates of enemy capabilities with our own strengths and plans in order to produce "net" capability estimates?

1005 - 1015 Question Period

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FOURTH DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1015 - 1035	SECURITY	Col. Sheffield Edwards
	Each employee of the agency must consider himself at all times a "security officer" of the organization and as such must adopt an ever-present and realistic security attitude toward every task and responsibility. The strength of all we do in every component of intelligence is only as strong as our weakest security link.	
1035 - 1045	Question Period	
1045 - 1100	BREAK	
1100 - 1120	TRAINING	
	"... better efficiency and morale in the ranks of the public service will, in our view, depend upon new efforts to improve training programs for those entering into the field of National Security affairs, so as to provide not only greater technical competence and language area knowledge, but also a broader understanding of the significance of their own assignment." "Jackson Committee" Report to President Eisenhower.	
1120 - 1130	Question Period	
1130 - 1150	YOU AND THE AGENCY	Lyman B. Kirkpatrick
1150 - 1200	Question Period	
1200	CONCLUDING REMARKS AND ADJOURNMENT	Chief, Orientation and Briefing Division, OTR

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BIOGRAPHICAL SKETCHES

The Honorable **WALTER HENRY JUDD**

Walter Henry Judd was born in Rising City, Nebraska, on September 25, 1898. During World War I he enlisted in the Army as a private and was discharged as a second lieutenant in the Field Artillery. Working to pay his tuition, Mr. Judd earned his B.A. degree and Phi Beta Kappa key at the University of Nebraska in 1920. The same institution awarded him his M.D. degree in 1923.

Arriving in Nanking, China, in 1925, Dr. Judd realized his early ambition to be a medical missionary under the Congregational Board of Foreign Missions. He journeyed and remained in Fukien Province for five years (1926-31). After forty-six serious malarial attacks he was finally forced to return to the United States in 1931. Three years later he returned to head a hospital in Fenchow, in a malaria-free area in Shansi Province. Under his jurisdiction this hospital became a haven for thousands of Chinese fleeing before the advancing Japanese. Even after the capture of Fenchow in February 1938, Dr. Judd remained in the Japanese-held city for almost six months administering to the needs of the hospital. In the latter part of 1938 he returned to the United States to embark on an extended and demanding lecture tour which carried him to 46 states. He made more than fourteen hundred speeches on American foreign policy and United States interests in the Pacific. In January 1941 Dr. Judd entered private medical practice in Minneapolis, Minnesota, while continuing his efforts to awaken Americans to the full implications of Japanese militarism.

In 1942 he was elected to his first term in the Seventy-eighth Congress to which he has been returned in all subsequent elections. Since his election to the United States Congress, Dr. Judd has been active in the drafting and introduction of legislation to strengthen the United States' interests in the Far East. "Of all Americans occupying elective office, the man who knows most about the Far East is almost certainly Congressman Judd," wrote Time Magazine.

Congressman Judd is a key member of two important Congressional Committees, viz., the House Foreign Affairs Committee and the Government Operations Committee. He is Chairman of the Far East and Pacific Subcommittee of the House Foreign Affairs Committee and is a member of two important Subcommittees — the International Operations Subcommittee and the Subcommittee on State Department Organization and Personnel. Of significant interest is the fact that Congressman Judd was a member of the House Committee on Government Operations when it considered and passed the National Security Act of 1947 which created the Central Intelligence Agency under the National Security Council.

He is a member of the American Medical Association, the Minnesota Medical Association, Phi Beta Kappa, Alpha Omega Alpha and Phi Rho Sigma.

ALLEN W. DULLES

Allen W. Dulles was born in 1893 in Watertown, New York. He is a graduate of Princeton (B.A., 1914; M.A. 1916) and of George Washington University (LL.B., 1926). He holds an LL.D. from Brown University (1947) and from Temple University (1952). His career has included: teaching English at Allahabad, India (1915); member of the American Commission to negotiate peace at the Paris Peace Conference (1918-19); First Secretary of the American Embassy in Berlin (1919); Chief of the State Department's Division of Near Eastern Affairs (1922-26); delegate to

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two Geneva Conferences, to the Arms Traffic Conference (1925), and to the Preparatory Disarmament Conference (1926); partnership in the New York law firm of Sullivan and Cromwell; legal advisor to the American delegation at the Three Power Naval Conference, and afterward advisor to the delegations at the Geneva Disarmament Conference of 1932 and 1933. In 1942 Mr. Dulles served as the Chief of the Office of Strategic Services in Switzerland and later headed the OSS mission to Germany. In 1948 he was designated by the President as chairman of a three-man group to survey the U.S. Intelligence system. He has written several books, his best known being *Germany's Underground*. In January of 1951 Mr. Dulles joined the CIA as the Deputy Director (Plans). In August of the same year, he was appointed Deputy Director of Central Intelligence. Mr. Dulles became Director of Central Intelligence 26 February 1953.

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ROBERT AMORY, JR.

Robert Amory, Jr. was born in Boston in 1915 and was educated at Harvard University, graduating from the Harvard Law School in 1938. He practiced law in New York City from 1938 to 1940. He saw military service from 1941 to 1946, rising from the rank of private to that of colonel in the Corps of Engineers of the U.S. Army. He commanded the Engineer Boat Battalion and Boat and Shore Regiment in New Britain, New Guinea, Luzon, and the Southern Philippine campaigns. From 1946 until his current assignment, he was Professor of Law at Harvard University. Mr. Amory entered CIA in March, 1952.

