

TRANSMITTAL SLIP		DATE* 30 Jan 80
TO: Chairman, National Intelligence Council		
ROOM NO. 7 E 62	BUILDING Hqs.	
REMARKS: Attached is a copy of the schedule for Midcareer Course No. 70 showing the date and time you are scheduled to appear, along with a roster and profile of the class. The class is being held in Room 916, Chamber of Commerce Building. Spaces 10, 11, and 12 behind the building have been reserved for the use of the speakers. <input type="text"/> <input type="text"/> the training assistant, will be calling your office the day before to determine what vehicle you will be driving.		
FROM: OTR/IS/GITB		
ROOM NO. 926	BUILDING C of C	EXTENSION <input type="text"/>

FORM NO. 241
1 FEB 66REPLACES FORM 36-8
WHICH MAY BE USED.

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S E C R E T

MIDCAREER COURSE

NO. 70

INTELLIGENCE SCHOOL
OFFICE OF TRAINING



S E C R E T

25X1

S E C R E T

MIDCAREER COURSE

NO. 70

Course Directors :

Training Assistant:

Extension

Chamber of Commerce Building, Room 926

Opening Day

16 January 1980

Chamber of Commerce Building, Room 916

Course Location

20 January - 1 February 1980:

5 February 1980: Headquarters Building, Room 1 E 78

4 - 15 February 1980: Chamber of Commerce Building, Room 916

18 - 21 February 1980:

22 February 1980: Chamber of Commerce Building, Room 916

S E C R E T

S E C R E T

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Upon completion, Midcareer Course participants are expected to have acquired a broadened view and an increased understanding of the intelligence process to enable them to execute their current and prospective responsibilities more effectively. To this end the participants will:

- a. Obtain an appreciation for current management and organizational theory in order to improve individual effectiveness through an increased understanding of:
(1) how organizations function and (2) the various styles of leadership available to managers.
- b. Learn in detail the functions and responsibilities of--as well as the interrelationships among--the various components of the Agency;
- c. Gain knowledge of the functions and responsibilities of the agencies of the Intelligence Community, inter-agency relationships, and the DCI's Community role; and
- d. Become acquainted with international issues and global challenges that impact on US foreign policy and intelligence efforts.

S E C R E T

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S E C R E T

OPENING DAY16 January 1980

Room 916, Chamber of Commerce Building

1300-1400	<u>Course Administration,</u> <u>Class Photos, Registration,</u> <u>and Carpools</u>	<div data-bbox="1079 504 1393 588" style="border: 1px solid black; width: 193px; height: 42px; display: inline-block;"></div> Midcareer Course Directors, OTR	25X1
1410-1430	<u>Security Briefing</u>	<div data-bbox="1091 701 1291 749" style="border: 1px solid black; width: 123px; height: 24px; display: inline-block;"></div> Security Officer, OTR	25X1
1430-1445	<u>Management and</u> <u>Leadership Training</u>	<div data-bbox="1063 846 1359 931" style="border: 1px solid black; width: 182px; height: 42px; display: inline-block;"></div> Management School, OTR Seminars Branch, OTR	25X1
1445-1520	Videotape - "The Power of Listening"		
1530-1600	<u>Discussion of Course</u>	<div data-bbox="1101 1179 1346 1233" style="border: 1px solid black; width: 151px; height: 27px; display: inline-block;"></div>	25X1

S E C R E T

S E C R E T

SUNDAY, 20 January 1980

25X1

1200-1600

Arrive

25X1
25X1

1630

Open House

25X1

1700-1830

Dinner

25X1

1545-2000

Super Bowl Viewing Will Be Available

25X1

1900-2100

Class convenes for
Introductions

25X1

Your predecessors in this course frequently have said that one of the greatest benefits of the course is the interaction among the class members--so first, we introduce ourselves.

S E C R E T

S E C R E T

MONDAY, 21 January 1980

25X1

0830-0900

Welcome

Security Briefing

Security Officer

25X1

25X1

25X1

25X1

PHASE I - LEADERSHIP AND MANAGEMENT TRAINING

0900-0930

Introduction to Phase I

Management School, OTR

Seminars Branch, OTR

25X1

25X1

The opening comments for Phase I will outline the objectives of this first week of the Midcareer Course and detail the motivation for instituting this addition to the program.

0930-1045

The Study of Organizations and Management

25X1

This particular segment is designed to begin the process of understanding how organizations in general function by laying the framework for modern organizational theory. In this introduction we will look at the early theorists who studied organizations and tie their work to our current understandings of organizational behavior and management theory.

1100-1200

Organizational Systems Theory

25X1

Organizational theory and management practices have undergone substantial changes in recent years. Traditional theory has been modified and enriched by "General Systems Theory" research which views organizations as "open systems" in constant interaction with their environment and composed of five interacting components: (1) goals and values; (2) technical; (3) structural; (4) psychosocial; and (5) management subsystems. We will examine in some detail these major subsystems in order to better understand how the Agency, and organizations in general, can function as effective social systems.

