

MEMORANDUM FOR: O/DCI

John McMahon concurs that the attached could be beneficial. Once a week, however, seems a little over ambitious, given the administrative effort required. He suggests that quarterly or semiannual sessions might be a little more realistic.



EA/ExDir

Date 5 April 1982

STAT

EXECUTIVE SECRETARIAT**Routing Slip**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI	✓			
3	EXDIR	✓			
4	D/ICS				
5	DDI	✓			
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/EEO				
14	D/Pers				
15	D/OEA				
16	C/PAD/OEA				
17	SA/IA				
18	AO/DCI				
19	C/IPD/OIS				
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22					

SUSPENSE

Date

Remarks:

✓ Executive Secretary

Date

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MEMORANDUM FOR: DDCI
Executive Director
DDI

What do you think?

C
William J. Casey

Date 1 April 1982

FORM 5-75 101 USE PREVIOUS EDITIONS

GPO : 1981 O - 345-783

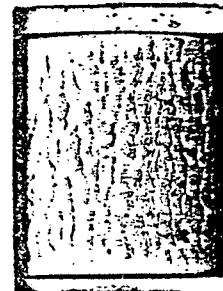
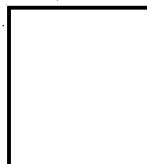


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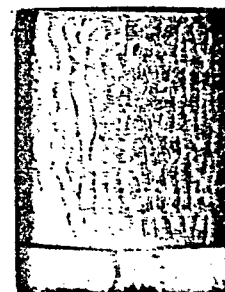
DDI-1458-52
22 February 1982

1. Ex Dir ✓
2. DDCI - rec'd. by
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?



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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.

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 work more relevant and satisfying.

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."

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

~~Helmut 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

November 1981

News Highlights

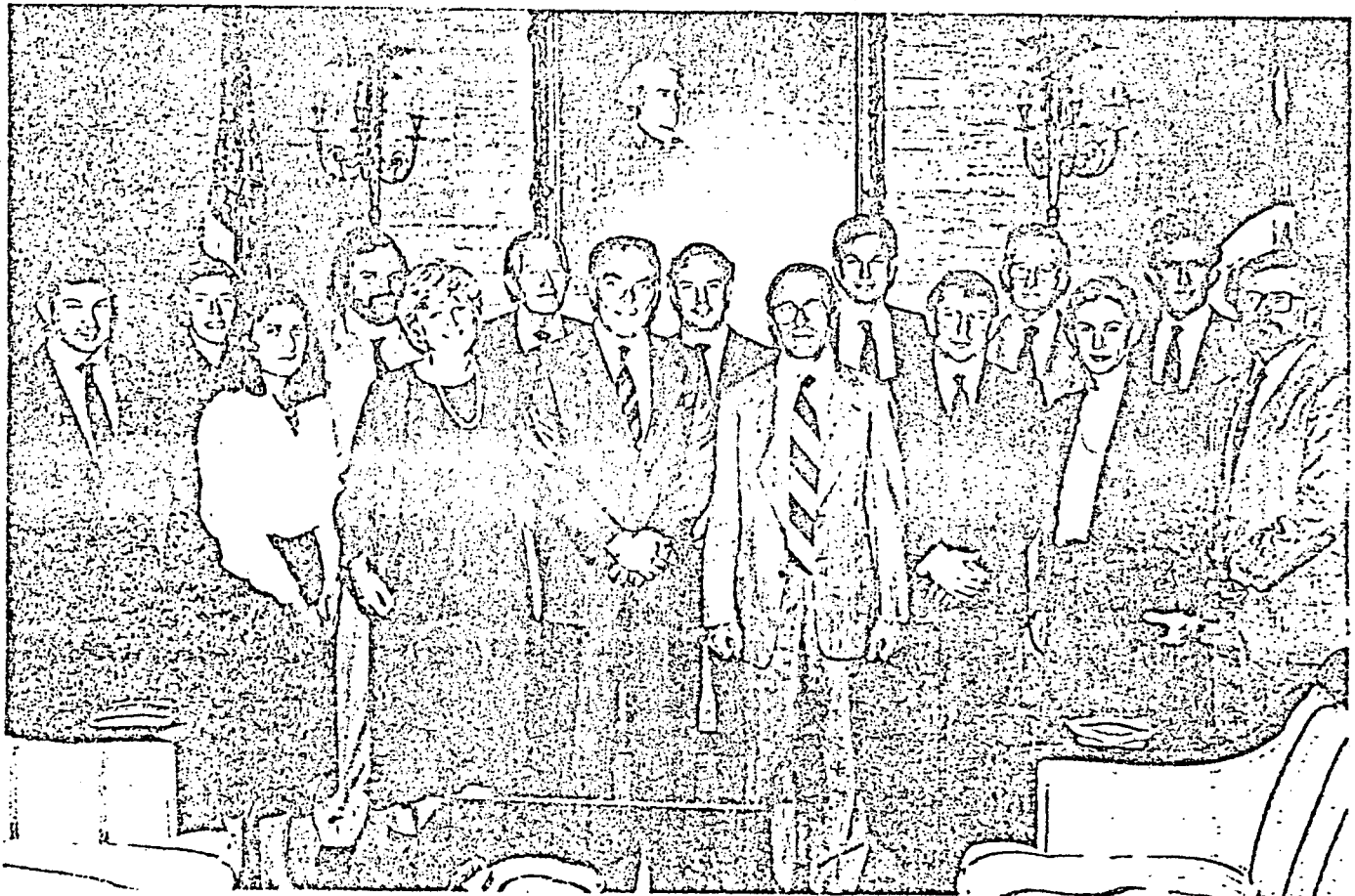
Haig speaks, takes questions at Open Forum session