MATTHEW BAIRD

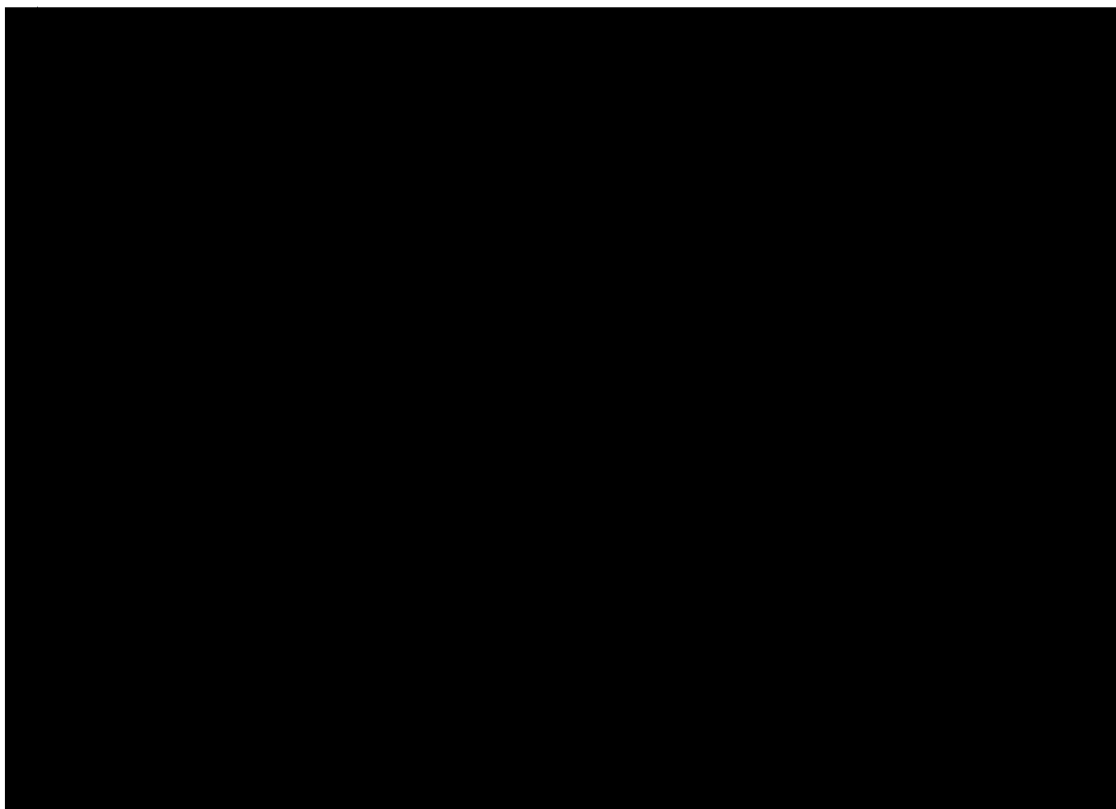
Matthew Baird was born in 1901 in Ardmore, Pennsylvania. He received his B.A. from Princeton in 1924, an M.A. the following year from the same institution, and in 1928 a B.Litt. from Oxford University (Balliol College). The next ten years he spent as an educator, first as Master of the Haverford School and later as Headmaster of the Arizona Desert School. In 1938 he left the field of education for the grazing lands of Arizona where he specialized in the raising of Brahman cattle. He is still the owner-operator of the Ruby Star Ranch located near Tucson, Arizona. During World War II he served for forty-four months, mostly in the South Pacific. Mr. Baird's assignments included: Commanding Officer of the 13th Air Depot Group and later, Commanding Officer of the 13th Air Force Service Command. He holds the Legion of Merit, the Air Force Commendation Medal and four Battle Stars. He was separated from the Air Force with the rank of Colonel in 1945 but was recalled to active duty in December of 1950 to fill a new post in CIA. Two and a half years later he resumed his civilian status remaining in his position in this Agency.

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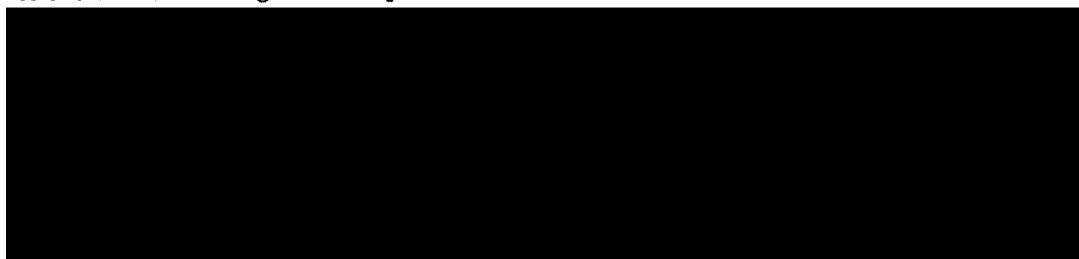
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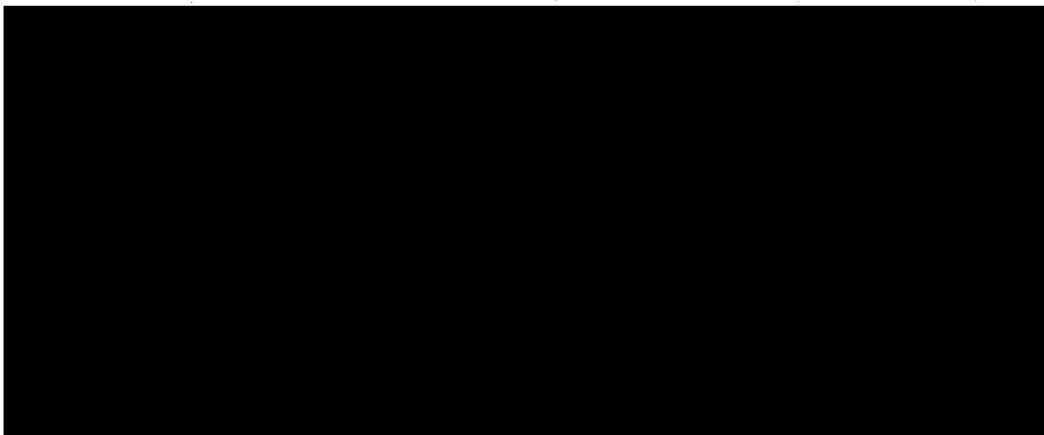
COLONEL SHEFFIELD EDWARDS (RET.)

Colonel Sheffield Edwards was born in California in 1902. In 1923 he was graduated from the U.S. Military Academy, at which time he received a Bachelor of Science Degree. During World War II Colonel Edwards served in England, France, Germany, and Luxembourg from 1942-45. He was awarded the Legion of Merit and the Bronze Star Medal for meritorious service as Chief of the Air Branch, G-3 Section, Headquarters First United States Army Group and Twelfth Army Group from 9 December 1943 to 31 July 1944. During this time he was responsible in a large degree for planning the air support procedures that were successfully applied in the battles of France. He retired voluntarily from active military service after thirty years service on November 1, 1953. In 1946 Colonel Edwards was assigned to the Central Intelligence Group.

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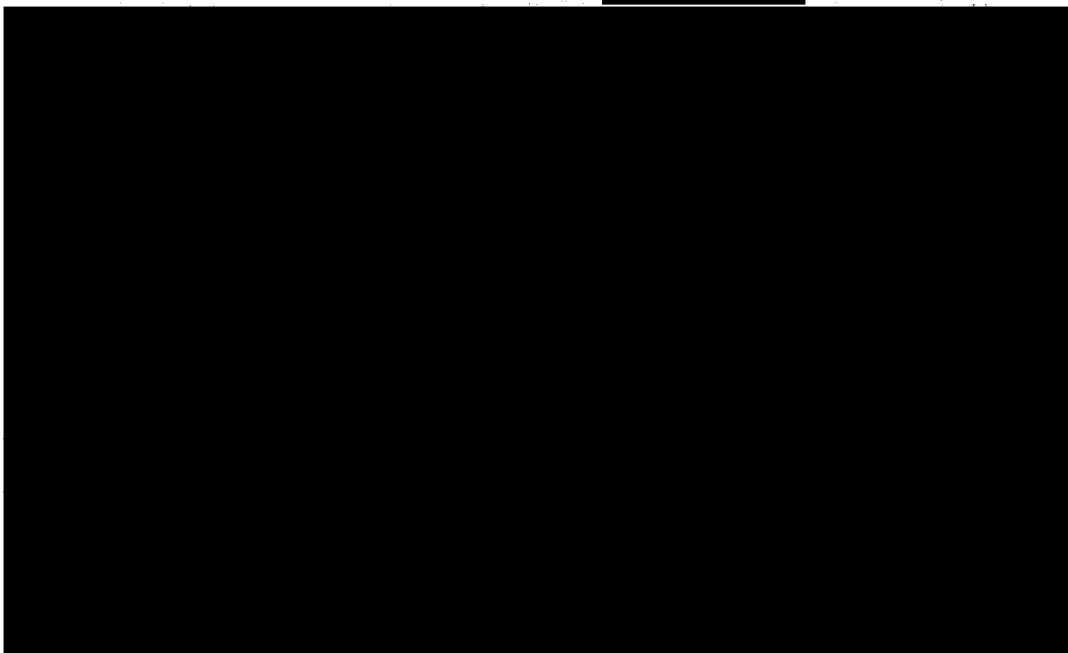