1200-1300

LUNCH

S E C R E T

S E C R E T

MONDAY, 21 January 1980

25X1

1300-1400 The Systems View Applied

25X1

The speakers will use two examples of events or decisions which had sweeping organizational impact on the Agency. These examples are designed to elaborate the systems view of organizations and how these events were manifested in organizational changes.

1415-1600 The Agency in
Systems Termsand Class

25X1

Participants will be grouped by directorate affiliation and asked to spend some time in detailing a significant directorate mission or objective in terms of the organizational characteristics defined earlier. This activity has two objectives. The first objective is to involve the members in describing their activities to the other participants; the second is to begin the process of defining their activities in systems terms.

DINNER

1900-2100 Management in CIACharles Briggs
Deputy Inspector
General

Mr. Briggs will discuss the different management issues and styles he has observed during his career in the Agency. Some of these are common to all directorates; however, some issues are unique to a directorate and may foster a specific management style.

S E C R E T

S E C R E T

THUESDAY, 22 January 1980

25X1

0830-1015 Leadership: Providing
 An Effective Work
 Environment

25X1

A critical subelement of the organization involves the people who comprise that system. Because of the variance in attitudes, background, personalities, and values, efforts to understand the human factor have comprised a major portion of the research on how organizations function. This segment will highlight some of the significant findings on people in organizations. Particular attention will be paid to the manager's task of understanding the variety of approaches he or she might utilize in working with others in the organization.

1030-1130 Agency Employee Values:
 Stability Or Change?

Chief, Assessment
 Branch, OMS

25X1

There has been much speculation in the last few years regarding the changing values and motives of the "new generation" of employees entering this organization and others. and his staff are responsible for evaluating, on a daily basis, individuals applying to the Agency. We have asked him to reflect on what those of us already in the Agency should expect from this "new breed" of employees; that is, are there really any differences, what is their level of commitment, and do we need to manage differently?

25X1

1130-1300 LUNCH

1300-1600 Leadership: Taking the
 Initiative and Putting
 Thoughts Into Action

25X1

The effective functioning of social systems is largely dependent on the quality of internal leadership. Research on the subject of leadership emphasizes the importance of decision-making as a central element in determining leadership effectiveness. This segment looks at the connection between leadership and decision-making in terms of a leader's ability to weigh decision situations and then act to make the best decision. These are decisions which not only emphasize quality, but also stress the importance of getting the followers to effectively carry them out. The subject area will be developed through discussions, short lectures, and small group exercises.

S E C R E T

S E C R E T

TUESDAY, 22 January 1980

25X1

1900-2100

Evaluating Organizational
ManagementGeorge Maharay
National Academy
of Public
Administration

Mr. Maharay will describe the process and criteria the National Academy of Public Administration (NAPA) use to evaluate the management and personnel systems in an organization. He will discuss the conclusions of the recent NAPA survey of CIA and the resulting recommendations.

S E C R E T

S E C R E T

WEDNESDAY, 23 January 1980

The problems that face the manager today have changed in kind as well as in content. The question is not only "Can the job be done?" but also "How can the many alternatives available be examined in the context of complex operations with too many distractions that confound and confuse the decisionmaker?"

0830-0915 Perspective on
Decisionmaking

Management School, OTR

This session will include a discussion of descriptive decision-making (How are decisions made?) and normative decisionmaking (How should they be made?) in the framework of two views of the organization (as a rational entity versus as a political body).

0915-1000 The Systems Approach

will explain how some of the basic precepts of cybernetics and systems theory can be brought to bear on the examination of problems in a complex organization.

1015-1130 Causal Diagramming
Exercise

and Class

The class will break up into small groups and examine relevant problems using the causal diagram as a tool to develop a "systems" understanding of the problem. The class will reconvene to discuss their results.

1130-1230 LUNCH

1230-1400 Decision Analysis

This methodology provides a way of incorporating "hard" and "soft" data into computer models. The methodology will be discussed with relevant examples.

1415-1600 Decision Analysis
Exercise

and Class

The class will, as a group, unfold a decision analysis model with the instructor acting as technical advisor.

S E C R E T

S E C R E T

WEDNESDAY, 23 January 1980

25X1

DINNER

1900-2100

Personnel Management in CIAHarry E. Fitzwater
Director, Office of
Personnel Policy,
Planning, and
Management

Mr. Fitzwater will discuss the personnel management system in the Agency, the degree of implementation of recommendations made in the recent NAPA Report, and the results expected.

