

10 March 1976

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report - Midcareer Course No. 50,
25 January - 27 February 1976

25X1A 1. The fiftieth running of the Midcareer Course, in the opinion of the class and staff was a successful effort. The participants developed an "esprit de corps" early in the first week [REDACTED] and this attitude permeated the classroom and non-classroom activities throughout the five weeks. There was an active exchange of ideas between class members and speakers the entire time.

25X1A 2. Phase I was rated highest by the class followed by Phase II and Phase III. There was no major reaction by the class to the elimination of the field trip. The highlight of the course was the opportunity to meet with the new Director. Mr. Bush met the class on the final day and spent almost thirty minutes discussing his reaction to his new assignment and plans for implementing the new Executive Order concerning the Foreign Intelligence Community which had been issued the previous week. While there was no time for a question and answer session with the Director the class was impressed by Mr. Bush and appreciative of his effort. Each of the Deputy Directors met with the class during the course. Mr. Blake met with the group in an informal session on the last morning [REDACTED] and it was extremely well received by the class. Both the DDS&T and the DDI talked to the class after the Executive Order had been issued and were able to provide insights and reaction to that document. The class participants felt that the course had met its stated objectives.

3. The thirty students who completed the course represented all four Directorates. Ten were from the Operations Directorate, seven from the Directorate of Administration, seven from the Intelligence Directorate, and six were from the Directorate of Science and Technology. The average age of the class was 37.4 years, ranging from 31 to 48. The

average grade of the class was GS-13. There were seven GS-12s, sixteen GS-13s, and seven GS-14s. The average length of service was 11.8 years with a range of two to twenty-three years. There were no minority group members and there were no women participants; one woman was nominated but withdrew before the course began.

Major Changes

4. The major change in this running was the elimination of the field trip due partly to poor student reaction to recent field trips and partly to efforts to economize. In place of the trip a two day class project was initiated which consisted of six teams discussing and then presenting, in turn to the class, the results of their deliberations on selected topics of intelligence interest covered during the course. The staff feels that this new exercise went very well and student reaction was less negative than anticipated. There were several valid suggestions by the students for improving this activity and further experimentation will take place in future runnings of the course.

5. Phase I went along smoothly despite bad weather and the flu. There were nine substitutions out of 39 scheduled speakers or panel members but no sessions were cancelled or had to be rescheduled. The use of name tags with component designators on Sunday at the [REDACTED] Open House and introductory session helped to break the ice and the team exercise on the first day got the class interacting with each other. The MAG Panel on the first evening again received poor reviews and perhaps should be replaced by a single speaker. The transitory nature of MAG membership apparently prohibits long-range continuity and class members felt that they did not get a clear picture of MAG activities or reasons for covering certain issues. Speakers appearing for the first time were [REDACTED] Deputy Assistant to the Director subbing for Angus Thuermer; [REDACTED] substituting for C/CGAS/DDI; and [REDACTED] EO/OSR who took the place of D/OSR. All did well although [REDACTED] relied heavily on vugraphs to the detriment of his presentation. Along this same line, the class was critical of the DDS&T decision, in reaction to comments by previous classes, to limit its speakers to five vugraphs per presentation. Several comments were made by this class that the S&T speakers were good but that their sessions would have been better with more visual aids to illustrate complex technical problems. Speakers in this phase who were rated most effective were [REDACTED]

EA/DDO; Bill Parmenter, D/OCI; Mike Malanick, D/OL; Tom Yale, D/OF; and Mr. Blake.

6. Phase II proceeded smoothly although there were three substitutions for 14 scheduled speakers. In fact, one was a substitute for a substitute when [redacted] Deputy NIO for Western Europe replaced [redacted] NIO for Western Europe, who was to substitute for George Carver, D/DCI/NIO. There were three new speakers in this phase - Roger Kirk, DD/INR/State; General Edward Giller, Deputy Assistant Administrator for National Security/ERDA; and [redacted], Acting Director of Estimates/DIA. Kirk and Giller did admirably but [redacted] who was substituting for [redacted], Acting Director of DIA, was not effective. He was not forthcoming and seemed to be on the defensive. Colonel Granger, NSC Staff; General Wilson, D/DCI/IC; and [redacted] Deputy Chief, [redacted] DDO were rated highest in this phase. Several class members felt that some speakers were even more candid than some of the speakers in Phase I. The class criticized the use of [redacted] in this segment as the speaker for the SIGINT community. They felt that he should have been in Phase I with other Agency participants and that a speaker from NSA should have been heard. Although some of the speakers were not entirely effective the class generally felt that the phase itself was balanced and useful.