LYMAN B. KIRKPATRICK

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Lyman B. Kirkpatrick, Jr., was born in 1916 in Rochester, New York. He studied languages briefly at the University of Geneva; graduated from Princeton University in 1938. Prior to World War II he was employed as Editor and Personnel Manager for the U.S. News. During World War II he served in Europe as OSS Detachment Commander with the First Army and Twelfth U.S. Army Group and also served as G-2 briefing officer to General Bradley during the European campaign. After discharge in the rank of Major in 1945, Mr. Kirkpatrick resumed his job as an editor of the U.S. News and World Report. [REDACTED] he joined CIA.

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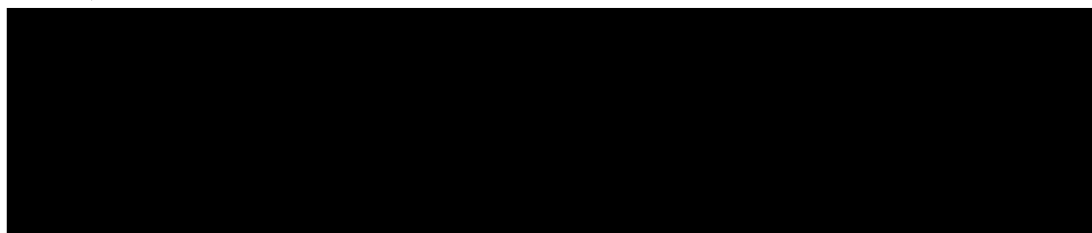
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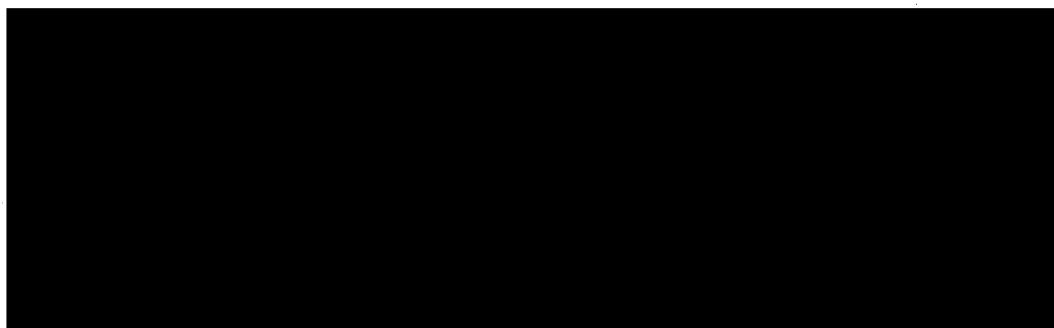
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COLONEL LAWRENCE K. WHITE (RET.)

Lawrence K. White was born in 1912 in Union City, Tennessee. He received an appointment to the U.S. Military Academy (B.S. 1933), and upon graduation was commissioned as a Second Lieutenant in the Infantry. After various assignments in this country and in the Philippines, he returned to the United States in 1941. Returning to the Pacific in 1942, he saw action in the Fiji Islands, the New Hebrides, the Solomons and the Philippines. He was wounded in action in the Philippines in April 1945 and was hospitalized until retirement in February 1947. His decorations include the Distinguished Service Cross, Silver Star, Legion of Merit with one Oak Leaf Cluster, Bronze Star Medal with two Oak Leaf Clusters, Purple Heart, Presidential Unit Citation, and Navy Commendation Ribbon. He joined CIA in [REDACTED]

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BIBLIOGRAPHY

(For those in the field of intelligence)

The following books range from the elementary to the advanced. Intelligence personnel should select according to their background and needs. The inclusion of any book in this list is not to be construed as Agency endorsement of any or all of the material contained therein.

These books are available in the CIA Library or may be obtained through the facilities of the CIA Library. Both title and author should be used to expedite the withdrawal of any of these volumes.

INTELLIGENCE — METHODS AND TECHNIQUES

<u>Title</u>	<u>Author</u>
<i>Sub Rosa; the OSS and American Espionage (1946)</i>	ALSOP AND BRADEN
<i>The Secret Services of Europe (1940)</i>	BOUCARD
<i>Master Spy (English Edition: Chief of Intelligence) (1951)</i>	COLVIN
<i>Secrets of the British Secret Service (1947)</i>	COOKRIDGE
<i>Germany's Underground (1947)</i>	DULLES
<i>Handbook for Spies (1949)</i>	FOOTE
<i>Iron Curtain (1948)</i>	GOUZENKO
<i>Soviet Spies (1947)</i>	HIRSCH
<i>Strategic Intelligence (1949)</i>	KENT
<i>Germany's Military Intelligence (1954)</i>	LEVERKUEHN
<i>I Was An American Spy (1953)</i>	MASHBIR
<i>The Traitors (1952)</i>	MOOREHEAD
<i>Operation Cicero (1950)</i>	MOYZISCH
<i>Epics of Espionage (1950)</i>	NEWMAN
<i>Soviet Atomic Spies (1952)</i>	NEWMAN
<i>The German Secret Service (1924)</i>	NICOLAI
<i>The Future of American Intelligence (1946)</i>	PETTEE
<i>The Atom Spies (1952)</i>	PILAT
<i>Crime Without Punishment (1952)</i>	REINHARDT
<i>Combat Intelligence (1936)</i>	SCHWIEN
<i>Smersh (1950)</i>	SINEVERSKY
<i>The Meaning of Treason (1947)</i>	WEST
<i>The Soviet Spy System (1948)</i>	WHITE
<i>Interlocking Subversion in Government Departments (1953)</i>	U.S. CONGRESS. SENATE.
<i>Secret Missions (1946)</i>	ZACHARIAS

THEORY AND PRACTICE OF COMMUNISM

<u>Title</u>	<u>Author</u>
<i>European Communism (1953)</i>	BORKENAU
<i>Struggle for the World (1947)</i>	BURNHAM