S E C R E T

S E C R E T

THURSDAY, 24 January 1930

0830-1130

Effective Group
Problem Solving

Problem solving is something that occurs regularly every day. As individuals and as members of groups, we constantly confront problem-solving of differing importance, scope, and complexity; yet little emphasis has traditionally been given to its improvement. Recent studies and theories have provided new insights into how people solve problems. In this segment we will explore the phases of a generic problem-solving model and the skills needed to apply it individually or in group problem-solving situations.

1130-1300 LUNCH

1300-1400

Communications: The
Binding Substance of
Organizations

Implicit in the term "organization" is the concept of individuals and groups interacting and passing information to each other in such a fashion that the organization moves forward in a relatively smooth manner in accomplishing its tasks, objectives, and mission. What are the barriers to effective communication? How can they be overcome? How much information should be communicated at various levels in the organization? What are the relevant structural considerations in communications? How are these impacted by differences in individuals' needs for information and skill in imparting information? During this session we will look at some of the answers to these questions. We will begin this topic by working through an exercise which uses three levels of interpersonal communications.

S E C R E T

S E C R E T

THURSDAY, 24 January 1980

1415-1500

Overcoming Barriers to
Effective Communication

Having identified various approaches to interpersonal communication, we will examine the communications process and look in some detail at the barriers which intrude on effective communication and why these barriers exist.

1510-1600

Improving Communications
in Organizations

Building on previous segments of the week, the participants will develop a set of action strategies to improve their communications skills. We will inventory those areas of strength and weakness which exist in the group and discuss strategies for improving communications abilities.

1730-1900

DINNER

1900-2100

Managing a Directorate

Donald I. Wortman
Deputy Director for
Administration

Mr. Wortman will discuss the role of the senior manager in the Agency, and compare that role to his past managerial experiences. He will also outline management goals he has for the Administration Directorate.

S E C R E T

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S E C R E T

FRIDAY, 25 January 1980

0830-1130

Star PowerInformation Science
Center, OTR

The concept of leadership and power have been central themes in the evolution of management thought. Leadership is the process of attempting to influence the activities of others toward the accomplishment of organizational goals, and power is the means by which the leader actually gains compliance of the followers; the two concepts are inseparable. Given this integral relationship between leadership and power, leaders must not only assess their leadership behavior in order to understand how they actually influence other people, they must also examine their possession and use of power. "Star Power" is a simulation which makes this relationship more explicit as it exists in organizations. "Star Power" is a bargaining and negotiating game which focuses on the participants' ability to influence others.

1130-1230

Leadership Training
CritiqueStaff

1300-

Depart

S E C R E T

S E C R E T

SUNDAY, 27 January 1980

PHASE II - THE AGENCY

1600-1900

Evening Session

1900-2100

An Evening with the
Associate Deputy
Director for
Operations-

John Stein
Associate Deputy
Director for
Operations

Mr. Stein will share with us his thoughts on the Directorate of Operations and comment on anticipated changes that will help the DO meet today's challenges.

S E C R E T

S E C R E T

MONDAY, 28 January 1980

0800-0850 Individual Presentation
 0900-0950 Individual Presentation
 1000-1055 CIA in Court Daniel K. Silver
 General Counsel

One of the major problems confronting the Agency today is the requirement to maintain the secrecy of Agency operations in a free society, which often entails defense against challenges in court. Our speaker will highlight the changing legal climate that affects the Agency's operation and security.

1105-1200 The Agency's Relations with Congress Assistant Legislative Counsel

The Agency occupies a 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.

1200-1300 LUNCH

1300-1400 The Information Services Staff Chief, Information Services Staff, DA

The Information Services Staff has Agency-wide responsibility for directing records management programs; handling Freedom of Information and Privacy Act requests; managing classification review; and monitoring the issuance of Agency regulations. Our speaker will describe further the responsibilities of the Staff and discuss in detail the impact the Freedom of Information and Privacy Acts have had on the working methods and procedures of CIA.

S E C R E T

S E C R E T

MONDAY, 28 January 1980

25X1

1520-1535

Issue Selection

At the end of each class day we will select the issues to be discussed during the first hour of the evening panel discussion.

25X1

DINNER

1900-

Evening Session*Daniel Silver

25X1

*This is the first of a series of Evening Discussion Sessions. These sessions offer participants a unique opportunity to discuss and debate issues related to the daily classroom reading and presentations. To allow participants to speak candidly, all sessions are "off the record"; comments and remarks of one speaker are not to be quoted to another.

25X1

S E C R E T

S E C R E T

TUESDAY, 29 January 1980

[REDACTED]

25X1

0800-0945

Individual Presentations

[REDACTED]

25X1

1105-1200

The DO Station Overseas

[REDACTED]

Deputy Chief, Africa
Division, DO

25X1

[REDACTED]

25X1

1200-1300

LUNCH

S E C R E T

S E C R E T

TUESDAY, 29 January 1980

1300-1400

The Soviet Union As
An Operational Target

Acting Chief,
 Soviet/East
 European
 Division, DO

He will present several case studies which demonstrate the work of a case officer as well as field station operations.

