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File *Personal 3*

DD/A 76-1753

7 April 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Nomination of Carl Duckett for the
Rockefeller Public Service Award

1. Consideration was given in 1974 by Mr. Colby to submitting Mr. Carl Duckett as a nominee for the Rockefeller Public Service Award. This award is rather prestigious and carries with it a \$10,000 payment for each individual so honored.

2. Mr. Colby decided to submit Mr. Duckett as a nominee for the National Civil Service League Award in lieu of the Rockefeller Award in 1974 and, simultaneously, directed that Mr. Duckett be submitted at the next calling for the Rockefeller Public Service Award. The nomination time is now with us.

3. This Agency has previously submitted seven (7) individuals 13 different times as nominees for the Rockefeller Award and none has ever made it. Their names are at Attachment A.

4. I feel under obligation to bring this matter to your attention because of the history cited above and because I know Mr. Duckett was aware of the commitment. In the latter connection, Mr. Duckett has submitted the names of four individuals he believes can testify to his accomplishments. That list is found at Attachment B.

5. While I do not believe you are under any obligation to Mr. Duckett whether to proceed or not on this matter, I also believe the record should show that you were advised of it.

Signed: John F. Blake

John F. Blake

2 Atts

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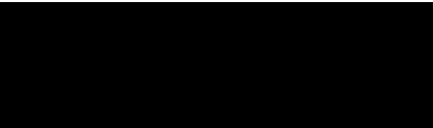
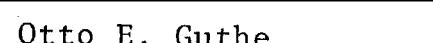
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DD/A:JFBlake:der (7 April 1976)

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Previous Agency Nominations
for the
Rockefeller Public Service Awards

STATINTL

	- 1957
	- 1957
Otto E. Guthe	- 1960
Herbert Scoville, Jr.	- 1961
Richard Helms	- 1962,63,64,65,66
Lyman B. Kirkpatrick, Jr.	- 1963,65
Lawrence R. Houston	- 1971,72

References: Mr. Carl E. Duckett
Central Intelligence Agency

Persons well acquainted with Mr. Duckett and to whom inquiries may be addressed by the Committee on Selection:

Dr. Henry Kissinger
Secretary of State
Washington, D. C. 20520
Office telephone: 202-632-9630

Dr. James Schlesinger
3601 North 26th Street
Arlington, Virginia 22207

Dr. Sidney Drell
Stanford Linear Acceleration Center
Stanford University
Stanford, California 94305
Office telephone: 415-497-2300

Dr. Edwin H. Land
163 Brattle Street
Cambridge, Massachusetts 02138
Home telephone: 617-868-6137

76-84
DD/A Registry
76-1776

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

VIA : Deputy Director for Administration

SUBJECT : Nomination of Mr. Carl E. Duckett for the
Rockefeller Public Service Award

REFERENCE : Letter from Administrative Director,
Rockefeller Public Service Awards,
received in Exec Registry 15 Dec 75

1. Action Requested: That you approve the nomination of Mr. Carl E. Duckett for the Rockefeller Public Service Award in the field of "redefining the role of the United States in world order" and that you sign the attached letter to Ms. Ingrid W. Reed.

2. Basic Data or Background: Referent invited the Agency to submit a nomination for the 1976 Rockefeller Public Service Award by 30 April 1976. Under a new grant from John D. Rockefeller 3rd, this awards program will now honor not only individuals in the Federal Government, but also persons at the state and local government level and persons outside government. The new emphasis of the program is on extraordinary contributions to the improvement of American society through significant achievements in nine critical problem areas. Normally five awards of \$10,000 each are presented, but this number can vary. The 1976 awards presentation will take place in late fall, 1976.

The Agency has had no previous winners of the Rockefeller Public Service Award. A list of former Agency nominees is attached for your information along with a list of the 1974 winners.