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<i>Blueprint for World Conquest (1946)</i>	CHAMBERLAIN
<i>Witness (1952)</i>	CHAMBERS
<i>The Enemy Within: An Eyewitness Account of the Communist Conquest of China (1952)</i>	DE JAEGER AND KUHN
<i>Communism in Western Europe (1951)</i>	EINAUDI
<i>Bolshevism (1952)</i>	GURIAN
<i>The Theory and Practice of Communism (1951)</i>	HUNT
<i>The Communist Conspiracy (1953)</i>	KING-HALL
<i>Report of the Canadian Royal Commission (1946)</i>	KING'S PRINTER
<i>A Study of Bolshevism (1953)</i>	LEITES
<i>Marx Against the Peasant (1951)</i>	MITRANY
<i>Sociology and Psychology of Communism (1953)</i>	MONNEROT
<i>The Land of the Russian People (1953)</i>	NAZAROFF
<i>1984 (1949)</i>	ORWELL
<i>A Century of Conflict (1953)</i>	POSSONY
<i>A Communist Party in Action (1949)</i>	ROSSI
<i>The Rise of Modern Communism (1952)</i>	SALVADORI
<i>Chinese Communism and the Rise of Mao (1951)</i>	SCHWARTZ
<i>Anatomy of Communism (1952)</i>	SCOTT
<i>The Organizational Weapon; a Study of Bolshevik Strategy and Tactics (1952)</i>	SELZNICK
<i>From Lenin to Malenkov (1953)</i>	SETON-WATSON
<i>Communism and the Conscience of the West (1951)</i>	SHEEN
<i>Lenin (1948)</i>	SHUB
<i>Strategy and Tactics of World Communism (1948)</i>	U.S. CONGRESS. HOUSE.
<i>Asta Aflame; Communism in the East (1953)</i>	VAN DER FLUGT
<i>Techniques of Soviet Imperialism (1954)</i>	VASSILIEFF
<i>Total Empire (1951)</i>	WALSH
<i>Total Power (1948)</i>	WALSH
<i>Three Who Made a Revolution (1948)</i>	WOLFE

SOVIET UNION

Title	Author
<i>Slave Labor in Russia (1949)</i>	AMERICAN FEDERATION OF LABOR
<i>Economic Geography of the USSR (1949)</i>	BALZAK, VASYUTIN AND FEIGIN
<i>Soviet Economic Growth (1953)</i>	BERGSON
<i>The Russians in Focus (1953)</i>	BERMAN
<i>Soviet Foreign Relations; Documents and Readings (1952)</i>	BISHOP
<i>The Bolshevik Revolution, 1917-1923 (1950)</i>	CARR
<i>The Russian Revolution (1935)</i>	CHAMBERLIN
<i>Forced Labor in the Soviet Union (1947)</i>	DALLIN
<i>Soviet Russia's Foreign Policy (1942)</i>	DALLIN
<i>Soviet Russia and the Far East (1948)</i>	DALLIN
<i>The New Soviet Empire (1951)</i>	DALLIN
<i>The Real Soviet Russia (1947)</i>	DALLIN

<i>The Rise of Russia in Asia (1949)</i>	DALLIN
<i>Russia: What Next? (1953)</i>	DEUTSCHER
<i>Malenkov (1953)</i>	EBON
<i>How Russia is Ruled (1953)</i>	FAINSOD
<i>Soviet Opposition to Stalin (1952)</i>	FISCHER
<i>Russia; a History and an Interpretation (1953)</i>	FLORINSKY
<i>Readings in Russian Foreign Policy (1953)</i>	GOLDWIN
<i>Soviet Imperialism (1953)</i>	GURIAN
<i>Russia, a History (1953)</i>	HARCAVE
<i>I Chose Justice (1950)</i>	KRAVCHENKO
<i>A Study of Bolshevism (1953)</i>	LEITES
<i>Our Secret Allies, the Peoples of Russia (1953)</i>	LYONS
<i>Russia by the Back Door (1954)</i>	MAKS
<i>Russia, Past and Present (1951)</i>	MAZOUR
<i>Soviet Politics — The Dilemma of Power (1950)</i>	MOORE
<i>The Dynamics of Soviet Society (1953)</i>	ROSTOW
<i>My Three Years in Moscow (1950)</i>	SMITH
<i>In the Workshop of the Revolution (1953)</i>	STEINBERG
<i>Russian Assignment (1953)</i>	STEVENS
<i>Political Power in the USSR, 1917-1947 (1948)</i>	TOWSTER
<i>A History of Russia (1951)</i>	VERNADSKY
<i>Soviet Economic Institutions (1952)</i>	VUCINICH

INTERNATIONAL AFFAIRS AND CRITICAL AREAS

Title	Author
<i>The Ultimate Weapon (1953)</i>	ANISIMOV
<i>The Mind of East Asia (1952)</i>	ABEGG
<i>The Temper of Western Europe (1953)</i>	BRINTON
<i>Beyond Containment (1953)</i>	CHAMBERLIN
<i>War or Peace (1950)</i>	DULLES
<i>The Struggle for Indochina (1954)</i>	HAMMER
<i>The United States and Spain (1951)</i>	HAYES
<i>Asian Nationalism and the West (1953)</i>	HOLLAND
<i>American Diplomacy 1900-1950 (1951)</i>	KENNAN
<i>Seven Fallen Pillars; the Middle East, 1945-1952 (1953)</i>	KIMCHE
<i>The American Record in the Far East, 1945-1951 (1952)</i>	LATOURETTE
<i>How Foreign Policy is Made (1950)</i>	LONDON
<i>The Great Powers and Eastern Europe (1953)</i>	LUKACS
<i>World Power in the Balance (1953)</i>	MENDE
<i>The State of Asia (1953)</i>	ROSINGER
<i>East European Revolution (1952)</i>	SETON-WATSON
<i>International Relations (1950)</i>	STRAUZ-HUPE AND POSSONY
<i>Southeast Asia in the Coming World (1953)</i>	THAYER
<i>The United States and Turkey and Iran (1951)</i>	THOMAS AND FRYE
<i>Germany — Key to Peace (1953)</i>	WARBURG
<i>The Allies and the Russian Revolution (1954)</i>	WARTH
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NOTES

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Training 3

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THE CENTRAL INTELLIGENCE AGENCY

1954

AGENCY ORIENTATION COURSE

Number 3

conducted by

THE OFFICE OF TRAINING

in

The U. S. Department of Agriculture Auditorium

on

Tuesday, Wednesday, Thursday and Friday

October 5, 6, 7, 8, 1954

(0900-1200 hours each day)

IMPORTANT

This booklet is classified "Confidential."
For protection please insert your initials
only and your telephone extension.

Initials (Only)

Extension:

If you bring this program to the Course, re-
member that you are personally responsible
for its safety.

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**INSTRUCTIONS FOR THOSE ATTENDING
THE CIA ORIENTATION COURSE**

Transportation to and from the Auditorium

No arrangements can be made for those attending the Course to park in the vicinity of the South Agriculture Building. Capital Transit chartered busses, therefore, will leave at 0830 hours each morning from:

The "loop" at the north end of "M" Building to transport those persons whose offices are located in North, Central, South, Administration, "M", "Q", 350 28th Street, NW, and adjacent buildings.

Gate 11 in the rear of "K" Building to transport those persons whose offices are located in "I", "J", "K", and "L" buildings.

Recreation and Service Building to transport those persons whose offices are located in that general area.

[Redacted] to transport those persons whose offices are located in that general area.