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7. The nine days of Phase III included 17 scheduled speakers, a panel from the Center for the Study of Intelligence, a tour of the CIA Operations Center, and two days devoted to the class project. There were two substitute speakers and one cancellation. Oscar V. Armstrong from the State Department was to have spoken on China in World Affairs but had to cancel due to the press of business and could not provide a substitute. Previous courses had commented on the lack of a speaker from the news media so this class had an opportunity to hear Meg Greenfield, Deputy Editorial Page Editor of the Washington Post. It turned out to be lively two-hour question and answer session with both sides getting a better insight into the issues and feelings involved. Robert Cornell, International Trade Commission, gave an excellent presentation on Multinational Corporations and their impact on foreign economic affairs. He should be invited back again and given more time for this subject. [redacted] also did an outstanding job in discussing the political turmoil in Western Europe and its impact on the U.S. Other speakers who received high marks were former ambassador Parker Hart on the Middle East; [redacted]

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██████████ OGCR, on Law of the Sea; and Richard Scammon, Director, Elections Research Center, who focused on the upcoming elections. In general, most class participants felt that this phase met the objectives by focusing on future stimuli to foreign relations that would in time bear on questions of intelligence interest. They were particularly appreciative of the opportunity to hear speakers from outside the Agency and their varying views on subjects of current interest.

8. As indicated above, class and staff reaction to the "Midcareer Class Project" was better than expected. There were some who felt that the time was wasted and could be better utilized by having more speakers but those who commented positively felt that the exchange of ideas was good. The majority felt that more time should have been allowed for preparation and several felt that a resource leader familiar with the topic under discussion would be helpful in providing substance and direction. The class felt that it would be more to the point if they could select their own topics for discussion and do their own grouping. This may be feasible within limits if the class jells during the first week. Further refinements to this exercise can be made that will make it a useful and purposeful part of the course.

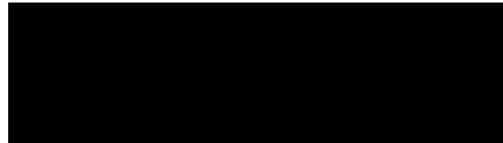
Problems

9. No major problems were encountered during the running of this class.

Summary of Class Reaction

10. Class reaction to the course was very favorable. The personal relationships developed during the class and the opportunity to discuss problems with management were considered to be the highlights of the five weeks. Several suggestions were made that the time for Individual Presentations should be increased. The IPs are considered by the class participants as an especially meaningful part of the course. Several participants mentioned that the discussion engendered during the course helped to break down barriers between the Directorates and left them with a feeling that they were more a part of the Agency rather than an individual component. The class members were particularly pleased that the DDCI, the DDA and the DDI all attended the class reception in the Executive Dining Room. This exceeded attendance by management in previous classes.

11. On a scale of 1 to 7, Phase I evaluations ranged from 4 to 6 with an average of 5.3. Phase II evaluations ranged from 2 to 7 (a greater spread than the previous course) with an average of 4.9 and Phase III evaluations ranged between 4 and 7 with an average of 4.8. The overall evaluation of the course was 5.5. Despite the elimination of the field trip these student evaluations were higher than the previous two classes.



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Course Chairman

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Course Co-Chairman

25X1A

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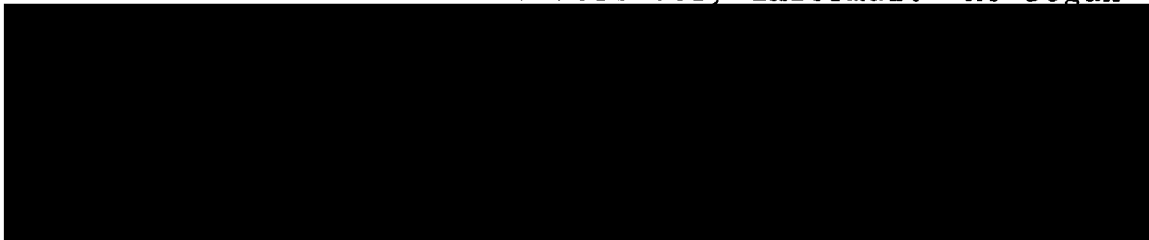
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2 March 1976

MEMORANDUM FOR THE RECORD

SUBJECT: DCI Remarks to Midcareer Class No. 50, 27 February 1976

1. Mr. Bush's remarks were very informal. He began



STATINTL

2. Mr. Bush stated that he does not profess to have an in-depth knowledge of intelligence but does know the intelligence business from the consumer standpoint while being an Ambassador in the United Nations and his time in Peking. He stated that this would be to his advantage.

