

ADMINISTRATIVE - INTERNAL USE ONLY

MIDCAREER COURSE NO. 33

23 August - 6 October 1972

COURSE REPORT

I. General

Midcareer Course No. 33 (MC 33) ended 6 October with a question-and-answer session with Mr. Helms in the USIB conference room. The class was the youngest, by a fraction of a year, to take the course; this reflects recent efforts to lower the average age of participants to 35-40, and their average grade to between GS-12 and GS-13. There was one female student. This class was both more at ease and livelier than the average Midcareer class, making it a real pleasure to work with.

MC 33 heard several new guest speakers. General Walters' opening address marked his first appearance before a Midcareer class. The National Security Council Staff provided Bill Hyland on Soviet-American Relations, John Holdridge on Sino-American Relations, and Donald Brewster on Vietnam -- all first appearances before Midcareerists. Another first was the talk by John McGinnis, Treasury's USIB representative. He confessed after his presentation that it had been a difficult assignment to prepare a talk for a group from an Agency with which his own organization is still developing liaison, much of which is still tentative. [REDACTED] spoke on economic foreign policy, [REDACTED] - old friend, new topic -- spoke on intelligence planning for the 70's and [REDACTED] of WH -- new friend, old topic -- spoke on CS Field Station Activities. A most welcome new speaker on a subject heretofore not covered was OSP's Deputy Director [REDACTED] on the activities of OSP. He has a standing invitation to speak to future Midcareer Courses.

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II. Student Reactions

Phase I of the course was the Managerial Grid, and as usual it was well received. Of the 30 students in MC 33, 26 participated in the Grid, four having had it previously, and six instructors at [REDACTED] joined our group for the week. The Grid teams formed during Phase I were continued intact through the course, each team being made responsible for presenting a review on two separate portions of the course, and then leading a class discussion on the same subject. These fit into the course so well that students were surprised when told that Review Sessions are a new element in the curriculum. Previous class critiques had requested more active student participation and this seems to satisfy that need quite adequately.

Not all new features were successful, however. Records Management received almost uniformly bad notices. [REDACTED] gave a good presentation on a Thursday, and we had planned a tour of the Records Center [REDACTED] for Friday morning. [REDACTED] Chief of the Archives and Records Center, was to give a few words on the Center before the tour. He was overcome, however, by his enthusiasm, and expatiated for an hour and ten minutes, leaving only 20 minutes for the tour. Unfortunately, the class tuned him out after the first 15 minutes. We still think of [REDACTED] as an excellent archivist.

Most of the class agreed that the high point of the course was the informal evening session with Mr. Colby in the Executive Dining Room. It was absolutely first rate.

Phase II, "The Agency," was [REDACTED] of which received praise as locations for training. Substantively, Phase II generated more controversy and criticism than the other two Phases. Still, in the overall critiques -- the best judge whether or not the course has succeeded -- we were frequently reminded that the students found Phase II instructive and interesting and made them proud to be members of the Agency. The consensus seemed to be that we could improve in a variety of small ways, but that the big things we are doing are done right.

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In Phase III the field trip was to Kennedy Space Center and to North American Air Defense Command. A scheduled visit to a Poseidon submarine which home-ports in Port Canaveral was canceled at the last minute owing to a practice shot count-down which began a few hours before the class was to arrive. The Navy has assured us they will bend every effort to arrange a visit to an SSBN for MC 34. The visits to KSC and NORAD were generally well-received and considered educational. A drawback on the field trip appeared in the form of our transportation, a C-131, a twin-engine Convair which can strain up to about 200 mph. This meant long flights with refueling stops.

The remainder of Phase III, "The Intelligence Community and World Affairs," was presented in Headquarters and was extremely well received. Ambassadors Charles Meyer and Marshall Green were able to appear, and each gave a presentation which glowed with understanding and sparkled with wit. Both also commented on how much they enjoy addressing Agency Midcareerists.