The busses will make a return trip to these four points at noontime.

Security

This training Course, as a whole, is classified SECRET. You are cautioned to guard your conversation going to and from the Auditorium. Since passes are not shown upon entering the chartered Capital Transit busses, anyone may be riding with you and overhearing your remarks. You are also cautioned not to drop any classified papers on the floor of the Auditorium. These should be taken back to your offices. Any notes taken during the Course should be classified properly and protected with appropriate care.

Promptness

The schedule for each day permits no leeway in time. Accordingly, to maintain the pace commensurate with this demand, please plan to be in your seats each morning at least five minutes before the scheduled opening of the program. Coffee and soft drinks are not available in the vicinity of the Auditorium. Because of this and the tightness of the schedule, it is requested that all return to their seats prior to the end of the break periods.

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Registration

Every Agency person attending must complete a registration card on each morning of the Course. These cards, properly filled out, constitute the official record of attendance at the Course. Attendants will collect the cards at the exits of the Auditorium at the conclusion of each morning's program.

Questions

Questions will be submitted in writing on cards provided for this purpose. Since the printed program shows names of participants and synopses of subjects, questions may be prepared and submitted at any time addressed to any speaker. Accordingly, questions may be forwarded to the Orientation and Briefing Division, Office of Training, Room 117 Central Building, even before the Course begins, or they may be given to the attendants in the auditorium on any one of the four mornings.

When a question is used during the Course, the name of the person submitting the question will not be made known. Questions which are signed will receive priority of attention during the Course, and if time does not permit the use of a signed question, we guarantee to give the person an answer after the Course has finished.

Intelligence Bibliography

In this program is included a bibliography for those in the field of intelligence. This list is far from exhaustive and is to be considered suggestive of the type of material which should be read to increase one's knowledge of intelligence and related subjects.

Lost Articles

Any calls on lost articles should be made to extension 3601.



- *Program* -



TUESDAY — OCTOBER 5

BACKGROUND



WEDNESDAY — OCTOBER 6

SUPPORT AND COORDINATION



THURSDAY — OCTOBER 7

THE PRODUCTION FUNCTION



FRIDAY — OCTOBER 8

THE IMPACT OF INTELLIGENCE

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FIRST DAY (Tuesday, October 5, 1954)

BACKGROUND

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0910	OPENING REMARKS BY THE DIRECTOR OF TRAINING	Matthew Baird
0910 - 0930	DDCI's MESSAGE	The Deputy Director of Central Intelligence
0930 - 1000	SPECIAL PRESENTATION	The Hon. Robert Cutler Special Assistant to the President for National Security Affairs
1000 - 1010	Question Period	
1010 - 1015	COURSE ANNOUNCEMENTS	Chief, Orientation and Briefing Division, OTR
1015 - 1030	BREAK	

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FIRST DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>	
1030 - 1100	SECURITY, EVERYONE'S RESPONSIBILITY The very life of an intelligence organization depends upon the effectiveness of its security program. Inadequate or ineffective security measures invariably spell tragedy through loss of physical resources or even human lives. In an agency of this size, the security mission can not be isolated to a group of security specialists, but must be shared by every employee in CIA. Regardless of position, each person in CIA must view security, not as a peripheral aspect of the job, but rather as an element of unparalleled and constant importance.	[REDACTED]	25X1A
1100 - 1115	Question Period	Col. Sheffield Edwards [REDACTED]	25X1A
1115 - 1145	INTELLIGENCE COMES OF AGE Though World War II focused attention on the need for intelligence to achieve victory, emphasis was placed on operational or combat intelligence. The United States came out of World War II with the realization that a national intelligence organization was needed, but we possessed a very immature and imperfect understanding of the product known as "national intelligence" or the system needed to produce it. Within the past eight years we have accelerated our efforts to give the nation what it should have had before, namely, a strong central intelligence system. Even though much work remains to be done to strengthen our present function and in the realm of human events we will always need such efforts, we have arrived today at the point where the Central Intelligence Agency is a mature, recognized and essential adjunct of governmental organization with a task to perform that demands the constant application of trained and dedicated individuals.	[REDACTED]	25X1A
1145 - 1200	Question Period		

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SECOND DAY (Wednesday, October 6, 1954)

SUPPORT AND COORDINATION

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR
0905 - 0930	ADMINISTRATIVE SUPPORT	Col. Lawrence K. White
	<p>The primary function of administrative support is to ensure that persons with either operational or intelligence production responsibilities get whatever they need, when it is needed, where it is to be used. As a corollary to this, sound advanced administrative planning must be provided for the consumers of administrative support. Finally, the administrative officials must act for the Director of Central Intelligence in executing many of the special powers granted him by the Congress and for which he is personally accountable.</p>	
0930 - 0940	Question Period	
0940 - 1005	IMPACT OF CURRENT PERSONNEL POLICIES	Harrison G. Reynolds
	<p>The integration of the Career Service Program into the Office of Personnel took place on 1 July 1954. The principles of Career Service are based on job security and job satisfaction, and the mission of the Office of Personnel will be made more meaningful by these basic concepts. The normal functions of personnel management will continue to be carried out as heretofore with recruitment, assignment, promotion, welfare, and all matters connected with allowances and awards coming within the purview of the Office of Personnel.</p>	
1005 - 1015	Question Period	
1015 - 1030	BREAK	

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SECOND DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>	
1030 - 1100	CLANDESTINE SUPPORT	[REDACTED]	25X1A
	<p>“ . . . It shall be the duty of the Agency, under the direction of the National Security Council—</p> <p>“ . . . to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished centrally;</p> <p>“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.”</p> <p>—National Security Act of 1947</p>		
1100 - 1110	Question Period		
1110 - 1200	INFORMATION PANEL	[REDACTED]	25X1A
	<p>Information is the ore from which intelligence reports and estimates are refined. The collector is responsible for producing pertinent, comprehensive and timely information in answer to the expressed needs of the substantive consumers. He must exploit all available sources of information and continuously study them in order to assess their credibility. While the pertinence and completeness of information is contingent on the professional excellence of the collector, these requisites are also dependent upon his receiving the guidance of the intelligence analysts. In order that reported information can be readily available it must be carefully indexed and catalogued. CIA provides central facilities for this purpose as well as for the maintenance of extensive reference materials in all fields.</p>		

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THIRD DAY (Thursday, October 7, 1954)

THE PRODUCTION FUNCTION

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR

0905 - 0930	CURRENT INTELLIGENCE	
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The production of current intelligence is a natural and essential function of any intelligence organization which is near the locus of plans, policies, and operations. This is true both in a departmental and in a national sense. To be valuable, current intelligence must be timely. Speed in its production, therefore, is essential, and a watch is maintained around the clock. Accuracy, however, cannot be sacrificed to attain speed. The atmosphere in which current intelligence is produced is, as a result, rather tense. Ideally, current intelligence provides a continuing analysis and interpretation of significant events in various parts of the world to which attention should be paid because of the actual or potential influence on American policy. When a government is taken by surprise in its relations or operations with foreign states there has been a failure in current intelligence, either in its production or in its appreciation and use.