In another move emphasizing that he assigns high value to the work of the Secretary's Open Forum, Secretary Haig stepped to the podium himself when the forum met at noon October 14 in the Dean Acheson Auditorium. It was the first time since its founding in 1967 that an incumbent Secretary had addressed the forum, whose member-

ship is open to employees of all ranks at State and the other foreign affairs agencies. Some weeks earlier (STATE, August/September), Mr. Haig said in a message distributed to all employees: "The Secretary's Open Forum offers each of you an opportunity to participate more directly in our foreign policy process—to suggest new policies or to offer a responsible alternative when dissenting from an existing one."

Introduced by Open Forum chairman Eileen Heaphy, the Secretary

spoke for some 30 minutes, expounding on the foreign policy of the administration. His remarks, in keeping with the forum rule for all speakers, were off the record. Mr. Haig spoke extemporaneously, with only a glance now and then at notes he had brought with him. After completing his presentation, he took random questions from members of the audience, answering at length. This was followed by a luncheon with members of Open Forum steering committee in the James Madi-



SECRETARY'S OPEN FORUM—Members of the steering committee with Secretary Haig, prior to the luncheon with him. From left, first row: Elizabeth Cummings, international relations officer, Office for Combatting Terrorism; Eileen Heaphy, chairman, Open Forum; Mr. Haig; Sanford Watzman, vice chairman, Open Forum, and editor, STATE magazine; Philip Taylor, management analyst, Office of Management and Administration, Bureau of Consular Affairs; Vicki Huddleston,

international economist, Office for Economic and Development Policy, Bureau of International Organization Affairs; Joseph McBride, congressional liaison officer, Bureau of Congressional Relations. Second row: Stuart Schwartzstein, political officer, Office of Regional Affairs, Bureau of East Asian and Pacific Affairs; Eileen Binns, program analyst for associate director for management, ICA; Larry Roeder, desk officer, Office of East-West Trade, Bureau of Economic and Business Affairs; Frank Stewart, assistant

director for market development, Trade and Development Program, International Development Cooperation Agency; William Yeale, management analyst, Office of Management Operations; Galen Fox, chief, Northeast Asian Division, Office of Analysis for East Asia and the Pacific, Bureau of Intelligence and Research; Montcrieff Spear, retired senior Foreign Service officer; Lannon Walker, deputy assistant secretary, Bureau of African Affairs.

son Dining Room, where the discussion continued for nearly an hour.

In other October events of the forum, Charles DiBona, president of the American Petroleum Institute, spoke October 16 on "America's Energy Policy for the '80s," and Eliot Berg, consultant to the World Bank and principal author of the bank's review of African development efforts in the past decade, met with a discussion group from the Bureau of African Affairs, with Bob Pringle, director of the bureau's Economic Policy Staff, presiding.

Speakers scheduled for this month included Arthur Flemming, chairman, U.S. Civil Rights Commission, who was to discuss the commission's recent study of hiring practices in the Foreign Service, November 4; Frank Carlucci, deputy secretary of defense, November 10, and newscaster Walter Cronkite, November 12. □