3. Staff Position: Mr. Duckett was the Agency's choice for nomination in 1974. However, since he was a nominee for the National Civil Service League Award at the same time (and an eventual winner that year), it was decided to delay his

nomination for the Rockefeller Award until the following year, 1975. Unfortunately, the Rockefeller Public Service Awards Program was not held in 1975. The attached nominating document was prepared by DDS&T staff members and has been reviewed and concurred in by representatives of the Cover and Commercial Staff and the Office of Security.

4. Recommendation: That you approve the nomination of Mr. Duckett for the Rockefeller Public Service Award and sign the attached letter to Ms. Reed.

(Signature) F. W. M. Janney

F. W. M. Janney

Atts

Distribution:

Orig - Return to D/Pers
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STATINTL OP/BSD/ [REDACTED] : gec (23 Mar 76)

9 APR 1976

Ms. Ingrid W. Reed
Administrative Director
Rockefeller Public Service Awards
Woodrow Wilson School of Public
and International Affairs
Princeton University
Princeton, New Jersey 08540

Dear Ms. Reed:

It is with great pleasure that I nominate Mr. Carl E. Duckett for the 1976 Rockefeller Public Service Award for his accomplishments toward a redefinition of the United States' role in world order.

Mr. Duckett is my Deputy Director for Science and Technology. His contributions to the United States Government for more than twenty-eight years and to this Agency in particular since 1963 have been exceptional. He has fused a conglomerate of scientific and engineering disciplines into a responsive and innovative intelligence organization. In addition to his recognized professional expertise, his facility in communicating with professional experts and government leaders, both native and foreign, has made him a national asset, particularly in the SALT negotiations with the USSR.

All those who know Carl Duckett will be highly pleased should his contribution to the welfare of the nations of the world be recognized by this award.

Sincerely,

/s/ George Bush
George Bush
Director

Enclosures

Ms. Ingrid W. Reed
Administrative Director
Rockefeller Public Service Awards
Woodrow Wilson School of Public
and International Affairs
Princeton University
Princeton, New Jersey 08540

Page 2

(Handwritten) W. M. Janney

8 APR 1976

Originator: Director of Personnel Date

Concur: *Sec - DDA-76-1763* *7 Apr. 76*
Deputy Director
for
Administration
Date

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- 2 - C/BSO (1 w/held)

OP/BSO/ [redacted] gec (23 Mar 76)

STATINTL

NOMINATION OF MR. CARL E. DUCKETT
FOR THE ROCKEFELLER PUBLIC SERVICE AWARD
FOR HIS CONTRIBUTIONS TO
A REDEFINITION OF THE ROLE OF THE UNITED STATES IN WORLD ORDER

PERSONNA VITAE

Name, Title & Grade : Mr. Carl E. Duckett, Deputy
Director for Science and
Technology, EP-04

Organizational Location : Central Intelligence Agency,
Washington, D.C. 20505

Residence : 5409 Earps Corner Place
Fairfax, Virginia 22039

Education : World War II Government-Sponsored
Engineering Program at Johns
Hopkins University in 1943

Length of Government Service: 28 years

Marital Status : Married, three children

Date & Place of Birth : 22 March 1923, Swannanoa,
North Carolina

Nomination Field : Redefining the Role of the United
States in World Order

CARL E. DUCKETT

Mr. Carl Ernest Duckett, Deputy Director of Central Intelligence for Science and Technology (S&T), is the senior and most knowledgeable administrator and advisor on S&T matters in the CIA. He became one of the first experts in the field of missile intelligence in the United States in a time when that technology was of critical importance to his Government - the early days of World War II. Since then his contributions to his country for more than twenty-eight years have been many; several have been essential to the security and welfare of the United States and the free nations of the world.

Most significant has been Mr. Duckett's role in the planning and implementation of the Strategic Arms Limitation Treaty which was initialed on 26 May 1972 by President Nixon of the United States and General Secretary Brezhnev of the USSR. In September of the same year, when keynoting the twenty-fifth anniversary of the Central Intelligence Agency, Dr. Henry Kissinger singled out Mr. Duckett's contribution to that treaty as one of the most significant achievements of the CIA.