III. Administrative

The Midcareer Course, by its nature exceeding normal working hours, makes unusual demands on the support facilities of the Agency. We are forced occasionally to request an extension of the hours of the mess hall at [REDACTED], or a special car and driver to carry a speaker to [REDACTED] to catch a plane, or a speaker appears with vu-graphs instead of 35 mm. slides and forces a change of equipment; [REDACTED] has always risen to these challenges and we have come to expect (take for granted) the high quality of support they provide us. We realize there is effort behind it all, and it is appreciated.

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MIDCAREER COURSE

NO. 33

OPENING DAY

USIB Conference Room

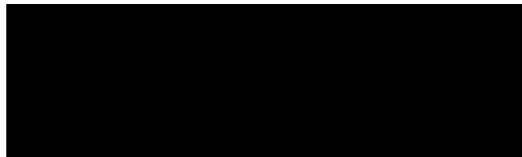
PHASE I

THE MANAGERIAL GRID

Domestic Training Station

PHASE II

THE AGENCY



25X1A

Classified by 17-1626

Warning Notice
Sensitive Intelligence
Sources & Methods Involved

Exempt from General Declassification
of E.O. 11652, Exemption Category:
para 5B (2)
Automatically Declassified on
Authority of DCI

Opening Day 23 August 1972
Phase I 27 August - 1 September 1972
Phase II 5 - 22 September 1972

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MIDCAREER COURSE

NO. 33

CHAIRMAN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce Extension 2452	
CO-CHAIRMEN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce Extension 2452	
	[REDACTED]	25X1A
	Room 933, Chamber of Commerce Extension 2452	
TRAINING ASSISTANT:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce Extension 2452	

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, major developments and trends in World Affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

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WEDNESDAY, 23 August 1972
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course

[REDACTED] 25X1A
Chairman
Midcareer Course
SIWA/OTR

[REDACTED] 25X1A
Co-Chairman
Midcareer Course
SIWA/OTR

[REDACTED] 25X1A
Co-Chairman
Midcareer Course
SIWA/OTR

[REDACTED] 25X1A
~~Support School OTR~~

1500 Welcoming Address

Lieutenant General Vernon A. Walters 72
Deputy Director of Central Intelligence

~~CONFIDENTIAL~~
PHASE I
THE MANAGERIAL GRID

Sunday, 27 August 1972

			25X1A
	1400	Arrival [REDACTED]	
25X1A	1500	Welcome to [REDACTED] and Security Briefing (Please convene in Conference Room 11)	25X1A 25X1A 25X1A
		Chief, Security, [REDACTED]	
	1545	Open House and Introductions (Student Activities Building)	
	1700	Supper (Mess Hall)	
	1830	Grid Work [REDACTED]	25X1A
		Instructor, Management Faculty	

Monday, 28 August through Thursday, 31 August 1972

	0800-2200	Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11)	25X1A 25X1A
		[REDACTED]	
		Instructor, Management Faculty	
		[REDACTED]	
		Instructor, Management Faculty	

Friday, 1 September 1972

	0800-1200	Complete Grid Activities	
	1200	Lunch	
	1300	Briefing for Phase II (CR-11)	
	1430	ETD for Drivers and Passengers	

NOTE: Phase II begins on Tuesday, 5 September. The day will be spent at [REDACTED]. A bus will leave promptly from West Parking (far end of the lot) at 0745 hours, and return at the end of the day. A few minutes delay in leaving means a long delay because of rush hour traffic. Please arrive a few minutes before 0745.

