

Incidental Paper

**Seminar on Command, Control,
Communications, and Intelligence**

Guest Presentations, Spring 1987:

Gregory D. Foster, Michael J. Zak, Robert L. DeGross,
Eugene B. Lotochinski, George C. Lodge, Rodney B.
McDaniel, Fred R. Demech, Jr., James R. Locher, III,
Archie D. Barrett

**Program on Information
Resources Policy**

Harvard University
Center for Information Policy Research
Cambridge, Massachusetts

An incidental paper of the Program on Information
Resources Policy

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Project Director:

John F. McLaughlin

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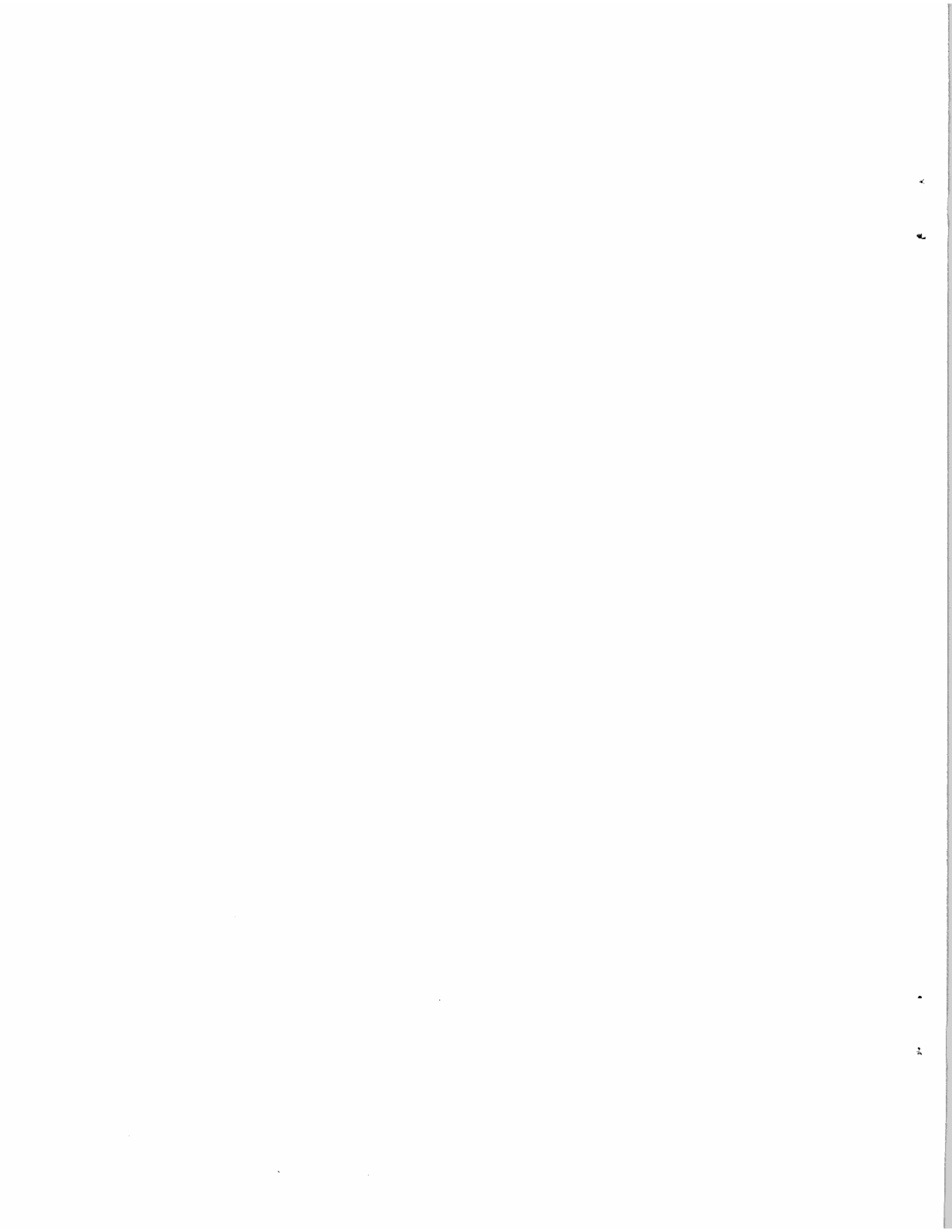
The responsibility for any sins of omission or commission nonetheless remains entirely ours.

John F. McLaughlin
Anthony G. Oettinger

Introduction

The papers in this volume are lightly edited transcripts of presentations and discussions ordered in the sequence in which they took place. The informality of oral exposition interrupted by questions or comments has been preserved. Only pauses and repetitions have been eliminated and tripping sentences have been smoothed. Substance has, as far as possible, been left unaltered. All guests made their presentations in open forum, forewarned that neither classified nor proprietary matters are appropriate in a university classroom.