Mr. Duckett truly personifies the "self-made" man. He was born, the fourth of seven children, into a rural community ten miles from Asheville in western North Carolina. This was a lumbering center during the 1920's, and his father, remembered by him as a "professional mountaineer", worked for the Berlin Lumber Company as a train engineer hauling logs. He attended grade and high school in Swannanoa, North Carolina. While Mr. Duckett was graduated from high school not at the very top of his class, his innate enthusiasm and wide-ranging interest in all things around him carried him into many extra-curricular activities. He still has a small gold medal which recognizes him as the champion debater of his senior class.

There being no funds for Mr. Duckett to continue his education, he took employment in a local grocery store as a delivery clerk. Not long after, he decided that the nearby cotton mill would provide a better future. He signed on, boarded the company bus at 5:30 a.m. and faced an hour's ride. As he rode to the mill he became lost in his own thoughts. The more he pondered, the more he realized that if he entered the mill he would probably stay there and never expand his education or his horizons. It was 25 miles back to his home but he left the bus, walked home, and turned to a different future.

-2-

In the spring of 1942 the U.S. Army, desperately in need of electronics technicians, started a crash program under the Civil Service. Mr. Duckett applied and passed the competitive examination for a six-months' cram course entailing both theory and practice. He ranked in the top of his class and was sent on to Johns Hopkins University for three months, during which the classes covered nearly the equivalent of the first half of a college engineering degree. The course whetted his intellectual appetite; when he found himself momentarily over his head he sought outside help. To get through calculus, for example, he would do the soldering on the Ph.D. project of another student in return for private tutoring. He finished well at the top and was faced with a choice between Army Reserve and private industry. Taking two weeks to decide, he chose the lower paying of two jobs in industry. He had learned that Westinghouse in Baltimore had a contract for a new radar system, the SCR 584, a fire control unit which, incidentally, is still in wide use in the USSR. He reasoned that in this new field he would be as well informed as anyone in the company and that he would be associating with the best radar designers in the country. As at Hopkins, he grew with the challenge at Westinghouse. He was picked as the assistant instructor for military student technicians, sat in on theory classes, and by the end of the third course was teaching theory as well as the technical subject matter. All the while, he was working in the final test department where each SCR 584 was assembled and checked out. At 20 years of age he was supervisor on the third shift.

In mid-winter 1943-44 the U.S. and U.K. were alerted through intelligence to the advent of the V-1 buzz bomb. Westinghouse was asked for a representative to join a nine-man team - three civilians and six military - to take the SCR 584 to England where, coupled with a 90-mm gun and an analogue computer, it would be the most advanced AAA weapon available for defense against the V-1. The other civilians were the chief MIT designer of the SCR 584 radar and an engineer from GE. It soon became evident to the Colonel in command of the team that Mr. Duckett's training and experience in the final test department made him more useful in the field than both the designer and the engineer. Brigadier General Timberlake, in command of the 49th AAA Brigade, asked the team commander and Mr. Duckett to go into Normandy with his Brigade which landed in France on D-Day +7. Radar was still a strange, new device. Mr. Duckett continuously had to ensure that field units were positioning the SCR 584 so that it could function properly. Modifications to the system were many and were often the result of recommendations from the field.

When Mr. Duckett returned to Westinghouse, there was much high-level interest in his experience. He was asked for a detailed critique of the equipment, addressed the annual Board of Directors' meeting in New York, and was even taken to dinner by Winthrop Aldrich, the Board Chairman of the Chase Manhattan Bank.