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PHASE II

THE AGENCY

TUESDAY, 5 September 1972

25X1A

0745 Bus Departs Headquarters
(West Parking, far end of Lane E-F) 25X1A

0845-1015 "Developments in Photographic
Intelligence"
(6N 500) [REDACTED]
Deputy Director,
National Photographic
Interpretation Center

1030-1200 Tour of NPIC Facilities

25X1A Lunch [REDACTED] Cafeteria)

1300-1345 "The Imagery Analysis Service"
(3N 117) [REDACTED] 25X1A
Acting Director,
Imagery Analysis
Service

1400-1530 Tour and Visit with Analysts

1545 Bus Departs for Headquarters

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WEDNESDAY, 6 September 1972

25X1A

DDS Area

25X1A



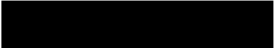
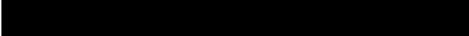
0830-0900	Arrival [REDACTED] and Room Assignments		
0910	Welcome by Chief, [REDACTED] [REDACTED] (Building, 2nd Floor Conference Room)		25X1A 25X1A
0925	Security Briefing		
1000-1100	Individual Student Presentations		
1110-1200	Review (NPIC and IAS)	<u>Blue Team</u>	
	Lunch (Normally 1200-1300)		25X1A
1300-1400	"Logistical Support of the Agency's Activities"	<u>John Blake</u> Exec. Office <u>Director of Logistics</u>	[REDACTED]
1415-1515	"Financial Management"	<u>Thomas Yale</u> Director of Finance	
1530-1630	"Security Considerations in Accomplishing the Agency's Mission"	[REDACTED] Deputy Director of Security	25X1A
	Dinner (Normally 1730-1815)		25X1A
1930-2130	Informal Discussion (Art Room)	<u>Thomas Yale</u> [REDACTED]	C/Planning Staff 25X1A

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THURSDAY, 7 September 1972

25X1A

DDS Area



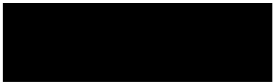





0815-0915	Individual Student Presentations		
0930-1030	"Realities of Equal Employment Opportunities in CIA"	 Director, Equal Employment Opportunities, CIA	25X1A
1045-1145	"Developments in CIA Training"	 Chief, School of Intelligence and World Affairs, OTR	DDTR 25X1A
	Lunch		
1300-1400	"Records Management and Information Control Program"	 Records Management Training Officer, OTR	25X1A
1415-1545	"Personnel Management and Problems"	<u>Harry Fisher</u> Director of Personnel	
1600-1700	"The Support Services"	<u>John Coffey</u> Deputy Director for Support	
	Dinner		25X1A
1930-2130	Informal Discussion (Art Room)	 <u>Harry Fisher</u> <u>John Coffey</u>	

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FRIDAY, 8 September 1972





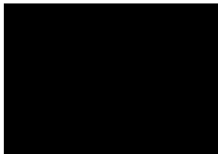
25X1A

DDS Area

	0830-0930	Records Center Tour	 Chief, Archives and Records Center	25X1A
25X1A	0945	Bus Leaves for 		25X1A
	1000-1100	"Developments in Agency Communications"	Dep. <u>Director, Office of Communications</u>	
	1100-1145	Demonstration of Communications Equipment		25X1A
	1145-1245	Lunch		
25X1A	1245-1430	Briefing and Tour of  Laboratory	 Laboratory	25X1A
	1430-1500	Individual Student Presentation		
25X1A	1515	Bus leaves for 		
25X1A	1530	ETD 		




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SUNDAY, 10 September 1972

		25X1A
1200-1930	Arrive at 	25X1A
1630-1730	Mess Hall open for Dinner	25X1A
1730	 open	25X1A
1930-2130	Class convenes at  for informal session Administration and Individual Student Presentations	 25X1A

MONDAY, 11 September 1972





DCI Area

0800-0850	Convene in Classroom 11 (CR-11) Course Administration		
0855-0940	Film: "National Intelligence Estimates" Theater		
0945-1130	"The Agency and the Intelligence Community--Developments and Problems"	<u>Charles Briggs</u> Director of Planning, Programming, and Budgeting	
	Lunch (Normal mess operating hours 1130-1245)		
1315-1345	Individual Student Presentation		
1345-1430	Review (DDS)	Green Team	
1445-1545	"The Agency's Relations with Congress"	<u>John Maury</u> Legislative Counsel	
1600-1700	"New Approaches to NIE's"	 Director of National Estimates	25X1A
	Dinner (Normal mess operating hours 1700-1845)		
1930-2130	Informal Discussion - 	<u>Charles Briggs</u> <u>John Maury</u> 	25X1A 25X1A