While the speakers for this year's seminar addressed a variety of topics, two themes predominated. The first of these was the manner in which organizations — military, diplomatic, business — obtain and use intelligence. The second theme was the reorganization of the U.S. Department of Defense in accordance with the Goldwater-Nichols Defense Reorganization Act of 1986.



Proceedings of the Harvard Seminar on Intelligence, Command, and Control

John F. Kennedy School of Government
Harvard University

Anthony G. Oettinger, Professor of Information Resources Policy, and John F. McLaughlin, Executive Director of the Program on Information Resources Policy, have had a continuing interest in the ways in which institutions draw on systems of people, policies, and technologies to gather and use information for survival and growth. Since 1980 their graduate seminar on intelligence, command, and control has explored this topic with a series of guest speakers from military organizations, civil government, and businesses. While the guest speakers tend to be practitioners of the decision-making process, some are theoreticians who attempt to see patterns in the chaos of day-to-day crises. Taken as a whole, the seven-volume series chronicles the recent history of this field.

The following descriptions of previous volumes identify the speakers' roles at the time of their presentations.

Guest Presentations, Spring 1986. [168 pages; February 1987/Incidental Paper: 1-87-1]

The speakers this year addressed a variety of topics, with two predominant themes. The first was the manner in which organizations -- military, diplomatic, business -- obtain and use intelligence. The second theme was how organizations protect information from the growing threat of electronic interception.

Robert Conley, formerly Deputy Assistant Secretary for Advanced Technology and Analysis and Acting Assistant Secretary for Electronic Systems and Information Technology, Department of the Treasury: "Data Security in the Information Age."

Harold Daniels, Deputy Director for Information Security at the National Security Agency, formerly Assistant Deputy Director for Communications Security: "The Role of the National Security Agency in Command, Control and Communications."

John Grimes, Director of National Security Telecommunications and Director of Defense Programs (C³) of the National Security Council: "Information Technologies and Multinational Corporations."

Bobby R. Inman, president and chief executive officer, Microelectronics and Computer Technology Corporation, formerly Director of the Office of Naval Intelligence, Director of the National Security Agency, and Deputy Director of Central Intelligence: "Technological Innovation and the Cost of Change."

Richard J. Levine, editorial director, data base publishing, Dow Jones & Company: "Data Base Publishing for Business Intelligence."

Mark Lowenthal, acting director, Office of Strategic Forces Analysis, Bureau of Intelligence and Research, Department of State: "The Quest for 'Good' Intelligence."

Clarence E. McKnight, Director for Command, Control, and Communications Systems, Organization of the Joint Chiefs of Staff, formerly Commanding General, U.S. Army Communications Command: "C³I Systems at the Joint Level."

Lionel Olmer, formerly Under Secretary for International Trade, U.S. Department of Commerce, heading the International Trade Administration; currently member of Paul, Weiss, Rifkind, Wharton & Garrison, an international law firm: "Intelligence Techniques for the American Business Community."

Guest Presentations, Spring 1985. [180 pages; April 1986/Incidental Paper: I-86-1]

These presentations examined the link between defense organization and the efficacy of command, control, communications and intelligence, within the context of current debate over reorganization of the Joint Chiefs of Staff.

Archie D. Barrett, professional staff, House Armed Services Committee, formerly military staff assistant to the Executive Secretary of the Defense Organization Study: "Politics and the Military -- The Climate for Reform."

Richard D. DeLauer, president, Orion Group Limited, formerly Under Secretary of Defense for Research and Engineering: "A Consultant's View."

Lincoln Faurer, formerly Director of the National Security Agency and Chief, Central Security Service, Fort Meade, Maryland: "The Role of Intelligence Within C³I."

Robert T. Herres, Commander in Chief, unified U.S. Space Command, Aerospace Defense Command, and North American Aerospace Defense Command, and Commander of the Air Force Space Command: "A CINC's View of Defense Organization."

Robert Hilton, consultant specializing in national and international security affairs and political risk analysis; formerly Vice Director for Operations, Joint Chiefs of Staff: "Roles of the Joint Chiefs of Staff in Crisis Management."

Samuel P. Huntington, director, Center for International Affairs, Harvard University, formerly Coordinator of Security Planning for the National Security Council: "Centralization of Authority in Defense Organizations."

Donald Latham, Assistant Secretary of Defense, C³I: "A View from Inside OSD."