1415-1515

The Role of
Counterintelligence

Chief of Operations
 Counterintelligence
 Staff, DO

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. [] will discuss the role of his staff and how the recent Presidential directives affect that role.

1525-1535

Issue Selection

DINNER.

1900-2100

Evening Session -

S E C R E T

S E C R E T

WEDNESDAY, 30 January 1980

25X1

0800-0950 Individual Presentations

1000-1055 The Office of Research
and DevelopmentPhilip Eckman
Director, Office
of Research and
Development, DS&T

The Office of Research and Development takes a "far-out" look at science and technology to see what it can do to keep us ahead of the lead time problem. This small group pushes "the state of the art" to the outer limits for the national benefit. We will hear examples of what already has been done and what is on the drawing boards.

1105-1200 SIGINT OperationsBarry Kelly
Director, Office of
SIGINT Operations,
DS&T

CIA's special role and responsibilities, vis-a-vis those performed by other SIGINT collectors of the Intelligence Community, will be discussed by the speaker.

1200-1300 LUNCH

1300-1400 The Office of
Development and
EngineeringBernard Lubarsky
Director, Office of
Development and
Engineering, DS&T

The principal exotic systems now in use will be described to clarify what they do, how they do it, what the product is, and how it is used. We will also hear of the technical achievements lying ahead for which we should be getting ready.

1415-1515 Tradecraft: Technical
Support of OperationsDavid S. Brandwein
Director, Office of
Technical Services,
DS&T

The Office of Technical Services primarily provides technical support to operations of the Operations Directorate. You will receive an overview of these activities and learn of the various types of equipment and techniques utilized in the field.

1520-1530 Issue Selection

DINNER

1900- Evening SessionPhilip Eckman
Barry Kelly
Bernard Lubarsky
David Brandwein

25X1

S E C R E T

THURSDAY, 31 January 1980

25X1

0800-0950 Individual Presentations

1000-1055 A New Emphasis On
Economic ResearchMaurice C. Ernst
Director, Office of
Economic Research, NFAC

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

1105-1200 The Office of
Geographic and
Cartographic ResearchJames P. Lynch
Director of
Geographic and
Cartographic
Research, NFAC

OGCR is one of the more diverse offices in NFAC. It provides basic support via the Map Library and Cartography division, and also publishes finished geographic intelligence produced by the Geography Division and the multidisciplinary based Environment Resource Analysis Center.

1200-1300 LUNCH

1300-1400 The Office of
Current OperationsRichard J. Kerr
Director, Office of
Current Operations,
NFAC

The Office of Current Operations is responsible for providing the President and policymakers with timely reporting and analysis of current information. This office also manages CIA's 24-hour Operations Center which handles critical events, and is an after-hours contact point for the Intelligence Community and the White House.

1415-1515 Senior Review PanelMember, Senior
Review Panel

25X1

The Senior Review Panel was established to assist the Deputy to the DCI for National Intelligence and the DCI to improve the quality of major intelligence products and their usefulness to policymakers. Its functions are to review both Intelligence Community and NFAC products at various stages in their preparation, to audit finished intelligence, and to advise the Deputy to the DCI for National Intelligence in overall production planning. Our speaker will discuss the functioning of this panel.

S E C R E T

S E C R E T

THURSDAY, 31 January 1980

1520-1530

Issue Selection

DINNER

1900-

Evening Session -

Maurice Ernst

James Lynch

Richard Kerr

S E C R E T

S E C R E T

FRIDAY, 1 February 1980

25X1

0800-0830

ReadingClassCIA Equal Employment Opportunity Plan,
1 October 1978 - 30 September 1979

0830-0920

Individual Presentation

0930-1030

Equal Employment
Opportunity in the
AgencyOmego J. C. Ware, Jr.
Director of Equal
Employment Opportunity

An important element of CIA's human resource management is the program for assuring equal employment opportunity. Mr. Ware will discuss the progress to date toward raising the level of minority employment. He will also explain the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, national origin, or handicap.

1045-1200

Communications:
An EEO PerspectiveClyde C. Aveilhe
Assistant Director,
Washington
Educational
Testing Service

This presentation covers the problems of people communicating. The speaker identifies the general kinds of problems individuals encounter when they try to convey thoughts to others. The participants can expect to gain some insight and perspective on how they might better communicate with employees with differing cultural heritages.

1300

Depart

25X1

S E C R E T

S E C R E T

MONDAY, 4 February 1980
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentation

0945-1045 The Office of
Weapons Intelligence

E. Wayne Boring
Director, Office of
Weapons Intelligence,
NFAC

The Office of Weapons Intelligence is an important producer of finished intelligence in NFAC. Mr. Boring will discuss its products as well as the recent organizational changes which have involved OWI.

