

### ROUTING AND TRANSMITTAL SLIP

Date  
2-22-82

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1. Executive Director		
2.		
3. DDCI		
4.		
5. DCI		

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5041-102

OPTIONAL FORM 41 (Rev. 7-76)  
Prescribed by GSA  
FPMR (41 CFR) 101-11.206



Central Intelligence Agency  
Office of the Deputy Director for Intelligence

Executive Registry

82-2445

DDI-1458-82  
22 February 1982

1. Ex Dir
2. DDCI
3. DCI

The attached suggestion  
could benefit the entire agency,  
not just the DDI, especially if  
imaginatively developed and  
given high level support. What  
do you think?

Rg.

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A Program to Improve CIA's Intelligence Product

1. The State Department has a dynamic speakers' program the CIA might emulate as a means of improving the focus, quality, and timeliness of the Agency's intelligence product. A systematic program to expose Agency analysts and managers to outside experts would help overcome our intellectual isolation, improve our understanding of administration needs and the policy-making process, and establish useful contacts in and outside the government.

2. In 1967 the Department, under the auspices of the Secretary of State, created an ambitious, off-the-record speakers' program and channel for dissent which it called "Open Forum." The purpose is to encourage creative thinking and to offer all State employees an opportunity to participate more directly in the foreign policy process by promoting a free exchange of views and minimizing political and bureaucratic constraints on debate and dissent.

3. To an outsider, the most notable feature of Open Forum is its weekly lecture schedule which includes some of the country's more prominent authors, scholars, diplomats, scientists, economists, journalists, congressmen, and administration officials. The attached list reveals an impressive roster of participants in 1981. These noontime programs, held in the 1000-seat auditorium, are widely publicized in the Department and usually draw heavy attendance from all ranks.

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4. Open Forum is run by Chairman Eileen Heaphy with the advise of a steering committee. The attached article from the Department's "Newsletter" reports Secretary Haig's personal interest in Open Forum and the broad professional spectrum represented on the steering committee. Last year they initiated new programs and formats, including a series on the 21st century co-sponsored with the Policy Planning Staff. Smaller programs are aimed at problems in specific areas. For example, a "brown bag" seminar jointed sponsored with the Bureau of European Affairs dealt with European attitudes toward the military balance in Europe.

5. CIA has no comparable vehicle to stimulate and guide its employees. The Agency's compartmentalized structure, its strict security considerations, the physical location of headquarters, and the lack of direct role in the policy-making process have fostered intellectual isolation and parochialism. Rarely are we exposed first-hand to the major players and special concerns of the administration. Moreover, few of us have any realistic sense of the day-to-day operations or needs of the White House and the NSC or the procedures on Capital Hill.

6. A first-rate, institutionalized program of speakers and seminars could help overcome our handicaps. We could follow the successful Open Forum model and add a new dimension by capitalizing on the unique experiences and insights of DDO officers and other specialists in the Agency. Additionally, seminars on congressional relations could familiarize analysts with the legislative process and introduce key Congressmen and committee staffers who seek our analysis. CIA is out of the mainstream, but a sustained and ambitious program such as this could help make our

Open Forum Speakers in 1981

Barbara Marx Hubbard, an American futurologist, on long-term issues facing the US.

Julian Simon, author of "The Ultimate Resource"

Colman McCarthy, Washington Post columnist

Ben Wattenberg, editor and TV commentator

Arthur Laffer, supply-side economist

Amb. Robert E. White (El Salvador) and Amb. Thomas Bayatt (Colombia) on "Dissent in the Foreign Service: Channels and Ethics"

Charles DiBona, president of the American Petroleum Institute, on "America's Energy Policy for the 80s"

Eliot Berg, consultant to the World Bank and principal author of the Banks's review of African development efforts in the past decade

Arthur Flemming, chairman US Civil Rights Commission on hiring practices in the Foreign Service.

Frank Carlucci, Deputy Secretary of Defense

Walter Conkrite, newcaster

Richard T. Kennedy, Undersecretary for Management, on management issues

Lawrence S. Eagleberger, Assistant Secretary for European Affairs, on US-European relations

John H. Holdridge, Assistant Secretary for East Asian and Pacific Affairs, on US relations with Southeast Asia

Congressman Toby Roth (R-Wisc) on ICA's public diplomacy

John Kenneth Galbraith on politics of underdevelopment

Joan Baez on human rights in Latin America

Three correspondents who cover the Department--Barrie Dunsmore ABC, Bernard Gwertzman, New York Times, and Bernard Kalb, NBC--discuss Soviet "disinformation."

Richard Fairbanks, Assistant Secretary for Congressional Relations

Robert Weinland, Center for Naval Analyses on "Peace, Progress and Gunboat Diplomacy" The Naval Instrument in Soviet Foreign Policy."

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Robert Mahoney, principal investigator for ACDA study on attitudes in Europe toward the military balance

Milton Friedman, monetarist economist (cocktails and dinner)

Rita Hauser, former UN delegate, human rights (luncheon)

Amb. to El Salvador Deane Hinton on that country's problems and prospects

Ernak Conahan, director International Division GAO on "A Critics View of the Management of Foreign Affairs"

Amb. Max Kampleman, chairman of the US delegation to the follow-up meeting of the Congerence on Security and Cooperation in Europe on the recent session in Madrid

David S. Patterson, Office of the Historian, "The Department of State and Arms Control: An Historical Perspective"

Richard T. Davies, former ambassador to Poland, "The Polish Revolution: The First Year."

Roderick MacFarquhar, Woodrow Wilson Center for Scholars, "Why Are Moscow and Peking Still at Odds?"

Ambassadors Nobuhiko Ushiba and Robert Ingersoll and other members of the Japan-US Economic Relations Group

Arnaud de Brochgrave, Georgetown University Center for Strategic and International Studies, "KGB Disinformation? How Effective?"

Captain Jacques Cousteau on global ocean issues

M. Peter McPherson, AID administrator

Edward Korry, former ambassador to Chile, "Morality and the Foreign Service: Loyalty to State, Service or Self?"

Sir Max Beloff, Oxford University, "Two Years of the Thatcher Government"

Panel discussion on the Export Trading Company Act of 1981 by congressmen, general counsel of the US Special Trade Representative, vice-president of Citibank

Amb. Jean Kirkpatrick, US relations with the UN

Andrew Pierce of the Council on Foreign Relations, "The Western Alliance in the Wider World"

William Van Cleave, board member of the Committee on Present Danger and Strategic Issues

Percy Qoboza, on South Africa

Alvin Toffler on his new book, "The Third War"

Sen, John Glenn on "Putting the Military Cart before the Foreign Policy Horse."

Michael S. Teitelbaum, Ford Foundation on population problems

Admiral Gene La Rocque, director of Center for Defense Information

Helmet Sonnenfeldt

Amb. Richard N. Gardner

Alejandro Orfila, Secretary OAS

Amb. Lucius Battle, chairman of Foreign Policy Institute at Johns Hopkins

Anna Chennault

Joseph Sisco, "American Foreign Policy Priorities in the 1980s"

John K. Cooley, journalist, "The Libyan Whirlpool - Qadhafi's Arab and African Adventures"

Robert Conquest, British Sovietologist on "What Makes Soviet Leaders Tick?"

Amb. Marshall Green on "The World Population Explosion"

Allan Ryan, Justice Dept. on hunting down Nazis

Amb. Robert Neumann on the Reagan transition

Jan Nowak, Radio Free Europe on "The US and Poland"

Amb. Harriman on "Looking Ahead to the 1980s"

J.B. Kelly, British scholar on the Middle East

Jack Anderson