

*S. E. Hoover*  
*Suspense*  
*4 Dec*

## Senior Staff Officers' Course

S/Asst Friedman

19 Nov 1954

DD/PROD ✓  
 DD/COMSEC ✓  
 DD/RD ✓  
 TKG

1. Our Senior Staff Officers' course presupposes considerable experience and demonstrated ability on the part of those enrolled. As you know, the course itself consists of an initial orientation, basic technical instruction, an intensive indoctrination tour, an overseas tour, and an operational assignment in PROD. The total length of the course is ten months.

2. Judging from the experiences of the Services in their several senior officers' schools, much can be gained from the thoughts, comments, or general ideas of some of the officers upon the completion of a course of instruction.

3. Some very useful and constructive thinking might be gained for NSA if time were provided at the end of the Senior Staff Officers' Course for the students to write original and fairly extensive papers (under conditions of privacy and academic freedom) relative to the mission of NSA. Perhaps the time allotted to such writing should be flexible, as some students might have much more to say than others. However, it seems to me that one or two weeks at most should be sufficient.

4. Your comments on the foregoing are invited.

WM. F. FRIEDMAN

*Just /*

30 November 1954

**SUBJECT:** Senior Staff Officer's Course

**TO:** S/ASST (Mr. Friedman)

**FROM:** Executive Officer,  
Production

**DATE:** 30 NOV 54 **CONCEPT #2**  
333/rem

1. Each of the Senior Staff Officers' courses has shown marked improvement over the preceding one, and the enthusiasm and ability of the present group is excellent.

2. Your proposal to have the senior staff officers write original papers on the mission of NSA would provide not only useful and constructive thought, but also a clearer picture of our activities as viewed by an impartial observer who is not confused by the petty trivia of daily detail.

3. The time should be flexible, depending on the officer's literary fluency, and the subject of the paper should be wide enough in scope to provide an opportunity to stress any particular facet of our operations which the student particularly desires to cover.

ROBERT S. BOWER  
Colonel, USAF  
Executive Officer

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301/244

Senior Staff Officers Course

S/ASST

R/D

2 DEC 1954

Mr. Friedman

Capt. L. R. Somers/60375/ww

Reference: S/ASST D/F, same subject, dtd 19 Nov 54.

1. Reference Mr. Friedman's recommendations that at the end of the Senior Staff Officers Course the students be allotted sufficient time to write papers relative to the mission of NSA.
2. The Assistant Director, R/D, concurs with Mr. Friedman's recommendations that such papers would be very enlightening.

301/244

## Senior Staff Officers' Course

S/ASST Friedman

TWG

8 Dec 54

A. P. Lessard/60662/mfb

1. Reference is made to your D/F subject as above, dated 19 November 1954.
2. TWG agrees that much of value to the Agency can be gained from the thoughts, comments, and general ideas of those military personnel who complete the Senior Staff Officers' Course. The opportunity for course graduates to write fairly extensive papers under a flexible schedule appears to be an excellent one. In the event such a procedure is finally adopted, participants will be notified of this requirement at the beginning of the course in order that they may slant their observations to the desired end.
3. Necessary instructions for participants in future course will be prepared by TWG if other comments indicate the advisability of adopting such a procedure.

SHELBY L. PATTERSON  
Chief, Training Division

## Senior Staff Officers' Course

S/ASST (Mr. Friedman)

DD/COMSEC

13 December 1954  
Col. F. E. Herrelko/60501/es

Reference: D/P from S/ASST Friedman, subject as above, dated 19 November 1954

It is understood that your suggestion is that the officers would prepare papers on specific practical problems facing NSA rather than simply writing a critique of the course. On the basis of this understanding, I concur in the suggestion. It is possible, for example, that some of the problems in connection with the introduction of ciphony equipment to field organizations could benefit from consideration by these students. If the suggestion is approved, it is recommended that Plans and Policies, rather than TNG, should select the subjects of the papers.