3. He also stated that he feels extremely swamped by scheduling, but hopes that it will slacken off in the Spring. Mr. Bush felt that the Executive Order issued by the President this month is the first real opportunity since 1947 to make substantive changes within the Agency and the Community, especially in the resources area. This order certainly offers a great opportunity for the Intelligence Community to better itself. He said that he was reminded that when he was talking to "Meet the Press", CBS or the New York Times their only questions were concerned about whether their sources were going to dry up or not, not what was the pulse of the Central Intelligence Agency or whether the new Executive Order would improve our intelligence. Mr. Bush said that he felt that eventually attention would turn to the substantive portion of intelligence.

4. Mr. Bush said that he was extremely impressed by the quality of the people in CIA and said that he was troubled a little by the bureaucracy in the Agency. What we need, he said, was a cross fertilization of information

across barriers. In other words, he said he was concerned about how ideas got acted upon. If an individual has an idea, how many layers of bureaucracy does the employee have to go through.


5. Mr. Bush said that he would probably move the Intelligence Community Staff out of the Headquarters area. He said that if anyone on that staff took the job because of the good parking, he was going to be disappointed.

6. The Director said that we will have two deputies and that one will be confirmed by the Senate, the Intelligence Community Staff Deputy will not be Senate confirmed. Mr. Bush said that he will not assign away his CIA relationship even though there may be an administrative second deputy. Mr. Bush will still run the morning meetings and will be extremely close to the Agency and its activities.

7. Mr. Bush said that we must have much, much more contact with the Congress, and viewed the Congress as a legitimate consumer of intelligence. Concerning the leaks, Mr. Bush said that if Congress cannot handle the leaks themselves, then the intelligence source will dry up. Congress will have to be made aware of this.

8. Mr. Bush said that unfortunately he will have to reinvent the USIB structure, he said that he was sure that the only reason that the White House abolished the USIB was that it did not fit neatly on an organization chart. Nevertheless, there is a need for the Board or something similar to it.

9. Mr. Bush spent about 25 minutes with the class and was extremely well received. The Director was also obviously pleased by the good reception he received.


Midcareer Course Co-Chairman

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MONDAY, 26 January 1976

25X1A

0800-0830

Welcome [REDACTED]
Security Briefing
(Please convene in
Classroom 11)

25X1A

25X1A

PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0845-0900

Course Administration

Block I--Mutual Perceptions: The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions with your classmates and you will also have an opportunity to discuss management problems with a panel from the Management Advisory Group. Finally, those officers concerned with the Agency's legal, legislative and media relationships will discuss their perceptions of the problems that face the Agency today.

0910-1200

Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

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MONDAY, 26 January 1976

25X1A

1300-1500 Team Reports

Dinner

25X1A

1900-2100 Evening Session - [REDACTED]

25X1A

MAG Looks at Management

Panel

[REDACTED]
DCI/Office of
Legislative Counsel

25X1A

[REDACTED]
DDO/LA

25X1A

[REDACTED]
~~DDI/OSR~~

Current members of the Management Advisory Group (MAG) will provide the background on the origin and purposes of the MAG and comment on its role today. They will discuss questions raised by the class concerning management problems in the Agency.

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TUESDAY, 27 January 1976

25X1A

0830-0930

Reading

Class

Intelligence Institute, Office of
Training, Study Guide: The
Organization of CIA, January 1975,
12p. and chart. SECRET

John Maury, "CIA and the Congress,"
pp. 1-14, Studies in Intelligence,
Vol. 18 No. 2, Summer 1974. SECRET
No Foreign Dissem

Rep. Lucien Nedzi, "Oversight or
Overlook: Congress and the US
Intelligence Agencies," pp. 15-20
Studies in Intelligence, Vol. 18
No. 2. SECRET No Foreign Dissem

Director of Central Intelligence,
Statement to the Presidential
Commission on CIA Activities within
the United States, 13 January 1975.

Statement by W. E. Colby, DCI, Before
Defense Subcommittee of the House
Appropriations Committee, February 20,
1975.

Statement by W. E. Colby, DCI, Before
Government Information and Individual
Rights Subcommittee of the House
Government Operations Committee,
March 5, 1975.

Statement by W. E. Colby, DCI, Before
House of Representatives Select
Committee on Intelligence, August 6,
1975, pp. 4-15

25X1A

0945-1045

CIA in Court

Deputy General
Counsel

One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operation and security.