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TUESDAY, 12 September 1972

Intelligence Community


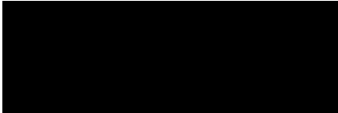


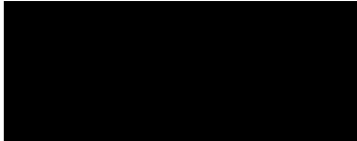
0800-0910	Individual Student Presentations		
0945-1045	"The General Counsel"	 Associate General Counsel	25X1A
1100-1200	"Should The Press Be Prohibited From Publishing Classified Materials?"	NET Video Film "The Advocates"	
	Lunch		
1345-1515	"The Inspector General"	<u>William Broe</u> Inspector General	25X1A
1530-1700	"Community Developments Since November 1971"	 Assistant Deputy to the Director of Central Intelligence, Intelligence Community	
	Dinner		
1930-2130	Informal Discussion	 <u>William Broe</u> 	25X1A 25X1A

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WEDNESDAY, 13 September 1972

DDP Area

	0800-0830	Individual Student Presentation		
	0840-0940	Review (DCI and Intelligence Community Areas)	Orange Team	
	0945-1130	"Overview of the Clandestine Service"	 Chief, FI Staff	25X1A
		Lunch		
	1400-1520	"Field Station Activities"		25X1A
	1530-1700	"Counterintelligence Operations"	 Deputy Chief, Near East Division	25X1A
		Dinner		
25X1A	1930-2130	Informal Discussion 		25X1A

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25X1A

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TUESDAY, 19 September 1972

DDS&T and DDI Areas

0800-0940	Individual Student Presentations	
0955		
-0945-1045	"Everything You Ever Wanted to Know About Computers, but Were Afraid to Ask"	John Iams [REDACTED] 25X1A Director of Computer Services SA/PP
1100-1200	"Where to Go for the Answers-- The Central Reference Service"	<u>Harry Eisenbeiss</u> Director, Central Reference Service
	Lunch	
1330-1430	Review (DDS&T)	Green Team
1555		

TATSPEC



25X1A



Dinner

1930-2130	Informal Discussion	John Iams [REDACTED] 25X1A <u>Harry Eisenbeiss</u> [REDACTED] Allen <u>James Murphy</u>
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WEDNESDAY, 20 September 1972

DDI Area

0800-0940	Individual Student Presentations	
0945-1045	"New Emphasis on Economic Intelligence"	<u>Maurice Ernst</u> Director of Economic Research
1100-1200	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
	Lunch	
1345-1545	"Soviet Strategic Capabilities"	<u>Bruce Clarke</u> Director of Strategic Research
1445-1545		
1600-1700	"CIA's Current Intelligence Role"	<u>Richard Lehman</u> Director of Current Intelligence
	Dinner	
1930-2130	Informal Discussion	<u>Maurice Ernst</u> <u>Bruce Clarke</u> <u>Richard Lehman</u>

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THURSDAY, 21 September 1972

DDI Area

0800-0910	Individual Student Presentations		
0945-1045	"Basic and Geographic Intelligence"	<u>John Kerry King</u> Director of Basic and Geographic Intelligence	
1100-1200	"The Middle East Situation"	[REDACTED] Member, Board of National Estimates	25X1A
	Lunch		
1400-1515	"SALT Negotiations and Monitoring"	[REDACTED] Special Assistant to the DDI for SALT	25X1A
1530-1630	Review (DDI)	Blue Team	
1630-1730	Course Administration	[REDACTED]	25X1A
	Dinner		
25X1A	1930-2130	Informal Discussion [REDACTED]	<u>Edward Proctor</u> Deputy Director for Intelligence

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MIDCAREER COURSE

NO. 33

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Sunday, 24 September - Thursday, 28 September
Field Trip