0930 - 0940	Question Period	
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0940 - 1020	ECONOMIC AND GEOGRAPHIC INTELLIGENCE	
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The Office of Research and Reports of CIA produces economic and geographic intelligence based on the analysis of information from all sources and focuses on problems of national intelligence significance and in support of operational planning. This Office, through the Economic Intelligence Committee, coordinates economic research relating to national security on foreign areas and also assures coordination of the National Intelligence Surveys Program in the broad field of basic intelligence. Economic intelligence production in CIA is confined largely to the study of developments within the Soviet Bloc and to intelligence support for the U.S. economic defense program.

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THIRD DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>	
1020 - 1035	BREAK		
1035 - 1105	SCIENTIFIC INTELLIGENCE	[REDACTED]	25X1A
	<p>Scientific intelligence encompasses foreign research and development from the point of pure research to that of production. Its role is to assess the effect of science and technology upon the military, economic, and political capabilities and vulnerabilities of other nations. A crucial aspect of this role is the prediction of the development of new weapons, equipment, and techniques. In addition, scientific activities may provide indications of intentions for hostilities. Adequate scientific intelligence will have a profound impact upon our strategy, policies, and research and development programs. Primary production responsibility for major subjects is allocated between CIA and the military services. At the same time, OSI is responsible for providing the DCI and other offices of the Agency with support in the entire scientific intelligence field.</p>		
1105 - 1115	Question Period		
1115 - 1150	NATIONAL INTELLIGENCE	[REDACTED]	25X1A
	<p>The intelligence mission is to collect, analyze, and assess information so as to reach conclusions about the importance, capabilities, motivations, and probable actions of foreigners. Within this field the estimator's function is to identify the critical issues that will shape the course of events and to indicate the likely direction and outline of that course. To produce judgments on these matters that will be fully considered from many points of view, national intelligence is produced on the basis of participation by all the intelligence agencies of government, including the full resources of CIA itself.</p>		
1150 - 1200	Question Period		

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FOURTH DAY (Friday, October 8, 1954)

THE IMPACT OF INTELLIGENCE

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
0900 - 0905	HIGHLIGHTS OF PREVIOUS DAY'S PROGRAM	Chief, O & B Division, OTR
0905 - 0930	INTELLIGENCE IN ACTION	

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Intelligence is not produced in a series of watertight compartments. In the intelligence services of a twentieth century great power like the U.S. this product evolves from a series of complex and constant interrelationships between numerous collectors, evaluators, analysts, estimators, and disseminators in many agencies and in many different offices in each agency. The activities of all these agencies and offices mesh together to produce varied types and levels of intelligence — ranging from minute details to broad national estimates — to meet wide and varied needs. A fictitious case study will give an example of the intelligence process in action and demonstrate the manner in which the intelligence facilities of CIA and its sister agencies seek to anticipate the needs of the planner and policy-maker and to reduce to a minimum the element of surprise.

0930 - 0940 Question Period


0940 - 1010 INTELLIGENCE AND POLICY Robert Amory, Jr.

National Security Council organization — place of Director of Central Intelligence, CIA and IAC therein. Integration of National Intelligence into the mechanism formulating National Policy. How binding should agreed intelligence be on the policy makers and their staffs? How closely should intelligence be related to contemplated U.S. courses of action? How can we best combine estimates of enemy capabilities with our own strengths and plans in order to produce "net" capability estimates?

1010 - 1020 Question Period

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FOURTH DAY — Continued

<i>Time</i>	<i>Topic</i>	<i>Speaker</i>
1020 - 1030	BREAK	
1030 - 1100	TRAINING	
	<p>“... better efficiency and morale in the ranks of the public service will, in our view, depend upon new efforts to improve training programs for those entering into the field of National Security affairs, so as to provide not only greater technical competence and language area knowledge, but also a broader understanding of the significance of their own assignment.”</p> <p>“Jackson Committee” Report to President Eisenhower.</p>	
1100 - 1110	Question Period	
1110 - 1130	CIA IN BROAD PERSPECTIVE	Lyman B. Kirkpatrick
	<p>The Inspector General looks at the Agency in its broadest perspective. Not only are the contributions of individual components examined, but the relationship to the intelligence community is weighed. This office acts as a check and a balance. It also serves as an appeal point for personnel grievances.</p>	
1130 - 1140	Question Period	
1140 - 1200	DCI's MESSAGE	The Director of Central Intelligence
1200	CONCLUDING REMARKS AND ADJOURNMENT	Chief, Orientation and Briefing Division, OTR

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BIOGRAPHICAL SKETCHES

The Honorable ROBERT CUTLER

Gen. Robert Cutler was born in Brookline, Massachusetts on June 12, 1895. He received his A.B. cum laude from Harvard University in 1916 and his L.L.B. cum laude from the same institution in 1922. He received honorary doctorate degrees from Trinity College, 1943; Norwich, 1948; Northeastern University, 1949; Colby, 1951; and Boston University, 1952. Gen. Cutler began his work as English instructor at Harvard in 1916 where he became editor of the Harvard Law Review and chairman of the Board of Advisors, Harvard Law School in 1919. In 1922 he was admitted to the Massachusetts bar and practiced law in Boston from 1922 to 1942. From 1940 to 1942 he was corporation counsel, City of Boston. He has served as board member and director of many industrial and financial organizations.

He served as Second and First Lieutenant, Infantry, in the American Expeditionary Forces, U.S. Army, 1917-1919. In 1918 he was in the AEF in France and spent the next year with the Third Army Military Police in Germany.

Gen. Cutler was commissioned a Colonel in the U.S. Army in 1942, when he was made Assistant Deputy Director, Army Specialist Corps. His next military assignment was Chief, Procurement Division, Officer Procurement Service, where he remained until 1943 when he was assigned to the General Staff Corps, Office of the Secretary of War. In 1945 he was made Brigadier General while coordinator for Soldier Voting for the Army and Executive Officer of the U.S. War Ballot Commission. Gen. Cutler was awarded the Distinguished Service Medal and Legion of Merit. Among his many positions as an outstanding citizen, Gen. Cutler was general chairman, Greater Boston 1937 Community Fund Campaign. From 1940 to 1942 he was Chairman of the Advisory Board of the Public Welfare Department of Massachusetts. Since 1947 he has been president of the Peter Bent Brigham Hospital and has been overseer of Harvard University since 1949.

In 1952 he was appointed Administrative Assistant to the President of the United States and at present is the Special Assistant to the President for National Security Affairs.