/S/ F. E. Herrelko

F. E. HERRRELKO  
Colonel, USAF  
Deputy Director,  
Communications Security

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24 Jan  
15 Feb

## Senior Staff Officers' Course

Chief of Staff

Mr. Friedman  
Special Assistant

19 Jan 55

60493/can

1. On 19 November 1954 I suggested that some very useful and constructive thinking might be gained for NSA if time were provided at the end of the Senior Staff Officers' Course for the students to write original and fairly extensive papers (under conditions of privacy and academic freedom) relative to the mission of NSA. This suggestion was sent (Incl. 1) to DD/PROD, DD/COMSEC, DD/R&D, and TNG for comments (Incls. 2-5).

2. In general, the comments indicate agreement with the suggestion. However, DD/COMSEC seems to feel (Incl. 5) that selected subjects on specific problems should be assigned these officers. If an officer were at a loss to think of a pertinent subject that he himself would be interested in writing about, such specific guidance would surely be useful. Perhaps it would be best (and certainly it would be more encouraging of independent thought) for these officers to select their own subjects independently and then submit them for approval prior to the time allotted for their research and writing. In this manner, an element of control would be introduced without unnecessarily limiting the academic freedom.

3. The authority to whom such subjects would be submitted for approval and to whom such papers would be submitted for review is unclear. I believe it might appropriately be placed on the new Deputy Chief of Staff, Operations. I think TNG should provide working space, materials, and assistance as needed.

4. This matter is referred to you for your comments and/or approval.

WILLIAM F. FRIEDMAN  
Special Assistant

Incls: 5  
a/s

**SUBJECT: Senior Staff Officers' Course**

**TO: S/A**  
**THRU: TNG**

**FROM: DCS/O**

**DATE: 3 Mar 1955**    **COMMENT NO. 2**

1. A review of your original November 1954 memorandum and the comments thereto as well as your summary of 19 January 1955, indicates general agreement that the idea of a thesis by student completing the Senior Staff Officers' Course, is a good one. However, it is apparent there is some confusion about what was intended insofar as subject matter of this thesis is concerned.

2. It appears that the student might write a paper on any one, or even be given a choice among all, of the following listed general topics:

a. The basic concept of the orientation course i.e., is a good idea to have such a course and of what, if any, value to the individual or his service is such a course.

b. A critique of the course itself including recommendations for changes and emphasis on details of procedures established for the conduct of the course.

c. A thesis upon a general subject selected by the student pertinent to some aspect of the course, or,

d. "A term paper" on pertinent subject to be assigned by someone in the Agency. (This might be varied to permit a choice among several specific subjects.)

3. In order to decide which of the above approaches should be taken, it seems to me further consideration must be given to the use to which these papers might be put.

4. I would appreciate the comments of TNG and your thoughts on the matter in time, so that we can make definite plans for inclusion of this phase of the course in the curriculum to be prepared for the group entering in July 1955.

/s/ J. S. HOLTWICK, Jr.

4 MAR 1955

J. S. HOLTWICK, Jr.  
Captain, US Navy  
Deputy Chief of Staff  
Operations

SUBJECT: Senior Staff Officers' Course

TO: S/A

FROM TEG

DATE: 12 Apr 55

COMMENT NO. 3

Sydney Jaffe, 60455, vmd

1. The use to which papers written by students in the Senior Staff Officers' Course would be put will depend on the subjects they choose. For example, if they write on the concept of the course itself, and the method of its operation, TEG will take due note of the comments and consider the advisability of adopting any of the suggestions made. If they investigated and reported on some substantive matter affecting some component of the Agency, I suppose the officers of that component would use the report in the way they found best.

2. Any one of the courses suggested could produce interesting, and perhaps valuable results. I tend to concur with Colonel Herrelko that Chief, P/P (or alternatively, C/S or his Deputies) might either make topic assignments or approve those suggested by the students.

3. As a mechanism, I suggest that as part of their initial briefing the students be told that they will be asked to write a paper and advised to think about possible areas and subjects as they go through the first two phases (a session at the School working on C/A and T/A, and a complete tour of the Agency, including an overseas trip). At the conclusion of this period, they would confer with the designated official (P/P, C/S or DC/S) and select a subject for study.

4. In each case, we would adjust the student's work schedule for the latter part of the course to allow him time to work on his special project.

SHELBY L. PATTERSON  
Chief, Office of Training