

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Agency's Image, Chiefs of Station Seminar

1. I have reviewed the comments of the Chiefs of Station and my views and recommendations as to the Agency's image and our public posture are as follows:

Despite the current rash of publicity in the public press, I believe we have a deep reservoir of goodwill in the American public.

This goodwill can only be expressed indirectly. Our Personnel ~~Domestic Contact~~ *Service program*, Recruitment Program, the ~~OO~~ *CONTACT* Program, and our ~~multitudinous~~ *extensive* other relationships with American business, universities, and the public reflect ~~an~~ *RELATIONS* understanding of our public problem and confidence in our people and our program. We at headquarters frequently do not

sufficiently distinguish *between* ~~sufficiently~~ publicity per se and unfavorable publicity. I think we should give the American public more credit for reading through the self-serving, critical comments of columnists, editorials, and private and public officials. ~~The American public reads through the public medium the same self-serving comments on a multitude of topics ranging from local news, U. S. domestic programs, and foreign policy positions.~~

historically
2. The Agency's public policy is ~~largely~~ predicated on the premise that we are a clandestine organization whereas, actually, there is much we can talk about which does not affect clandestine programs, sources, and methods or sensitive activities.

I feel we can make public appearances in a quiet, conservative way speaking of our

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^{security}
functions, purposes, national relationships, and some of our internal organization,
but, of course, avoiding controversial or national topics. Our non-vocal friends
are troubled that we do not present some form of a public program. To improve our
public posture, correct misinformation about the Agency, and to gradually reach
those groups who can be helpful to us, I suggest the following:

- (a) Promote visits and briefings of selected news men.
- (b) Accept more invitations to speak before organized groups, such as,
business associations, academic and business conferences, universities,
and similar organized group meetings.
- (c) *Continue to pursue and perhaps enlarge our contacts with universities and the public in our overt processes such as the recruitment program.*
- (d) *Encourage our friends, to speak up on our behalf from time to time.*

3. Regardless of the above, we ^{should expect} ~~will always have~~ attacks upon the Agency
and challenges to our activities. Those that are pure nonsense, such as the "Boy Scout
story," ^{front and} ~~we can directly deny~~; whereas those of a ^{with an intelligence operational} ~~program~~ nature we can either:

- (a) Respond through Congressional statements;
- (b)
- (c) Remain quiet depending on the nature of the issue at hand.

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In principle, I think we are losing by our policy of silence and, to arrest this trend, I
suggest we begin to fight back against unfounded or misinformed criticism.

R. L. Bannerman
Deputy Director
for Support