Richard G. Stilwell, chairman, Department of Defense Security Review Commission; formerly Deputy Under Secretary of Defense for Policy: "Structure and Mechanisms for Command and Control."

Guest Presentations, Spring 1984. [125 pages; February 1985/Incidental Paper: I-85-2]

These presentations explored the roles of communication, information, and warning systems in peacekeeping, crisis management, and economic security.

Richard S. Beal, until his death in 1984, Special Assistant to the President for National Security Affairs and Senior Director for Crisis Management Systems and Planning: "Decision Making, Crisis Management, Information and Technology."

Stuart E. Branch, Deputy Assistant Secretary for Communications in the Department of State and member, National Communications System and U.S. Communications Security Board of the National Security Council: "C³I and Crisis Management."

Leo Cherne, executive director, Research Institute of America: "Television News and the National Interest."

Hubert L. Kertz, formerly president and managing director, American Bell International, Inc., with **Anthony G. Oettinger**: "With AT&T in Iran."

David McManis, National Intelligence Officer for Warning and Director, National Warning Staff: "Warning as a Peacekeeping Mechanism."

Robert A. Rosenberg, Vice Commander in Chief for the North American Aerospace Defense Command and Assistant Vice Commander for the U.S. Air Force Space Command: "Strategic Defense: A Challenge for C³I."

James W. Stansberry, formerly Commander of the Air Force Electronic Systems Division: "Cost-Effective Rearmament."

W. Scott Thompson, director of programs for the American Security Council Foundation and president, Strategic Research Associates: "U.S. - U.S.S.R. Information Competition."

(The seminar was not held during 1983.)

Guest Presentations, Spring 1982. [181 pages; December 1982/Incidental Paper: I-82-3]

This series of C³I sessions emphasized national security issues, exploring policy and planning as well as procurement and implementation perspectives. Guests discussed not only the impact within the defense community of rapidly expanding technology but also the public consequences -- national and international -- of intelligence gathering and use.

Richard D. DeLauer, Under Secretary of Defense for Research and Engineering: "The View from the Hot Seat."

Hillman Dickinson, Director for Command, Control and Communications Systems, Joint Chiefs of Staff: "Planning for Defense-Wide Command and Control."

Gerald P. Dinneen, corporate vice president, Science and Technology, Honeywell, Inc., formerly Assistant Secretary of Defense for Communications, Command, and Control, and Intelligence: "C³ Priorities."

Richard H. Ellis, formerly commander in chief, Strategic Air Command: "Strategic Connectivity."

R. Thomas Marsh, commander, Air Force Systems Command: "Air Force C³I Systems."

Thomas H. McMullen, deputy commander, Tactical Air Command: "A Tactical Commander's View of C³I."

William G. Miller, associate dean and professor of international politics, Fletcher School of Law and Diplomacy, Tufts University: "Foreign Affairs, Diplomacy and Intelligence."

Richard G. Stilwell, Deputy Under Secretary of Defense for Policy: "Policy and National Command."

Guest Presentations, Spring 1981. [214 pages; December 1981/Incidental Paper: I-81-9]

The perspective in this volume encompasses the Congress, combatant commands, defense contractors, and technological innovators. As part of an ongoing open forum on C³I, the sessions brought together the intersecting vantage points of industrial suppliers and innovators, government funders and decision makers, and principals in military intelligence.

William O. Baker, formerly chairman, Bell Laboratories, Inc.: "The Convergence of C³I Techniques and Technology."

John H. Cushman, lieutenant general, U.S. Army, (ret.), management consultant, : "C³I and the Commander: Responsibility and Accountability."

Richard D. DeLauer, executive vice president, TRW, Inc.: "A Major Contractor's View of C³I."

B.R. Inman, Deputy Director of Central Intelligence: "Issues in Intelligence."

James M. Osborne, formerly senior vice president, E-Systems, Inc.: "Meeting Military Needs for Intelligence Systems."

David C. Richardson, vice admiral, U.S. Navy (ret.); consultant, Defense Intelligence Review Panel, the Defense Science Board, and other panels: "The Uses of Intelligence."

Charles Rose, U.S. representative; chairman, Policy Group on Information and Computers: "Congress and C³I."

Charles W. Snodgrass, vice president, Financial Planning and Management, Electronic Data Systems Corp., formerly assistant secretary of the Air Force for financial management: "Funding C³I."

Guest Presentations, Spring 1980. [183 pages; December 1980/Incidental Paper: I-80-6]

These first presentations in the series described C³I principally from the perspective of national policymaking in the executive branch.

William E. Colby, counsel, Reid & Priest, formerly Director of Central Intelligence: "The Developing Perspective of Intelligence."