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TUESDAY, 27 January 1976

25X1A

25X1A

1100-1200

The Agency's Relations
with the Press

~~Angus Thuermer~~
Dep Assistant to
the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

Lunch

25X1A

1300-1400

The Agency's Relations
with Congress

Dep Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

1415-1530

Film: To Be Announced

Dinner

25X1A

1900-2100

Evening Session -

~~Angus Thuermer~~

25X1A

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WEDNESDAY, 28 January 1976

25X1A

0830-0930

Reading

Class

CIA, Employee Bulletin [REDACTED]
"New Approaches to Personnel
Management," 1 April 1974,
ADMINISTRATIVE - INTERNAL USE
ONLY

25X1A

Office of Personnel (a briefing
prepared for Harold Brownman,
DDM&S), "Annual Personnel Plan,"
ADMINISTRATIVE - INTERNAL USE
ONLY

-----, Annual Personnel
Plan: Comment Sheet, ADMINISTRATIVE -
INTERNAL USE ONLY

-----, Annual Personnel
Plan, FY 74/75 (Table of Contents
only; the actual forms are available
for examination), ADMINISTRATIVE -
INTERNAL USE ONLY

-----, Personnel Develop-
ment Program--FY 1975, ADMINISTRATIVE -
INTERNAL USE ONLY

-----, Personnel Develop-
ment Program Report Formats--Section I,
ADMINISTRATIVE - INTERNAL USE ONLY

-----, PDP Charts and forms--
Executive-level Development, and two
Sample models for Developmental Profiles;
available for examination, ADMINISTRATIVE -
INTERNAL USE ONLY

Central Intelligence Agency, Affirmative
Action Plan for Equal Employment Opportunity,
Calendar Year 1975, UNCLASSIFIED

CIA, Employee Bulletin [REDACTED] "Progress
and New Directions in Personnel Management,"
23 July 1975, ADMINISTRATIVE - INTERNAL
USE ONLY

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WEDNESDAY, 28 January 1976

25X1A

0830-0930

Reading (contd)

Class

Directorate of Administration;
Personnel Management Handbook,
ADMINISTRATIVE - INTERNAL USE
ONLY

Directorate of Intelligence;
Personnel Handbook, ADMINISTRATIVE -
INTERNAL USE ONLY

Directorate of Science and
Technology; Personnel Management
Employee Handbook, ADMINISTRATIVE -
INTERNAL USE ONLY

25X1A

0945-1045

The Agency and Its
People

Chief, Review Staff,
Plans and Control,
Office of Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). She will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

25X1A

1100-1200

Security in CIA
Today

Robert W. Gambino
Dep Director of Security
Sec Policy and Management

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Gambino will describe the environment within which the Office of Security works and what its major current activities are.

Lunch

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WEDNESDAY, 28 January 1976

25X1A

1300-1400

Equal Employment
Opportunity in
the Agency

Omego J.C. Ware, Jr.
Director of Equal
Employment
Opportunity
Programs

The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Ware will describe the nature of the problem and the actions to be taken to attempt to solve it.

25X1A

1415-1515

Impact on the CIA
of the Freedom of
Information Act
and the Privacy Act

Assistant to DDA
for Coordination

Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the Privacy Act of 1974 and the effects of their implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.

25X1A

25X1A

Dinner

25X1A

1900-2100

Evening Session -

Robert W. Gambino
Omego J.C. Ware, Jr.

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THURSDAY, 29 January 1976

25X1A

0800-0845 Reading

0845-0945 Individual Presentations

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.

10

25X1A

Lunch

1230-1400

The Soviet Union
as an Operational
Target



25X1A

East European Division

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the target and the difficulties encountered; several case histories will be presented.

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THURSDAY, 29 January 1976

25X1A

1410-1530

Field [REDACTED]
Activities

[REDACTED]
Deputy Chief,
Soviet/East
European Division

25X1A

25X1A

25X1A

How a typical field [REDACTED] is organized to accomplish its objectives, how it receives and acts on new requirements for both FI, [REDACTED] and Counterintelligence activities and responsibilities and how it interacts with Headquarters are some of the questions which will be considered by the speaker. He will also describe the relationships between CIA and other overseas agencies particularly the State Department, where there is some overlap of reporting responsibilities.

25X1A

Dinner

25X1A

1900-2100

Evening Session -
[REDACTED]

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FRIDAY, 30 January 1976

25X1A

0800-0830 Discussion Class and Staff

25X1A

0830-0930 Individual Presentations

0945-1045

25X1A

25X1A

Lunch

1300

ETD

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SUNDAY, 1 February 1976

25X1A

[REDACTED]

25X1A

1200-1830

Arrive [REDACTED]

1630-1730

[REDACTED] open for Dinner

25X1A

1800

[REDACTED] pen

1900-2100

Individual Presentations -
[REDACTED]

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MONDAY, 2 February 1976

25X1A

0800-0830

Reading

Class

Director of Central Intelligence,
Key Intelligence Questions for
Fiscal Year 1976, USIB-D-22.1/43,
9 October 1975. SECRET