1100-1200 The Agency's
Responsibility for
Strategic Research

Robert M. Huffstutler
Director, Office of
Strategic Research,
NFAC

Mr. Huffstutler 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.

1200-1300 LUNCH

~~1300-1430~~ The National
Intelligence Officers

~~Richard Lehman~~
~~National Intelligence~~
~~Officer for Warning~~

Mr. Lehman will discuss the recent reorganization of the National Intelligence Officers and their current areas of responsibility. He will explain how an NIO works as a personal representative of the DCI to establish informal contacts across Agency and departmental lines in order to provide coordinated responses to the requirements of policymakers.

1445-1630 Individual Presentations

S E C R E T

S E C R E T

TUESDAY, 5 February 1980
(Room 1 E 78, Headquarters Building)

0845-0945 Individual Presentation

1000-1115 Selected Tours

Each student may select one of the following tours in the Headquarters Building. No more than eleven will be allowed to sign up for one tour. Those who do not sign up for a tour will be assigned to one. The available tours are:

OGCR - Cartography Division, 6 H 08

OC

QSO

1130-1300 LUNCH

1300-1515 The Role of the
Office of Central
Reference

Clarus W. Rice
Acting Director,
Office of Central
Reference, NFAC

The Office of Central Reference provides a set of utilities in support of intelligence production and operations. It also produces finished biographic intelligence. Mr. Rice will discuss the function of the Office and provide the class members with an opportunity to become more familiar with the Office by meeting with OCR personnel and touring the facilities.

1530-1630 The Middle East
As An Operational
Target

Deputy Chief,
Near East Division,
DO

The Middle East presents a unique set of challenges to the Operations Officer. [] will draw upon his experience and knowledge of the area to describe these challenges and discuss their impact on collection and operational methodology.

S E C R E T

S E C R E T

WEDNESDAY, 6 February 1980
(Room 916, Chamber of Commerce Building)

0830-0915 Individual Presentation

0930-1000 Shuttle Bus to Building 213

1015-1215 The Office of
Imagery Analysis

Director, Office
of Imagery
Analysis, NFAC

Mr. Firth will discuss the role of OIA in support of intelligence production. He will focus on the variety of ways that his office provides support to the operational components of the Agency. Following [] talk, you will have an opportunity to visit individual components of OIA and talk informally with the imagery analysts.

1215-1315 LUNCH

1330-1400 Shuttle Bus to Chamber of Commerce Building

Class will adjourn for the remainder of the afternoon and reconvene at the Chamber of Commerce Building at 1900 for an unclassified session. Spouses are invited.

EVENING SESSION

(This session is unclassified.
Class members and Spouses are
invited.)

1900-2100 Aerial Reconnaissance

Chief, Warsaw Pact
Forces Division,
Imagery Exploitation
Group, NPIC

[] will discuss the history and development of aerial reconnaissance. He will present several examples of history as viewed through the camera lens including World War II reconnaissance imagery of one of the camps involved in the Holocaust.

S E C R E T

S E C R E T

THURSDAY, 7 February 1980
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentation

0945-1045 Security in the Robert W. Gambino
Agency Today Director, Office
of Security

The Office of Security is charged with protecting classified information from unauthorized disclosure. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment. In addition, security-related problems of safeguarding information and installations, both in the US 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.

1100-1200 Individual Presentation

1200-1300 LUNCH

1300-1400 The Role of the TO BE ANNOUNCED
Inspector General Office of the
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. In addition, the Inspector General has assumed further responsibilities as directed by E.O. 12036. The speaker will discuss the functions of his office and describe the type of problems and situations which have arisen in recent months.

1415-1530 Congressional Thomas K. Latimer
Oversight Staff Director,
House Permanent
Select Committee
on Intelligence

The Staff Director of the House Permanent Select Committee on Intelligence will offer his perspective on the role of Congress in overseeing the work performed by CIA and the Intelligence Community. He will describe how Congress has viewed the oversight function in the past and how legislators might carry out the responsibility in the future.

1540-1630 Individual Presentation

S E C R E T

FRIDAY, 8 February 1980
(Room 916, Chamber of Commerce Building)

PHASE III - THE INTELLIGENCE COMMUNITY

0830-0930 The Intelligence Community

Management
School, OTR

This presentation will focus on the different members and distribution of resources in the Intelligence Community.

0945-1100 The DCI's Community Role

Special Assistant to
the Director of
Central Intelligence

Our speaker will set the stage for examining the Intelligence Community by discussing the responsibilities of the DCI, not as an individual, but as a function, i.e., the referent for budgetary, tasking, and production responsibilities of the Intelligence Community as provided in E.O. 12036.