B.R. Inman, director, National Security Agency and chief, Central Security Service: "Managing Intelligence for Effective Use."

William Odom, military assistant to the President's assistant for National Security Affairs: "C³I and Telecommunications at the Policy Level."

Lionel Olmer, Director of International Programs, Motorola, Inc; formerly acting executive secretary, President's Foreign Intelligence Advisory Board: "Watchdogging Intelligence."

Lee Paschall, consultant, formerly director, Defense Communications Agency and manager, National Communications System: "C³I and the National Military Command System."

Robert A. Rosenberg, policy assistant to the President for National Security Affairs, National Security Council Staff: "The Influence of Policy Making on C³I."

Raymond Tate, formerly Deputy Assistant Secretary of the Navy and Deputy Director of the National Security Agency: "Worldwide C³I and Telecommunications."

A.K. Wolgast, manager, Planning and Analysis Dept., EXXON International: "Oil Crisis Management."

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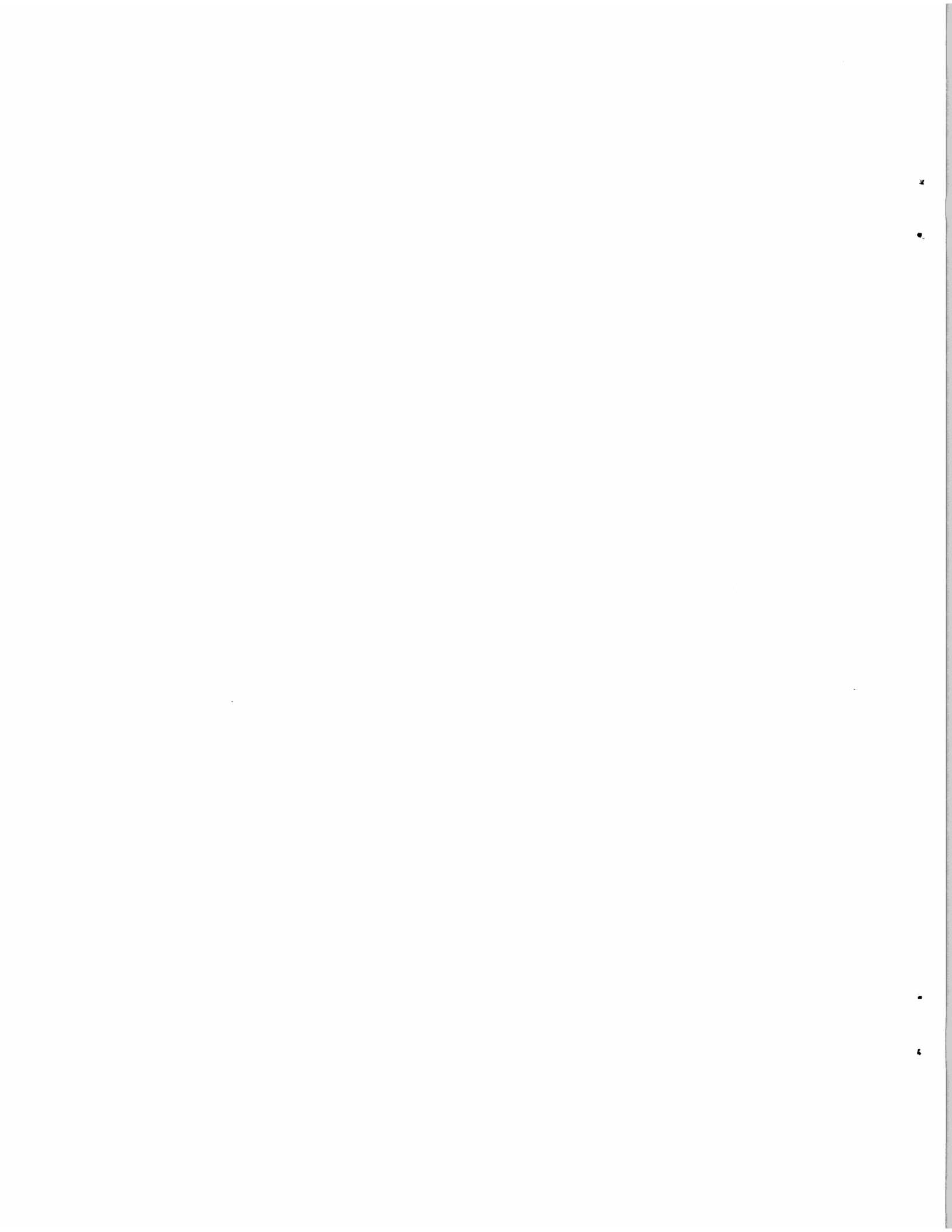


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