Director of Central Intelligence,
Perspectives for Intelligence,
1976-1981, USIB/IRAC D 22.1/44,
October 1975, 18p. SECRET No Foreign
Dissem

25X1A

"Science,
Technology and Change: Implications
for the Central Intelligence Agency,"
January 1972. SECRET

Planning Study for Research and
Development, Some Likely Key
Intelligence Questions for the
1980's, RDP 1, 1 June 1974. SECRET
No Foreign Dissem Background Use Only

Views on Emerging Areas of Science
and Technology Potentially Important
to National Security, STIC 75-4,
December 1975. CONFIDENTIAL

25X1A

0830-0930

Individual Presentations

0945-1045

Technical Service
in Support of
Operations

Deputy Director of
Technical Service

The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and learn of the kinds of equipment and support which the Office can supply.

1100-1200

The Office of
Development and
Engineering

Leslie C. Dirks
Director of
Development and
Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

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25X1A
25X1A

1300-1400

ELINT Activities

~~James V. Hirsch~~
Dep Director of ELINT

What is ELINT? A conducted tour around the world of US ELINT will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

25X1A

1415-1515

The Office of Research
and Development

Donald L. Haas
Director of Research
and Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

Dinner

25X1A

1900-2100

Evening Session -

~~Leslie C. Dirks~~
~~James V. Hirsch~~
~~Donald L. Haas~~

25X1A

25X1A

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TUESDAY, 3 February 1976

25X1A

0800-0830 Reading

0830-0930 Individual Presentations

Block III--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, scientific and military.

25X1A

0945-1045

The Role of the
Collection Guidance
and Assessment Staff

~~Frank Petrusek~~
Spec ^{to} Chief, Collection
Guidance and
Assessment Staff

Our speaker will discuss CGAS's role in developing, coordinating and controlling Agency originated substantive collection guidance for all-source systems. He will also speak about product assessment of all-source Community collection systems to assist program managers in optimizing the use of Community resources. The Staff is also the Agency's focal point for activities and actions of the USIB collection committees--COMIREX, SIGINT, Human Resources.

1100-1200

The Agency's Role
in Current Intelligence

William K. Parmenter
Director of Current
Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy making levels, including the President. The Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

Lunch

1300-1400

A New Emphasis on
Economic Research

Maurice C. Ernst
Director of Economic
Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

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The Office of
Political Research

Lewis J. Lapham
Director, Political
Research

25X1A

This office was created primarily to conduct political and inter-disciplinary research in depth, rather than current intelligence. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

25X1A

Dinner

1900-2100

Evening Session -

Frank Petrasek
William K. Parmenter
Maurice C. Ernst
Lewis J. Lapham

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WEDNESDAY, 4 February 1976

25X1A

0830-0930 Individual Presentations

25X1A

0945-1045

The Agency's
Responsibility
for Strategic
Research

Richard Lehman
Director of
Strategic Research
Exec Officer, OSR

The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.

25X1A

1100-1200

The Office of
Weapons Intelligence

Deputy Director of
Weapons Intelligence

The Office of Weapons Intelligence is an important producer of

25X1A

of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.

25X1A

Lunch

1300-1400

The Production of
Scientific Intelligence

Deputy Director
of Scientific
Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Deputy Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1415-1515

The National
Photographic
Interpretation
Center

John J. Hicks
Director, National
Photographic
Interpretation Center

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. The Director of NPIC will discuss his support to the Intelligence Community.

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0 25X1A

WEDNESDAY, 4 February 1976

25X1A

Dinner

25X1A

1900-2100

Evening Session -

25X1A

John J. Hicks

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0

THURSDAY, 5 February 1976

25X1A

0830-0930

Individual Presentations

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next three days you will hear about some of these activities.

0945-1045

Logistical Support
of Agency Activities

Michael J. Malanick
Director of Logistics

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any

25X1A

25X1A

These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

1100-1230

The Role of the
Office of the
Comptroller in
Budgeting, Manage-
ment and Planning

~~Deputy Comptroller~~
Chief, Admin Group,
Office of Comptroller

25X1A

You have heard that the Agency and each one of us is expected to "do more with less." Our speaker will explain what the resource picture is now and what tighter resources will mean to the Agency as a whole. He will also discuss the Agency budgeting processes--what they are now and how they operate--and discuss current planning, budgetary and management practices.