1100-1300 LUNCH and Travel to the Department of State

1300-1530 Tour of the Bureau of Intelligence
and Research, Department of State

The remainder of today and next Monday the class will focus on the Intelligence Community. We will start by touring the Bureau of Intelligence and Research of the Department of State. Monday, the class will be divided into small groups and each group will be sent to an agency within the Intelligence Community to gain an understanding of how it operates and its role in the community. During the last week of the class, the class will be divided into three groups which will address one of the following questions:

1. Is the performance of the Agency and the Intelligence Community satisfactory? Could it be improved? Is so, how?
2. How would you reorganize CIA to better meet today's challenges?
3. How would you organize the Intelligence Community to meet the needs of the policymakers?

S E C R E T

S E C R E T

MONDAY, 11 February 1980

0900-1400 Class will continue Tours of
the Intelligence Community

(Room 916, Chamber of Commerce Building)

EVENING SESSION

(This is an unclassified session -
Members of the Class and Spouses
Are Invited)

1930-2130	<u>Intelligence - Past,</u> <u>Present, and Future</u>	<u>Donald Gregg</u> National Security Council Staff
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Mr. Gregg will draw on his experience

use of intelligence in the past. From his
position on the National Security Council Staff he will provide
insight into the current application of intelligence, as well
as tell us what he believes the future will bring.

S E C R E T

25X1
25X1
25X1

S E C R E T

TUESDAY, 12 February 1980
(Room 916, Chamber of Commerce Building)

PHASE IV - ISSUES AND CHALLENGES

The international environment within which the Agency operates has undergone some important and rapid changes in recent years. National security as a national objective has required some redefinition. The resurgence of a "cold war climate", the rise to power of Third World nations, and the global energy crisis are but a few of the new issues, challenges, and threats that have emerged. The objective of Phase IV is to bring you up to date on selected topics of interest in world affairs and to suggest the impact of such issues on the work of the Agency.

0830-0930 Individual Presentations

0940-1030 Strategic Programs

Assistant NIO for
Strategic Programs,
NFAC

25X1

Our speaker will present an overview of some of the long-range objectives and programs which reflect our government's interest in and concern over international issues and challenges affecting our national security and welfare. He will also comment on the Agency's role in meeting some of the challenges.

1045-1230 SALT: Past, Present,
and Future

CIA SALT Support
Staff

25X1

Analyst, Office of
Political Analysis,
USSR Division,
NFAC

25X1

The Strategic Arms Limitation Talks (SALT) have been hailed by politicians in both the United States and the Soviet Union as charting an "unalterable" course of detente in the interest of both countries. However, given the Soviet presence in Afghanistan, the future of the SALT accords is moot. Our speakers will address this topic from two angles. Our first speaker will comment on the accord's past and present. He will focus on the general provisions of the SALT II agreement and will describe the Intelligence Community's responsibilities vis-a-vis the agreements. Our second speaker will comment on the future of the SALT accords, and will comment on the impact of the Soviet presence in Afghanistan on the arms race.

1230-1330 LUNCH

S E C R E T

S E C R E T

TUESDAY, 12 February 1980
 (Room 916, Chamber of Commerce Building)

1330-1530

The Global
Energy Challenge

Deputy NIO for
 Political Economy

Donald Norman
 American Petroleum
 Institute

25X1

This presentation will focus on the serious problem of the growing worldwide need and competition for energy sources that are increasingly scarce and costly. Our panelists will look at the roles of the government and the private sector in national energy matters and their effect on the country's changing energy policies at home and abroad.

1540-1640

Responding to
a Crisis

Col. William Hubbell
 Operations Directorate,
 OJCS, Pentagon

During recent months, the US has been bombarded with a series of "crisis events." The ability of our nation to respond to these events has become increasingly important. This presentation will center on the Crisis Action System (CAS)--how it works, how it is used, and the interface between the OJCS and CIA in crisis situations.

S E C R E T

S E C R E T

WEDNESDAY, 13 February 1980
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0930-1045 The Middle East:
An Assessment of
Personalities

Dr. Jerrold Post
Chief, Center for
the Analysis of
Personality and
Political
Behavior, OSI, NFAC

During recent years the validity of considering the personalities of foreign leaders has become even more apparent to US diplomats--whether during peace treaty negotiations or negotiations for the release of hostages. Dr. Post has played an important role in both events and today will comment on some of the major actors involved.

1100-1200 Assessment of the
Middle East Today

Professor of
International Issues,
American University

[redacted], a distinguished authority on the Middle East, will discuss current developments in the area, the strained relationships between many of the countries, and the strengths and weaknesses of the principal contenders.

1200-1300 LUNCH And Optional Videotape (15 Minutes) -
"Nonverbal Communication"

1300-1400 Islam in the
Modern World

Foreign Broadcast
Information
Service, NFAC

Throughout history, Islam has been a religious and political force to be reckoned with on the international scene. In recent days, a resurgence of Islamic fundamentalism and political activism has led to Intelligence Community efforts to achieve a greater understanding of Islam. Using various examples, the speaker will discuss models for understanding Islam in the modern world.

