

Senior Seminar
14 Jan 74

(5) Key problems:

- The trap of language
- poverty of knowledge
- ethnocentrality, coupled with poverty of knowledge
- The US factor, the signal distortion
- Problems of perception - ~~the signal~~

trick to discern what they intend to do, not what we might do under our perception of their circumstances
peoples war - psy war
negotiation examples

(6) The Record

(7) Lesson learned:

need for knowledge, professionalism, detachment, candor

Problems of Determining North Vietnamese Capabilities & Intention

- ① Importance -- Necessity of learning generic lessons
not being trapped by particulars -- fight the last war
- ② Capabilities v. Intentions
 - capabilities really a net function
 - what drove is his perception not yours
- ③ The record on capabilities: ~~Real~~
 - Mosaic: technical collection
 - Captured documents
 - Overt sources
 - Prisoners / pullies
 - Spies
 - The track record
- ④ Intention -- the real problems
 - ~~Communist security classification~~
 - Mosaic harder to build
 - behavior a clue, but here need spies
 - Vietnamese Communist security & classification
 - amount of things possible
 - hard to identify targets
 - long lead times
 - Above press built into equation. were all officers, less immediately obvious but in some way more basic

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14 January 1974

MEMORANDUM FOR: Deputy for National
Intelligence Officers

SUBJECT : Classifications of Communist
Forces in South Vietnam

1. The US Intelligence Community classifies NVA and VC forces into four separate categories with strengths as follows.

	<u>December 1973</u> <u>(in thousands)</u>
Regular Combat Forces	<u>186</u>
NVA	155
VC	31
Administrative Services	<u>99</u>
NVA	56
VC	43
Guerrillas	<u>50</u>
Political Infrastructure	<u>75</u>


2. The Communists, however, classify their forces somewhat differently. What we call regular combat and administrative services, they lump together and distinguish only by level of command. Those military forces -- combat, support, and staff -- which are directly subordinate to COSVN, military regions or fronts are called main forces. Those directly subordinate to province and district committees are termed local forces. Guerrillas are those forces directly subordinate to villages and hamlets. The US term "political infrastructure" has no direct equivalent in Communist terminology.

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They allude to these persons either as being part of their political organization or as belonging to a particular component -- such as the security or military proselytizing sections -- which we include in our definition of VC infrastructure.

25X1


Chief ✓
Logistics and Manpower Branch

Moderators:



STATE DEPARTMENT
SENIOR SEMINAR IN FOREIGN POLICY
DAY AT CIA
Monday, 14 January 1974
Room 1A-07

0830 Arrival at Headquarters;
Guests Escorted to
Room 1A-07

0845 - 0850 Welcome

Alfonso Rodriguez
Director of Training

STAT

0850 - 0910 Introduction to CIA

Chief, Intelligence
and Midcareer Training,
Office of Training

0915 - 1030 The Current Middle
East Crisis

Panel: STAT

Chief, Middle East
and Africa Division,
Office of Current
Intelligence STAT

Deputy Director,
Office of Economic
Research STAT

Deputy Chief, Regional
Analysis Division,
Office of Strategic
Research

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1030 - 1045 Coffee Break

1045 - 1200 Trends and Developments
in CIA

Panel:

William E. Nelson
Deputy Director
for Operations

Edward W. Proctor
Deputy Director
for Intelligence

John F. Blake
Associate Deputy
Director for Management
and Services

1200 - 1300 Lunch in Executive
Dining Room (7D-48)
with Senior Agency
Officials

Host: Lt. Gen. Vernon A. Walters
Deputy Director of Central
Intelligence

Seminar Convenes in DCI Conference Room (7D-60)

1300 - 1400 Case History: Problems
of Determining
North Vietnamese
Capabilities and
Intentions

George Carver
~~Theodore G. Shackley~~
~~Chief, East Asia~~
~~Division, Former~~
~~Chief of Station,~~
~~Saigon Dep^{WGL} N16~~

Seminar Convenes in Room 1A-07

1400 - 1415 Coffee Break

1415 - 1515 Science and Technology
in CIA

Carl E. Duckett
Deputy Director
of Science and
Technology

1515 - 1535 Display of Technical
Equipment and
Photography

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Seminar Convenes in DCI Conference Room (7D-60)

1545 - 1630

Concluding Remarks

William E. Colby
Director of
Central Intelligence

STAT

Coordinator:

[REDACTED]

Special Programs Officer,
Office of Training

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[REDACTED]

STAT

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SENIOR SEMINAR IN FOREIGN POLICY



Department of State

SIXTEENTH SESSION

August 13, 1973 - June 7, 1974

DESCRIPTION OF COURSE

OBJECTIVES AND MEMBERSHIP

The Senior Seminar in Foreign Policy is the United States Government's foremost executive development program in foreign affairs. It assists in preparing select, senior career officers for positions of Ambassadorial and comparable responsibility.