ALLEN W. DULLES

Allen W. Dulles was born in 1893 in Watertown, New York. He is a graduate of Princeton (B.A., 1914; M.A. 1916) and of George Washington University (LL.B., 1926). He holds an LL.D. from Brown University (1947) and from Temple University (1952). His career has included: teaching English at Allahabad, India (1915); member of the American Commission to negotiate peace at the Paris Peace Conference (1918-19); First Secretary of the American Embassy in Berlin (1919); Chief of the State Department's Division of Near Eastern Affairs (1922-26); delegate to two Geneva Conferences, to the Arms Traffic Conference (1925), and to the Preparatory Disarmament Conference (1926); partnership in the New York law firm of Sullivan and Cromwell; legal advisor to the American delegation at the Three Power Naval Conference, and afterward advisor to the delegations at the Geneva Disarmament Conference of 1932 and 1933. In 1942 Mr. Dulles served as the Chief of the Office of Strategic Services in Switzerland and later headed the OSS mission to Germany. In 1948 he was designated by the President as chairman of a three-man group to survey the U.S. Intelligence system. He has written several books, his best known being *Germany's Underground*. In January of 1951 Mr. Dulles

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joined the CIA as the Deputy Director (Plans). In August of the same year, he was appointed Deputy Director of Central Intelligence. Mr. Dulles became Director of Central Intelligence 26 February 1953.

LIEUTENANT GENERAL CHARLES PEARRE CABELL, USAF

Charles Pearre Cabell was born in Dallas, Texas, October 11, 1903. He was graduated from the U.S. Military Academy June 12, 1925, and commissioned a second lieutenant of Field Artillery. For five years following his graduation from the Academy, General Cabell served with the 12th Field Artillery at Fort Sam Houston, Texas. He then was assigned to the Air Corps Primary Flying School at Brooks Field, Texas, from which he was graduated in February, 1931, when he went to Kelly Field, Texas. He completed the observation course at the Air Corps Advanced Flying School in June, 1931, and remained at Kelly Field as a flying instructor. He was transferred to the Air Corps July 11, 1931. General Cabell joined the Seventh Observation Squadron at France Field, Panama Canal Zone, as adjutant in October, 1931. He subsequently served as commanding officer of the 44th Observation Squadron, the 24th Pursuit Squadron, and the 74th Pursuit Squadron, successively, at Albrook Field, C.Z. In September, 1934, General Cabell became a flying instructor at the Air Corps Primary Flying School at Randolph Field, Texas. He later served as Post Adjutant, and in September, 1938, entered the Air Corps Tactical School at Maxwell Field, Alabama, from which he graduated in June 1939. In August, 1939, he was detailed to the Command and General Staff School at Fort Leavenworth, Kansas, from which he was graduated in February, 1940. The following June he went to Wright Field, Ohio, where he was assigned to the Photographic Laboratory in the Experimental Engineering Division. After a period as an observer with the R.A.F. in the United Kingdom, he was transferred to Washington, D. C., in April, 1941, for duty in the Office of the Chief of Air Corps as Chief of the Photo Unit. In February, 1942, he was made Assistant Executive for Technical Planning and Coordination. The following month he became Chief of the Advisory Council to the Commanding General of the Army Air Forces. From June to October, 1943, he attended the first course at the Army and Navy Staff College. General Cabell was assigned to the Eighth Air Force in the European Theater in October, 1943, and on December 1, 1943, assumed command of the 45th Combat Bombardment Wing. In April, 1944, he became Director of Plans for the U.S. Strategic Air Force in Europe, and three months later was made Director of Operations and Intelligence for the Mediterranean Allied Air Forces with headquarters at Caserta, Italy. In May, 1945, General Cabell was assigned to Air Force Headquarters, where he became Chief of the Strategy and Policy Division in the Office of the Assistant Chief of Air Staff for Plans. In December, 1945, he was assigned to the Military Staff Committee of the United Nations, and after attending the London Conference, remained on duty with the United Nations in New York, as Deputy and later as U.S. Air Force Representative on the Military Staff Committee. General Cabell was assigned to Air Force Headquarters in August, 1947, as Special Assistant to the Assistant Chief of Air Staff for Plans, and the following two months served as Acting Deputy to the Director (Designate) of the Joint Staff. In November, 1947, he became Chief of the Air Intelligence Requirements Division in the Office of the Director of Intelligence. On May 15, 1948, he was appointed Director of Intelligence of the U.S. Air Force. On November 1, 1951, General Cabell was named Director of the Joint Staff in the Office of the Joint Chiefs of Staff. General Cabell has been awarded the Distinguished Service Medal, Legion of Merit, Distinguished Flying Cross, Bronze Star

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Medal, and Air Medal with one Oak Leaf Cluster. He also has been made an Honorary Commander of the British Empire, a Chevalier in the French Legion of Honor, a wearer of the French Croix de Guerre, and a member of the Order of Saints Maurice and Lazarus of Italy. He is rated a technical observer, and command pilot. He was sworn in as Deputy Director of Central Intelligence on April 23, 1953.

ROBERT AMORY, JR.

Robert Amory, Jr. was born in Boston in 1915 and was educated at Harvard University, graduating from the Harvard Law School in 1938. He practiced law in New York City from 1938 to 1940. He saw military service from 1941 to 1946, rising from the rank of private to that of colonel in the Corps of Engineers of the U.S. Army. He commanded the Engineer Boat Battalion and Boat and Shore Regiment in New Britain, New Guinea, Luzon, and the Southern Philippine campaigns. From 1946 until his current assignment, he was Professor of Law at Harvard University. Mr. Amory entered CIA in March, 1952.

MATTHEW BAIRD

Matthew Baird was born in Ardmore, Pennsylvania. He received his B.A. from Princeton in 1924, an M.A. the following year from the same institution, and in 1928 a B.Litt. from Oxford University (Balliol College). The next ten years he spent as an educator, first as Master of the Haverford School and later as Headmaster of the Arizona Desert School. In 1938 he left the field of education for the grazing lands of Arizona where he specialized in the raising of Brahman cattle. He is still the owner-operator of the Ruby Star Ranch located near Tucson, Arizona. During World War II he served for forty-four months, mostly in the South Pacific. Mr. Baird's assignments included: Commanding Officer of the 13th Air Depot Group and later, Commanding Officer of the 13th Air Force Service Command. He holds the Legion of Merit, the Air Force Commendation Medal and four Battle Stars. He was separated from the Air Force with the rank of Colonel in 1945 but was recalled to active duty in December of 1950 to fill a new post in CIA. Two and a half years later he resumed his civilian status remaining in his position in this Agency.

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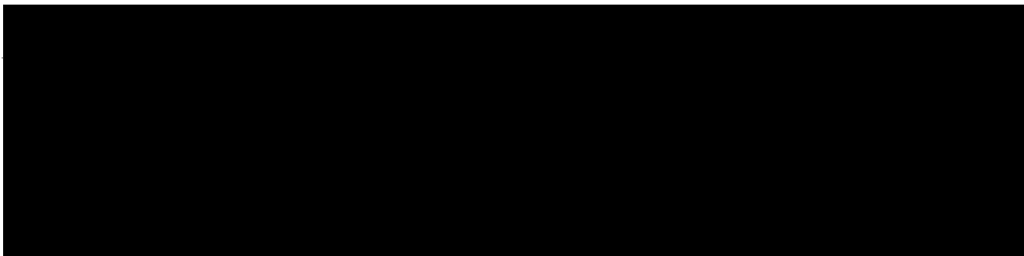
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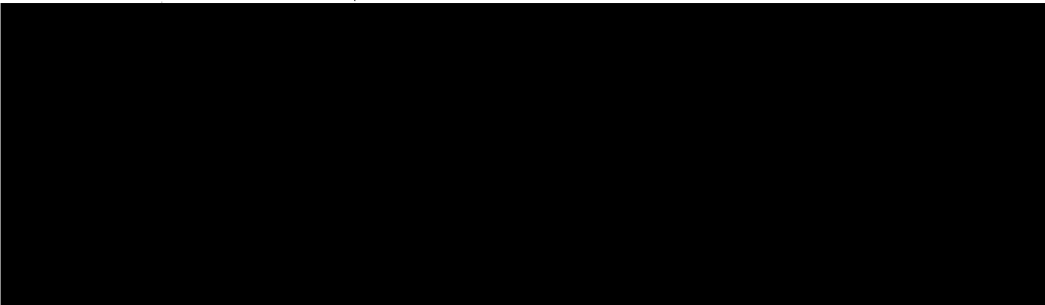
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COLONEL SHEFFIELD EDWARDS (RET.)