1415-1515 Iran: A Nation
In Transition

Office of Political
Analysis, NFAC

Our speaker will discuss the political climate in Iran, with stress on the impact the changing Iranian leadership is having on US national security and foreign policy, and on implications for the future.

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S E C R E T

WEDNESDAY, 13 February 1980
(Room 916, Chamber of Commerce Building)

1530-1630

International Terrorism:
Psychiatric Perspectives

Deputy Chief, Center
for Counterterrorism
and Crisis Response,
Office of Medical
Services, DA

25X1

Our speaker will discuss the role of the Behavioral Scientist in antiterrorist activities, the part played by the CIA in cooperation with other US agencies and foreign governments in countering terrorism, and current US policy implications for the Agency.

S E C R E T

S E C R E T

THURSDAY, 14 February 1980
(Room 916, Chamber of Commerce Building)

0830-0915 Individual Presentation

0915-1100 The USSR

Moderator:

Office of Research
and Development, DS&T

Panelists:

Office of Weapons
Intelligence, DS&T

Office of Geographic
and Cartographic
Research, NFAC

Melvin Goodman
Office of Political
Analysis, NFAC

Office of Scientific
Intelligence, DS&T

Office of Economic
Research, NFAC

The relationship between the United States and the USSR has required some redefinition in recent months. The purpose of this presentation is twofold: (a) to present a composite and integrated view of the USSR and its impact on US foreign policy and on the Agency and (b) to demonstrate how various resources of the Agency and the Intelligence Community are used for and contribute to the analysis of our intelligence target or topic.

1115-1215 Film - "Misunderstanding China"

1215-1315 LUNCH

1315-1430 China In World
Affairs

R. Lehman
Amb. John H. Holdridge
WFO for China

Ambassador Holdridge will discuss the outlook for China in world affairs and how the emerging lines of its foreign policies, strategic aims, and regional goals, affect the Soviet Union and the United States.

S E C R E T

S E C R E T

THURSDAY, 14 February 1980
(Room 916, Chamber of Commerce Building)

1445-1540

African Leaders: An
Assessment of Personalities

Analyst, Center for
the Analysis of
Personality and
Political Behavior,
OSI, NFAC

Our speaker will discuss the personalities of some key African leaders.

1545-1645

Major Issues Confronting
The US In Africa

L. Gray Cowan
NIO for Africa

Mr. Cowan will describe the responsibilities and functioning of the National Intelligence Officer. He will also discuss current issues in Africa that are of concern to the United States.

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S E C R E T

FRIDAY, 15 February 1980

0830-0950 Individual Presentations

1000-1050 CIA Public Affairs
 Deputy to the Special
 Assistant for Public
 Affairs to the DCI

STAT

Mr. Strong will explain the Agency's official policy regarding dealing with the news media and publishers. He will discuss the various factors that must be considered in CIA's official and unofficial communications with reporters, writers, and publishers.

1100-1200 Film - "Two Cheers for the CIA"

1200-1300 LUNCH

1300-1500 Intelligence and
the Media
Henry Bradsher
 Columnist, The
 Washington Star

The Watergate period signaled a new era in the relationship between the news media and the US Government wherein the media's role became increasingly aggressive and persistent. With Seymour Hersh's November 1974 New York Times article about the CIA, the US Intelligence Community lost its long-standing position characterized as "off limits in the name of National Security." Today, our speaker will discuss the changing attitudes of the publishing and broadcasting world towards the US Government--particularly towards intelligence organizations--examine the adversary relationship which exists between the information media and the executive branch of government, and comment on the media's role in and responsibility for reporting classified information.

HAVE A HAPPY HOLIDAY!

See You Monday Evening, 13 February

S E C R E T

S E C R E T

MONDAY, 18 February 1980

STAT

1630-1730

ARRIVE

1730-1900

BUFFET

1900-2100

Evening Session

STAT

This evening members of the Midcareer class will meet with Career Trainees (CTs) from current or recent classes. The intent of this session is to have professionals from a variety of backgrounds and experience levels exchange viewpoints, philosophies, and opinions concerning the Agency today and in the future.

Participants:

STAT

S E C R E T

S E C R E T

TUESDAY, 19 February 1980

0830-0900

Welcome

0900-1040 Individual Presentations

1050-1200 Group Report Preparation Session

Time on the schedule has been set aside so that your group may exchange information and prepare for the reporting session on Wednesday.

1200-1245 LUNCH

1245-1335 Individual Presentations

1345-1435 The Collection
Tasking Staff

Director, National
Intelligence Tasking
Office

The Director of Central Intelligence will have the peacetime responsibility and authority for translating national intelligence requirements into specific intelligence collection objectives and targets, and for assigning these to intelligence collection organizations. The Collection Tasking Staff (CTS) will, under the direction of the DCI, assign tasks to all national intelligence collection systems. The CTS is also responsible for ensuring that the flow of intelligence is routed to the relevant organizations. Our speaker will share with us some of the ideas, goals, and objectives in establishing this critical area of intelligence.

