

Chron
cc: Mr. Jones
Mr. Quaid
FSI File

MEMORANDUM

July 23, 1970

TO: O/FSI - Mr. Howard E. Sollenberger
FROM: O/FSI/VTC - Ogden Williams
SUBJECT: VTC Goals for Fiscal Year 1971

The following are some of the principal goals which we hope to achieve during Fiscal Year 1971:

A. General

1. Continue efforts to obtain effective policy backstopping for the Viet-Nam Training Center, presumably from the White House staff itself.
2. Work for the maintenance of adequate budgetary levels for VTC.
3. Exert direct and indirect pressure on parent agencies to assure a more plentiful supply of long-term language trainees.
4. Continue to improve academic standards, with particular reference to teaching methodology, relevance of material, avoidance of redundancy, and assurance of a better flow of instruction from one course to another.
5. Increased emphasis on case studies.
6. Maintenance of a realistic balance between civil and military aspects of instruction as related to the specific tasks of CORDS officers in the field.
7. Hold one or more interagency meetings to discuss support for VTC. Such meetings should only be held when clear and meaningful substantive issues arise, and preferably when CORDS/Viet-Nam representation is assured.

B. Basic Course Goals

1. Carefully reduce lecture time and increase seminars or participation exercises, particularly those which will reenforce training in specifically important field programs (e.g., local government in Viet-Nam).
2. Keep CORDS operations training in line with the latest program objectives and emphasis in Viet-Nam.
3. Continue to urge military officers to think more in civilian terms, and civilian officers to think more in military terms, while maintaining very clearly the over-all civilian character of the Viet-Nam Training Center and the predominant importance of civil operations in the present phase of the struggle in Viet-Nam.
4. Increase staff expertise in certain areas of CORDS operations so that staff will have a greater ability to fill in for absent outside speakers.
5. By recruitment, raise Basic Course staffing to authorized levels to permit more thorough preparation and more personal contact with students.

C. District Course Goals

1. Reschedule the District Course to provide for four days of uninterrupted language training and one day of uninterrupted operational training as opposed to the past procedure for dividing each day between the two programs. Monitor the new system and be prepared to readjust it, if necessary.
2. Maintain all District Operations Course instructional material in a current condition at all times.
3. Establish a consultation schedule for each student to assure maximum subject and attitudinal orientation and focus.
4. Continue to emphasize that the District Senior Advisor must be a manager of many civil and military advisory programs, operating through his Vietnamese counterparts, rather than a direct executor of such programs.

5. Institutionalize a system of course evaluation by field personnel on a formal basis, providing the necessary locator cards and time schedules for soliciting and submitting field evaluations.

6. To reenforce language training, introduce Vietnamese language nomenclature for programs and operations at the District level, and use such nomenclature consistently as a part of normal operations training.

7. Maintain two former District Senior Advisors on the staff at all times, one civilian and one military.

8. Maximize use of recently returned District Senior Advisors as outside speakers.

D. Province Senior Advisor Course Goals

1. Determine the feasibility and desirability of reducing the length of the course from 33 weeks to 19 weeks by eliminating the requirement that PSA candidates first attend the District Course.

2. Institute a complete review of the course prior to January 31, 1971, to assure full consonance with the CORDS 1971 Pacification and Development Program, to include a complete updating of all reading files.

3. Continue to work for the assignment of the promised, but not delivered, military instructor (former PSA).

4. Continue and increase the practice of filling in recently returned PSA's to conduct seminars with students.

5. Continue to issue each departing student a course evaluation form to be completed in the field.

E. Extended Course Goals

1. Reorganize the present Extended Course per Attachment A, and concentrate curriculum on four principal areas of study: modern Vietnamese history; sociology; political-administrative; and economic.

2. Develop an expanded and improved bibliography and required reading lists.

3. Utilize as frequently as feasible recently returned CORDS officers having relevant and significant experience.

4. Improve field evaluation "feedback" to assure continued improvement in training.

5. Increase contact with outside sources of expertise including academic circles, research corporations, foundations, and the like.

F. Operations Support Division Goals

1. Incorporate/cross-reference books, studies, reports in Library collection into research file system.

2. Set up a subject file for Library book collection (presently there is only a title and author catalog). In this connection, explore possibilities of getting annotated cards on the books from Library of Congress.

3. Compile (continue and complete) bibliography of documents in Research Files and VTC Library collection. There is increasing need for such a bibliography to supply to outside agencies (upon request) and also for use as a management tool.

4. Complete cataloging of films and tapes so that they may more easily be incorporated into course curricula.

5. Expand Biographic Data File to include data on District Chiefs as increased emphasis is put on training of District Advisors and preparatory to District Course exercise which will give planning exercises for assigned district (within the context of the province). In this connection, focus on getting information available on district in the same way, and to the extent possible, as on province.

6. Improve and devise system for keeping current biographic data on province chiefs, e.g., as they are replaced, reassigned.

7. Keep a current Master Pacification and Development Plan reflecting revisions and addendum made to it by laws, decrees, etc.

8. Write comprehensive study aids reflecting latest changes and status quo of the more complicated pacification programs, e.g., village development, authority of the village chief, etc.

9. Set up centralized slide and photograph file with appropriate catalog to avoid duplication for reproduction of slides and making existence of a particular slide known to staff for possible incorporation into lecture, seminar, etc.

10. Set up file and control system for GVN legal documents, MACV Directives, IV Corps Directives now being received; cross-referencing into the research system.
11. Make up sets for playing "elephant chess"; set up class for those students interested in learning how to play (already have a list) and find an instructor.
12. Revitalize the debriefing (taping) exercise for personnel back from Viet-Nam.
13. Develop ways to reduce amount of reproduction; improve delivery service between FSI, Main State and VTC to reduce need of ad hoc trips.
14. Do a survey of materials school will need adequately to cover post-war development of SVN, e.g., in the context of the developing Pacific Basin trade pattern.
15. Pursuant to the Firfer lecture, focus on training materials in management techniques, basic urban development (evidence that GVN and CORDS are focussing on this by some incoming documents), explore possibilities of lecture and find candidates.
16. Do a survey of possible new lecturers to speak at VTC — academic circles (John Fairbanks), RAND personnel, etc.

Attachment