Friday, 29 September - Thursday, 5 October
Room 1 A 07, Headquarters

Friday, 6 October
USIB Conference Room (7 E 26)

PHASE III

24 September - 6 October

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EX-2, APDCI, WSISM

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PHASE III
THE INTELLIGENCE COMMUNITY
AND
WORLD AFFAIRS

FRIDAY, 29 September
(Room 1 A 07, Headquarters)

0820-0850	Individual Student Presentation	William Hyland
0900-1030	"Prospects for Soviet-American Relations"	- <u>Helmut Sonnenfeldt</u> Senior Staff Member National Security Council
1045-1145	Review (Field Trip) Lunch	Red Team
1300-1430	"The United States and Foreign Intelligence"	<u>John J. McGinnis</u> Special Assistant to the Secretary of the Treasury
1445-1645	"How to Read a Foreigner"	<u>James Bostain</u> Scientific Linguist Foreign Service Institute, Department of State

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MONDAY, 2 October
(1 A 07)

0830-0950	"Whither Are We Going?"	25X1A [REDACTED]
0820-0850	-- Individual Student Presentation --	Director, Elections Research Center
0900-1200	"Vietnam Perspective"	<u>Donald Brewster</u> National Security Council Staff
	Lunch	
1300-1345	Tours: FMSAC/Cartography	
1400-1530	"The Outlook for Chinese-Japanese- American Relations"	<u>John Holdridge</u> Senior Staff Member National Security Council 25X1A
1545-1715	"Whither Are We Going?"	Director, Elections -- Research Center --
	DCI Film	
1730-1930	Informal Discussion Executive Dining Room, 7 D 42	<u>William Colby</u> Executive Director- Comptroller

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TUESDAY, 3 October
(1 A 07)

0810-0940 Tours: Commo/PSD

0945-1200 "The National Security Agency"

25X1A

[REDACTED]
Deputy Assistant
Director for Production,
National Security Agency

Lunch

1300-1500 "International Narcotics Control"
Tours/PSD/Commo

Walter C. Minnick
Staff Coordinator for
Cabinet Committee on
International Narcotics
Control (See Friday)

1515-1645 "Intelligence Planning for the
70's and 80's"

25X1A

[REDACTED]
Chief Planning and
Evaluation Group,
Intelligence Community

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WEDNESDAY, 4 October
(1 A 07)

0820-0850 ISP
0915


~~0900~~-1030 "Current Developments and Problems
Facing the US Government in
East Asia"

The Honorable
Marshall Green
Assistant Secretary
for East Asian and
Pacific Affairs,
Department of State

25X1A

1045-1215 Tours:- PSD/Commo-

Lunch

 (See Thursday)

1315-1445 Tours: CRS/OPSCEN

1500-1600 "The Defense Intelligence Agency"

Brigadier General
Daniel Graham
Deputy Director for
Estimates, Defense
Intelligence Agency

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THURSDAY, 5 October
(1 A 07)

0900-0945 Tours: Cartography/FMSAC

1000-1130 "Current Developments and Problems
Facing the US Government in
Latin America"

The Honorable
Charles A. Meyer
Assistant Secretary
for Inter-American
Affairs, Department
of State

Lunch

1230-1345 Tours: OPSCEN/CRS
1545

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1400-1530 "New Hazard in US Foreign Policy:
Economic Policy"

Member, Board of
National Estimates

1545-1700 Course Review

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FRIDAY, 6 October
(Headquarters)

0820-0850 Administration Time (1 A 07)

0900-1030 "Priorities for the Mid-70's"

Allen Schick
Senior Specialist in
American Government,
Congressional Research
Service, Library of
Congress

1045-1145 Review (Phase III)


Lunch

1330-1430 Critiques Phase III and Overall

1445 Informal Remarks
(USIB Conference Room)

Richard Helms
Director of Central
Intelligence

Award of Certificates


Deputy Director of
Training

25X1A

Completion of Overall Critique