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THURSDAY 19 February 1980

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1445-1535 The Resource Management Staff

Director, Program and Budget Office, Resource Management Staff

The Resource Management Staff was created to assist the Director of Central Intelligence as manager of the Intelligence Community. The enactment of E.O. 12036 has given the DCI full and exclusive authority for the approval of the National Foreign Intelligence Program budget. [redacted] will outline the Staff's responsibilities and how it assists the DCI, as well as some of the problems facing the Staff. He will also give us his thoughts on what the future holds for this group.

STAT

1545-1635 Collection Requirements and Evaluation of Collection Programs

Chief, Collection, Requirements, and Evaluation Staff, NFAC

STAT

The speaker will describe the range of intelligence information required by the Agency, how information requirements are assigned priorities and passed to collection program managers, and the process of evaluating collection systems and programs. The discussion will focus on the Collection, Requirements, and Evaluation Staff and its responsibilities for developing all-source intelligence information requirements to support NFAC analysis, representing the Agency in collection-related Community forums, and evaluating collection efforts in terms of their utility for the intelligence production process.

1645-1655 Issue Selection

DINNER

1700-1900 EVENING SESSION -

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S E C R E T

S E C R E T

WEDNESDAY, 20 February 1980

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0800-0940

Videotape - "What You Are Is
Where You Were When"

The day-to-day functioning of the Agency is heavily influenced by values that can be generalized to specific age groups. Our own values strongly influence what we "see" and "hear" as well as the degree to which we interact with other people. Dr. Morris Massey of the University of Colorado will discuss this, as well as many other subtle examples of how differing "value sets" affect organizational and interpersonal relationships.

0950-1040 Individual Presentations

1040-1200 Group Preparation Time

1300-1630 Group Presentations

Each group will be allotted one hour to present information and impressions collected during the tours at elements of the Intelligence Community.

DINNER

1900-2100

An Evening With The
Deputy Director Of The
National Foreign
Assessment Center

R. Evans Hineman
Deputy Director,
National Foreign
Assessment Center

Mr. Hineman will discuss the organization of NFAC and plans for the future, with special emphasis on the development of a specialist cadre corps, steps being taken to improve the quality of intelligence analysis, and the implementation of SAFE.

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S E C R E T

THURSDAY, 21 February 1980

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0800-0930 Individual Presentations

0945-1200 Management and
Organizational
Exercise

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During the first week we examined organizational and managerial effectiveness in the broad sense. Following that, the program covered the Agency and the Intelligence Community in specific detail from both a substantive and management perspective. During this session we will combine those two parts of the program and look in some detail at how the Midcareerists feel the organization is and should be.

1200-1300 LUNCH

1300-1350 Review and Discussion

1400-1600 "GLOMAR": Movie and
DiscussionDeputy Director
of Training, DA

STAT

We will see a documentary film about "GLOMAR", a unique and fascinating technical collection effort which preoccupied US and international media for weeks.

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DINNER

1900-2100 The CIA Executive
Advisory CommitteeSpecial Assistant to
the Director of
Central Intelligence

STAT

The CIA Executive Advisory Committee was recently formed by the DCI to provide a focal point and forum for the examination, study, and resolution of issues and problems affecting the Agency as a whole or one or more of its major components. Our speaker will discuss the composition, function, and role of the committee and describe the type of issues or problems considered by the committee.

2230 Depart

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S E C R E T

S E C R E T

FRIDAY, 22 February 1980
 (Room 916, Chamber of Commerce Building)

0830-0920 Individual Presentation

0930-1000 Administrative Time

You may use this time to turn in your Chamber of Commerce parking permit, and review your student folder to determine what you would like to retain.

1000-1045 Travel to Headquarters Building
 (Please convene in Room 6 E 60)

1045-1200	<u>The Directorate of Science and Technology</u>	<u>Leslie C. Dirks</u> <u>Deputy Director for Science and Technology</u>
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We discussed the responsibilities of the separate components of Mr. Dirks' Directorate. This morning Mr. Dirks will focus on the totality of the Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work. He will reflect upon recent organizational changes and the impact of shifting priorities on the collection of intelligence.

1200-1300 LUNCH

1300-1350 Review and Discussion
 (Room 1 E 78)

1400-1500 Meeting with the
Director of Central
Intelligence

(Please convene in
Room 7 D 64)

1510-1600 Course Evaluation

1600-	<u>Awarding of Certificates</u>	<u>Donald E. Smith</u> <u>Director of Training, DA</u>
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1730-1930 Midcareer Course Reception
 7 D 42, Headquarters

Class members and their spouses and guests will be joined by senior Agency officers for an informal reception in the Executive Dining Room.

S E C R E T