Colonel Sheffield Edwards was born in California in 1902. In 1923 he was graduated from the U.S. Military Academy, at which time he received a Bachelor of Science Degree. During World War II Colonel Edwards served in England, France, Germany, and Luxembourg from 1942-45. He was awarded the Legion of Merit and the Bronze Star Medal for meritorious service as Chief of the Air Branch, G-3 Section, Headquarters First United States Army Group and Twelfth Army Group from 9 December 1943 to 31 July 1944. During this time he was responsible in a large degree for planning the air support procedures that were successfully applied in the battles of France. He retired voluntarily from active military service after thirty years service on November 1, 1953. In 1946 Colonel Edwards was assigned to the Central Intelligence Group.

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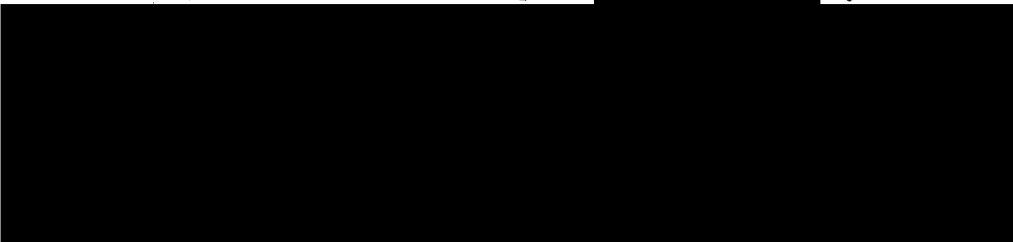


LYMAN B. KIRKPATRICK

Lyman B. Kirkpatrick, Jr., was born in 1916 in Rochester, New York. He studied languages briefly at the University of Geneva; graduated from Princeton University in 1938. Prior to World War II he was employed as Editor and Personnel Manager for the U.S. News. During World War II he served in Europe as OSS Detachment Commander with the First Army and Twelfth U.S. Army Group and also served as G-2 briefing officer to General Bradley during the European campaign. After discharge in the rank of Major in 1945, Mr. Kirkpatrick resumed his job as an editor of the U.S. News and World Report. [redacted] e joined CIA.

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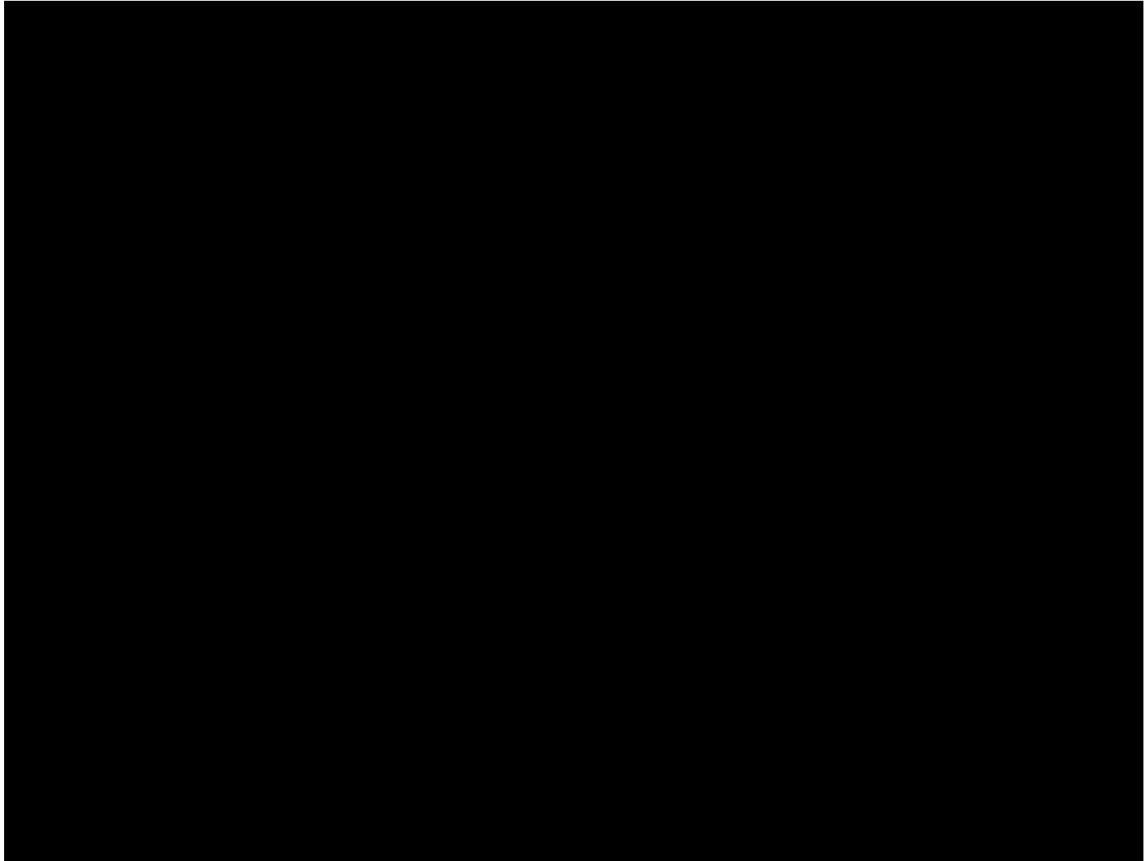
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COLONEL LAWRENCE K. WHITE (RET.)

Lawrence K. White was born in 1912 in Union City, Tennessee. He received an appointment to the U.S. Military Academy (B.S. 1933), and upon graduation was commissioned as a Second Lieutenant in the Infantry. After various assignments in this country and in the Philippines, he returned to the United States in 1941. Returning to the Pacific in 1942, he saw action in the Fiji Islands, the New Hebrides, the Solomons and the Philippines. He was wounded in action in the Philippines in April 1945 and was hospitalized until retirement in February 1947. His decorations include the Distinguished Service Cross, Silver Star, Legion of Merit with one Oak Leaf Cluster, Bronze Star Medal with two Oak Leaf Clusters, Purple Heart, Presidential Unit Citation, and Navy Commendation Ribbon. He joined CIA [REDACTED]

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