Lunch

1330-1500

Financial Operations
in the Agency

Thomas B. Yale
Director of Finance

25X1A

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

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25X1A

Dinner

1900-2100

Evening Session -

Michael J. Malanick

Thomas B. Yale

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FRIDAY, 6 February 1976

0800-0830	Discussion	Class and Staff
0830-0930	Individual Presentations	
0945-1145	<u>The Deputy Director for Administration</u>	<u>John F. Blake</u>

The DDA will speak briefly on the current status of his Directorate, bringing you up-to-date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

Lunch

1300

ETD

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0

MONDAY, 9 February 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Individual Presentations

0945-1045 Developments in Agency
Communications

[REDACTED]
Director of
Communications

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1100-1230 The Agency's Medical
Services

[REDACTED]
M.D.
Deputy Director of
Medical Services

25X1A

and Panel

25X1A

[REDACTED]
Deputy Chief,
Operations Division

25X1A

[REDACTED]
Chief, Research
Branch, Psychological
Services Staff

25X1A

[REDACTED]
Deputy Chief,
Psychiatric Staff

In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker and panel members will describe how the Agency's Office of Medical Services provides world-wide support to its human resources. They will also discuss

25X1B

Lunch

1.345-1400 Administration

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0

MONDAY, 9 February 1976
(Room 916, Chamber of Commerce Building)

1400-1500

The Role of Computers
in Support of Agency
Activities

Harry E. Fitzwater
Director of Joint
Computer Support

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management. Mr. Fitzwater will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how OJCS can be helpful to you as a potential user of computers.

1515-1615

Phase I Evaluation

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0

TUESDAY, 10 February 1976
(Room 1A-13, Headquarters)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

0830-0900 Individual Presentation

0915-1045 The National Security
Council Under the
Ford Administration

Col. Clinton Granger
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

1100-1200 The National
Intelligence
Officers

~~George A. Carver~~
~~Deputy to the DCI~~
~~for National~~
~~Intelligence Officers~~
Deputy *NIO* for
Western Europe

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

Lunch

1300-1430 Managing the
Intelligence
Community

Lieutenant General
Samuel V. Wilson
Deputy to the DCI
for the Intelligence
Community

The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the Intelligence Community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the Director created the Intelligence Community Staff. Our speaker will outline the scope of this responsibility, some of the major problems, and his prognosis for success.

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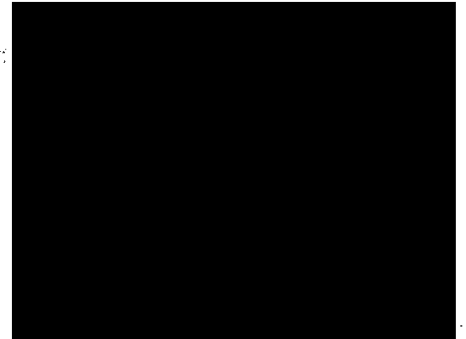
TUESDAY, 10 February 1976
(Room 1A-13, Headquarters)

25X1A

1500-1700

Headquarters Auditorium

The Global Erosion of
Democratic Governments



*Class members will have the opportunity to hear the second address
on the 1976 CIA Guest Speaker Program.*

WEDNESDAY, 11 February 1976

Bus leaves from
Chamber of Commerce
Building to [REDACTED]
[REDACTED] (meet at rear of
Chamber of Commerce
Building)

The Imagery Analysis Service

25X1A
25X1A
25X1A

25X1A
25X1A

Bus to Chamber of
Commerce Building

The Defense Intelligence Agency

Acting Director of Estimates

~~USAF~~
~~Acting Director,~~
~~Defense Intelligence~~
~~Agency~~

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

The Bureau of
Intelligence
and Research

Roger Kirk
Deputy Director,
Bureau of Intelligence
and Research

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

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THURSDAY, 12 February 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0900 Individual Presentation

0915-1015 The SIGINT
Community

Our speaker will discuss the organization of the SIGINT community and the relationship between the collector, the consumer, and the source of policy. He will provide an insight into the workings of the USIB SIGINT Committee and discuss the Agency's relationship to the other principals in this field.

1030-1200 Treasury's Role in
the Intelligence
Community

J. Foster Collins
Dep for USIB matters and
Spec Support
~~David Laux~~
~~National Security~~
~~Advisor~~, Office of
National Security
Affairs, Treasury

The Department of the Treasury joined the United States Intelligence Board just over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

Lunch

1330-1445 Energy Research
and Development
Administration

Edward B. Giller
Major General,
USAF (Ret.)
Deputy Assistant
Administrator for
National Security,
ERDA

A high official with broad experience in science and government will discuss his new organization and share some of his opinions on the reasons for government change in the search for and control of new energy resources. He will touch on some of the challenges that confront the new Administration and look ahead to the possibilities of meeting the goals which have been established. He will also discuss the role of ERDA in the Intelligence Community.

