

Exc

Gates response

6 January 1992

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Planning & Coordination
Deputy Director for Science & Technology
Director of Congressional Affairs
General Counsel
Director of Public Affairs
Comptroller

FROM: Director of Central Intelligence

SUBJECT: Task Force Report on Greater CIA Openness

1. The task force has done a commendable job of examining the challenge of greater CIA openness and presenting a number of useful recommendations for implementing such a policy. Before addressing specific recommendations, it is important to establish policy and strategy.

2. I endorse the statement in paragraph 6 of the report that our objective is to make CIA and the intelligence process more visible and understandable rather than to seek inevitably incomplete or unattainable openness on specific substantive issues. In short, we are trying to help people understand better what this Agency does and how it does it.

3. The idea of a strategy or "vision" statement has merit but it should be short--something to the effect that "CIA's approach to public affairs grows out of our belief that it is important that CIA should be accountable to the American public as a law abiding organization comprised of talented people of integrity whose role supporting national security policymakers is important in an increasingly complex and often dangerous world." The Executive Committee should consider such a strategy statement, revise it as appropriate or desired, and submit it by 1 February for my approval.

4. I believe that CIA, whatever the level of its public affairs effort, will find it difficult to win recognition as an "open" institution. What we should do is strive where we can to be as forthcoming, candid, informative, and helpful as possible to the public, the media, and academia consistent with our mission and the protection of sources and methods. My decisions on specific recommendations have been made in this spirit.

Approved for Release
Date: APR 1992

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5. Reference paragraph 8.A.(1) and (2) of the report: The Executive Committee should establish a senior-led Agency-wide group to review CIA policy and practices related to declassification and release of records under the historical review and FOIA programs with a view to accelerating the process. Additionally, this senior-level group should examine the initiation of a program in the near term to declassify historical materials on specific events as suggested by the task force report--a suggestion that I am inclined to support. (Further to this issue, see paragraph 18.a.) At the same time, this group should identify what additional resources would be necessary to augment our efforts in both of these areas.

6. Reference paragraph 8.A.(3): The editorial board of Studies in Intelligence should intensify its efforts to find a university prepared to publish unclassified or declassified articles from Studies in Intelligence. If no university has made a firm commitment by the end of May, OTE should begin publishing compendia of unclassified articles from past Studies. These should be made available in the same way as other unclassified CIA publications.

7. Reference paragraph 8.A.(4): We should not publish compendiums of papers delivered at conferences sponsored or co-sponsored by CIA. However, when such conferences are unclassified, we should indicate to participants that we have no objection to their publishing their papers--with appropriate disclaimers--and referencing a CIA conference. The choice should be up to the scholar.

8. Reference paragraph 8.B.: PAO, in cooperation with other appropriate elements of the Agency, should develop additional unclassified material on CIA, its history, mission, functions, and changing role. The Agency's briefing program for the full range of potential audiences should be expanded as opportunities arise.

9. Reference paragraph 8.C.(1): The current role of the Agency spokesperson is satisfactory but I would welcome views from the Executive Committee on greater use of television by the DCI and DDCI.

10. Reference paragraph 9.A.(2): PAO should be prepared to provide more background briefings to the media as opportunities arise and be prepared to respond to telephonic queries from the media. Careful records should be kept of such contacts. I endorse having the Deputy Directors, the General Counsel, the Director of Congressional Affairs and the Director of Public

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Affairs provide both background and on-the-record interviews about intelligence process. CIA should not give groups of reporters unclassified background briefings when there is a major international event. Any exception to this should be approved by the DCI or DDCI. I do support the idea of individual profiles of people in the Agency that highlight the quality of our people, the diversity of our work force and that personalize the work of intelligence.

11. Reference paragraph 9.B.(2): The Officer-in-Residence program, which I support, should continue to be administered by individual Directorates and Offices. I agree that PAO should work with OTE and OP to develop a program for CIA employees involved in recruiting to ensure that they are conversant on issues affecting CIA, with emphasis on the intelligence process and multi-cultural sensitivities. I gather that this would simply give structure to informal guidance to employees from all Directorates who go on recruiting trips. I support participation of Agency employees in relevant scientific and professional societies and approve the recommendation for updating procedures for individuals to present papers in such meetings. I am not persuaded that CIA should become an institutional member of these societies. I support conducting more academic conferences at Langley, examining ways to continue to enhance the program of disseminating unclassified publications, and encouraging the establishment of intelligence studies programs at academic institutions.

12. I believe that the co-location of our Coordinator for Academic Affairs with Public Affairs confuses two related but separate functions. The Executive Committee should examine and provide me with a recommendation by 1 February on moving the Coordinator for Academic Affairs and associated functions to the Center for the Study of Intelligence. In this connection, I endorse the recommendation that the Center should sponsor either unilaterally or in cooperation with academic institutions conferences on the history and craft of intelligence.

13. Reference paragraph 9.C.(2): I am satisfied with the present and planned arrangements. Accordingly, none of the recommendations are approved.

14. Reference paragraph 9.D.(2): I am not persuaded that recommendations a. and c. are workable and therefore they are not approved. On the other hand, recommendation b. seems a worthwhile undertaking and I believe the Executive Committee should direct the development of a program along these lines, perhaps beginning with CEOs of companies that have been cooperative with NR.

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15. Reference paragraph 9.E.(2): I support continuation and strengthening of the Agency Speakers' Bureau for addressing outside audiences about the intelligence process and the role of CIA in a changing world. Home components should pay the expenses of an expanded list of non-PAO speakers.

16. Reference paragraph 9.F.: I support the idea of PAO working with OTE to invite more members of the media to speak to CIA groups either in the classroom or at off-sites/seminars. PAO should brief employees authorized to give background briefings on pertinent guidelines and rules. I prefer to reserve decision on recommendation c. pending completion of the task force on internal communications.

17. Reference paragraph 10: I do not believe we will soon see any marked effect of all of the programs we have had underway and are now undertaking. I believe this will be a cumulative process and that all of us in the Agency simply should keep our eyes and ears open for feedback, from whatever quarter, on the success of our efforts.

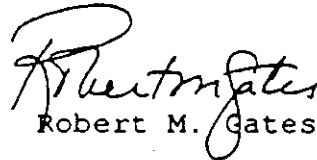
18. I received a number of useful comments from several of the addressees of this memorandum, as well as a number of others in the Agency. As the Executive Committee considers the actions assigned to it above, as well as additional ideas for greater CIA openness, I commend to you:

- a. [REDACTED] memorandum, particularly that part suggesting that the senior group reviewing our policy and practices relating to declassification and release of records under the historical review and the FOIA programs consider beyond these programs what kinds of information CIA really needs to protect, the criteria for determining when CIA protects its information, and under what circumstances exceptions should be made. As [REDACTED] says, "Mere expedience and a perceived need to respond to the Hill or press quickly should not be the driving factor in whether we declassify information." Above all, [REDACTED] contends we should be consistent in the way that we release information.

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- b. Members of the Executive Committee also should give careful attention to the memorandum from [REDACTED] [REDACTED] from the Office of Personnel. This memorandum lays out in considerable detail many programs managed by the Employment Group of the Office of Personnel that very much involve in presenting the Agency's message to diverse audiences, including the media and academe. The Executive Committee should look at the specific examples cited by [REDACTED] with a view to enhancing them and/or integrating them into the broader Agency programs. It is an impressive list that warrants attention to see what can be done to give it further support as part of the overall effort on openness.

19. The Executive Committee or Task Force, as appropriate, should report to me on progress in implementing decisions for which no deadlines are specified above by 15 February.


Robert M. Gates