The Seminar encourages free and vigorous inquiry into complexities of foreign policy and U.S. domestic problems and their interrelationship. It aims to help Members become better managers, stimulate their creative powers, enhance their capacity for thoughtful judgment, and develop their leadership.

Senior Seminar Members are drawn from the principal Federal Agencies concerned with U.S. foreign relations. The Sixteenth Session has twenty-six Members, nineteen of whom are officers of the Foreign Service serving in, the Department of State, the United States Information Agency and the Agency for International Development. The other seven include one officer from each of the Armed Services, and civil servants from the Departments of Agriculture and Defense and the Central Intelligence Agency.

The Seminar lasts ten months and requires the full time of its Members.

COURSE CONTENT

Because Members are mature and generally have more than twenty years of Government service, the Seminar can range fast and far in its studies. It assumes that Members already possess considerable experience and knowledge, particularly of foreign, government, and military affairs.

After an initial week for orientation, the Seminar spends twelve weeks on domestic affairs. A two-week series on the United States economy, including a study of the Federal budget, leads off this segment. Eight weeks are devoted to reviewing contemporary issues, scientific and technological development, cultural life and social attitudes.

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Six weeks during the Seminar year are spent in group travel to all major regions of the United States. Members thus obtain first-hand exposure to state and municipal governments, universities, industrial centers, labor unions, farms, and local citizens' organizations, etc. In Washington, Members meet with Senators and Representatives, with senior officers of Federal departments and domestic agencies and with the Mayor and other officials of the District of Columbia.

Six weeks are given to enhancement of professional skills. During this segment Members study methods of executive leadership, contemporary theory and practice in economics and political science, and techniques of policy formulation. Consultations with senior officers of the Executive Departments, agencies and services involved in the direction of national security policy are a central feature of this part of the course.

Problems of U.S. foreign relations form the third major segment of the Seminar curriculum. In these sessions, the Seminar undertakes analyses of issues involved in our relations with major countries and regions. Two weeks are spent visiting military installations.

For six weeks, Seminar Members conduct individual case studies designed to expand their knowledge and expertness. Members submit written reports on their projects and are required to summarize and defend them orally before the Seminar.

Time is set aside for in-house discussions and exercises. The Seminar also exploits the great and varied professional experience represented among its carefully selected Members.

METHOD OF STUDY

As its name implies, the Senior Seminar method relies upon colloquy. For a decade and a half, distinguished citizens and officials, scholars and professionals, statesmen and soldiers, entrepreneurs and artists, workers and farmers have shared their wisdom with the Seminar. They spark and guide the dialogue that animates this ten-month program. It is to them that the Seminar owes its reputation as a unique and rewarding experience.

By the time the Seminar ends, its Members -- both as a group and as individuals -- have composed a mosaic of America, based on what they saw and heard during the months they spent together. While each Member sees that final image in a particular light, all enthusiastically acclaim the excitement and stimulation of this broadening experience. To some extent the viewer is transformed as his viewpoint expands, and the colloquy of the Seminar brings each Member into a new phase of his or her professional life.



DEPARTMENT OF STATE
FOREIGN SERVICE INSTITUTE
WASHINGTON, D.C.
20520

Executive Registry
174-094

January 4, 1974

The Honorable William Colby
Director of Central Intelligence
Washington, D.C. 20505

Dear Bill:

Our staffs have been able to work out a mutually convenient time for the annual Senior Seminar visit to Langley on Monday, January 14. The program this year is even more extensive than last year, and I welcome the addition of briefings on the Middle East and the Soviet Union, and am delighted that you are going to wind up the day.

This year's Members are introduced in the enclosed brochure. For your ready reference I also enclose a compilation of their biographies, and our current "Description of Course."

Looking forward to seeing you on the 14th.

With warmest regards,

Sincerely,

A handwritten signature in cursive script, appearing to read "Sam".

Samuel D. Berger
Coordinator

Enclosures: as stated.