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400100001-0

THURSDAY, 12 February 1976
(Room 916, Chamber of Commerce Building)

1500-1630

The FBI and
Intelligence

Dep. Chief, Counter-
Asst. intelligence Branch,
Director Intelligence Division,
FBI

25X1A

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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S-E-C-R-E-T

S-E-C-R-E-T

MONDAY, 16 February 1976

H O L I D A Y

Washington's Birthday

TUESDAY, 17 February 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Phase II Evaluations
and Discussion

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

0930-1030 Reading
"CIA Intelligence Support
for Foreign and National
Security Policy Making"

This paper--written by the Center for the Study of Intelligence--provides the background for subsequent discussion by a panel from the Center.


TUESDAY, 17 February 1976
(Room 916, Chamber of Commerce Building)

1045-1200

Panel Discussion:

25X1A

CIA Intelligence Support
for Foreign and National
Security Policy Making


Center for the
Study of Intelligence,
OTR

The speakers will comment on their research into the intelligence-policy relationship with particular emphasis on a recently produced paper. They will present their perceptions of the attitudes of both intelligence producers and consumers, noting where discrepancies exist. They will discuss areas where modest changes in intelligence production and delivery apparently would serve to strengthen the links between the intelligence and policy sides. In the course of the presentation, specific examples will be cited in support of the speakers' views.

Lunch

1315-1415


Film: "Energy: Critical
Choices Ahead"

The scope and impact of the current energy crisis is described in this film recently produced by the Department of Commerce.

25X1A

1430-1630

The U.S. Economy


Chief Economist,
Chamber of Commerce
of the United States

A distinguished economist--with background experience in the educational, banking, and legislative fields--will discuss some of the major current economic problems facing the U.S., including inflation, recession, high interest rates, unemployment, controls or the lack of them. He will offer his views on developments likely to take place in the private and governmental sectors of U.S. society during the next five or ten years. He will also comment on possible solutions for our present economic difficulties.

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WEDNESDAY, 18 February 1976

(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0915-1030 Energy: Challenge of the 70's Robert E. Shepherd
Deputy Director,
Office of Energy
Programs, Department
of Commerce

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.


1045-1200 The Multinational Corporation Robert Cornell
Deputy Director,
Office of Economic
Research, U.S.
International
Trade Commission

One of the major factors on the international economic scene today is the multinational corporation. Our speaker will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

Lunch

25X1A

7F-17, Headquarters

1315-1415 Tour of CIA Operations 
Dep Vincent J. Heyman
Chief, CIA Operations
Center

6E-60, Headquarters

1500-1630 Management in CIA Carl E. Duckett
Deputy Director
for Science and
Technology and
Secretary, CIA
Management Committee

You have heard much during the past four weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

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S-E-C-R-E-T

THURSDAY, 19 February 1976
(Room 916, Chamber of Commerce Building)

0845-0945 Individual Presentations

1000-1200	<u>U.S. Foreign Policy</u> <u>Today</u>	<u>William J. Barnds</u> Council on Foreign Relations
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We turn now to a survey of US relations with major areas of the world. We begin with a review of the recent history and current directions of US foreign policy, the major issues and dilemmas facing the United States, and the significance of prospective trends in foreign policy for intelligence. Mr. Barnds will review US foreign policy from the standpoint of a scholar who understands both the governmental and domestic influences on it.

Lunch

1330-1500	<u>Prospects for Soviet-</u> <u>American Relations</u>
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25X1A

Our speaker will consider the significance of detente in assessing Soviet objectives and achievements in her relations with the West. He will examine the current state of US-USSR relations, discuss the role of trade and US and Soviet interests in the Middle East, Africa and other areas of the world.

1515-1630	<u>The Outlook for China</u> <u>in World Affairs</u>	<u>Oscar V. Armstrong</u> Director, People's Republic of China and Mongolian Affairs, Department of State
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China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

(Room 916, Chamber of Commerce Building)

0845-0915 Individual Presentation

25X1A

0930-1130 Political Turbulence in Western Europe: Implications for the U.S.

Deputy NIO for Western Europe

For the past 30 years, NATO and the countries of Western Europe have formed the bulwark of defense against possible Soviet aggression. Today, upheaval and dissension in Southern Europe threaten large portions of the fabric of European defense and unity. Leftist parties have gained in strength; in the next year or two the Communist Party of Italy may acquire a formal share of governmental power. Our speaker will address these problems and offer some suggestions as to what may be in store for the future.

25X1A

Lunch

1300-1430 SALT: Stabilizing the Arms Race

Dep Chief, CIA SALT Support Staff & Spec Asst to D/OSR for SALT

A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step and the Vladivostok Agreement in the Winter of 1974 was the next step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.

1445-1615 The Expanding Role and Responsibilities of the Inspector General

Donald F. Chamberlain
Inspector General

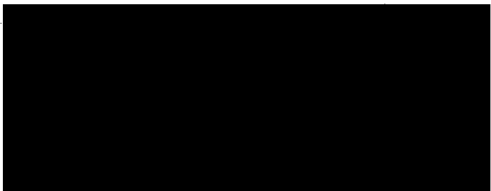
The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigating employee grievances. He will describe some types of problems and situations which arise and require remedial action by top management.

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MONDAY, 23 February 1976
(Room 916, Chamber of Commerce Building)

25X1A

0915-1115

The Middle East


A former Ambassador to several Middle Eastern countries and a distinguished authority will discuss the current developments in the Middle East, covering some of the historical background and describing the diverse regional claims and rivalries which have complicated American and Soviet interests there. He will conclude with a personal view of the future in this volatile area.

1130-1230

The Intelligence DirectorateEdward W. Proctor
Deputy Director
for Intelligence

The DDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

Lunch

1400-1600

The Media and the GovernmentMeg Greenfield
Deputy Editorial
Page Editor, The
Washington Post

A well-known member of the press will assess the relationship between the media and the U.S. Government. The focus of the analysis will be upon the "adversary relationship" which exists between the press and the executive. Particular attention will be paid to such phenomena as "credibility gaps," "news management," "the backgrounder," and government secrecy. The speaker will discuss the media's point of view on reporting classified information affecting "national security" issues and the right of the American people to know.

1610-1710

Reading

A Study of Climatological Research as it Pertains to Intelligence Problems, RDP 2, August 1974, CONFIDENTIAL
CIA INTERNAL USE ONLY

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TUESDAY, 24 February 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Film: "The Weather Machine"
Part I

0945-1145 Law of the Sea

Office of Geographic
and Cartographic
Research

Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences, the second of which was held recently in Geneva. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

25X1A

Lunch

1300-1430 The World Food
Crisis

Office of Political
Research

Trying to provide adequate world food supplies will become a problem of over-riding priority in the years ahead--and a key role in any successful effort must fall to the US even in the most favorable circumstances predictable, with increased devotion of scarce resources and technical knowhow, the outcome will be doubtful; in the event of adverse changes in climate, the outcome can only be grave. Our speaker will address these issues as well as discuss the issues of the momentum of world population growth especially in the LDC's and the ever increasing demand for food.

1445-1615 World Population
Problems

R. T. Ravenholt, M.D.
Director, Office of
Population, AID

This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.

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S-E-C-R-E-T

WEDNESDAY, 25 February 1976
(Room 1001, Chamber of Commerce Building)

0830-0900 Midcareer Project
 Orientation

0900-1130 Midcareer Project:
 Team Preparation

The Midcareer Course is designed to provide a broad exposure to subjects that middle level officers should include in their background in order to function more efficiently and effectively in the Agency today. Perhaps some of these subjects have provided a new focus on intelligence for you as analysts. The sessions began by re-exploring the Agency and its missions and functions. It then reviewed the workings of the Intelligence Community, including external controls as well as policy formulation and concluded with global issues. This section is designed to enable you to integrate the subject matter that you have been exposed to during these past weeks and enable you to express your views and attitudes concerning certain Key Intelligence Questions.

25X1A

Lunch

1300-1400 Project Report and
 Discussion

1415-1515 Project Report and
 Discussion

1530-1630 Project Report and
 Discussion

THURSDAY, 26 February 1976
(Room 1001, Chamber of Commerce Building)

25X1A

0900-1000 Project Report and
 Discussion

1015-1115 Project Report and
 Discussion

Lunch

1300-1400 Project Report and
 Discussion

1415 Midcareer Project
 Review

1730-1930 Reception in Class, Staff,
 Executive Dining Spouses and Guests
 Room (7D-42)

*Midcareerists, spouses and their guests gather for an informal
reception in the Executive Dining Room.*

FRIDAY, 27 February 1976
(Room 916, Chamber of Commerce Building)

0830-0945 Phase III Evaluations
 and Discussion

1000-1200 Whither Are We Going?

Richard Scammon
Director, Elections
Research Center,
Washington, D.C.

You have now had an opportunity to hear about and discuss some of the major problems affecting the US and the world. Many of these problems, particularly the energy crisis, food, and economics, are having a direct effect upon the US public. Our final speaker will discuss how he sees these and other problems impacting on the public now and during this important election year.

Lunch

1330-1415 Overall Evaluations

1430 Informal Remarks
 (Room 7D-64)

Director of Central Intelligence

Award of Certificates