He returned to the U.S.A. in August 1944 and by October he received his draft notice. Again he became involved with advanced radar, this time in the MIT radiation lab. Promotions took him to Master Sergeant rapidly. With the Kamikaze problem plaguing the Navy at that time, he was sent to the Pacific to install and test a moving target indicator kit on board ships. Japan surrendered, and Mr. Duckett returned to Westinghouse and the SCR 584, ultimately deployed at the White Sands Missile Test Range. Here he participated in the first U.S. launch of the V-2 and became associated with the earliest group of U.S. and German engineers who were to develop U.S. missileery.

Between his discharge from the Army in 1946 and his recall to active duty in 1950, Mr. Duckett was involved in the construction of a Broadcast Station, WBOB, in Galax, Virginia. After passing an examination for a first-class radio engineer's license, he started as chief engineer. He later became general manager of the station, and then, as secretary-treasurer of the expanding corporation, he gained experience in planning, budgeting and cash flow matters which stands him in good stead today as the administrator of a Directorate with seven separate offices and very complicated budgeting and contracting procedures. He found that the general manager of a local station became well known and was expected to be active in civic affairs. As a result, he founded the local Jaycee Chapter and was elected vice-president of the State Jaycee organization. He fully expected then to remain in broadcasting.

Recalled to active duty in October 1950, Mr. Duckett applied for and received a commission. This led to Signal Officers' School in Fort Monmouth followed by a request from his old associates to return to White Sands. Even as a 1st Lieutenant, he wound up running the missile test range radar division, one of the key instrumentation elements.

When he was released to civilian life, despite an offer of a better position in the broadcasting company, he made a key career decision to remain at White Sands. From 1953 to 1956 he had various jobs and responsibilities, all involved with range instrumentation. As plans officer he discovered that, although

he drew up the annual technical plan for instrumentation matters on the range, the comptroller controlled the purse strings and there was little similarity between the budget and his original plan. At his suggestion he was allowed to unify the plans and budget offices, a concept that ultimately was adopted throughout the Defense Department. His first experience with general purpose digital computers took place with an early mobile version bought by the Army through the Bureau of Standards and relegated to White Sands.

In 1956 General Medaris, head of the team developing the Army's Jupiter IRBM, asked Mr. Duckett to serve on a committee to examine the adequacy of the U.S. test ranges on a national basis. This gave him the dual advantage of a national overview of the total U.S. space activity and direct personal contact with General Medaris. His ability to interpret and analyze aerial photography of the Soviet missile ranges required someone who understood the concepts involved. Mr. Duckett was cleared for intelligence and began a frequent association with Army Intelligence in the Pentagon. In the fall of 1957 Mr. Allen Dulles, then CIA Director, called together a distinguished group of outside experts to help in the analysis of the first U-2 photography of the USSR's test range at Tyura Tam. The group worked day and night for six weeks. Mr. Duckett was the only Government representative. In 1958 he was picked to be the intelligence community representative on a Returnee Exploitation Group in Frankfurt, Germany, which was collecting, collating, and analyzing information from the German missile experts who were being released from the USSR.

By this time Mr. Duckett concluded that the Army needed a permanent, full-time missile intelligence unit. He broached this with General Medaris, who asked him to do a staff study on the subject. He immediately set out to find what was being done in the missile intelligence arena. He toured those industries engaged in classified analysis for other Government components. He concluded that there was indeed need for such a unit in the Army and that it would be best situated in Redstone, adjacent to the scientists and technicians who were working on missile development. Mr. Duckett was the first head of the intelligence unit and, as a civilian, was in the unique position of an assistant chief of staff to the commanding officer. He was called to Washington at the beginning of the Cuban Missile Crisis and found that recent studies by his Huntsville Unit had a vital and immediate influence on determining whether the USSR was indeed deploying modern, intermediate-range missiles against the United States in Cuba.

Subsequently General Fitch, the head of Army Intelligence, asked Mr. Duckett to comment at a United States Intelligence Board (USIB) meeting on the National Intelligence Estimate on Communist Chinese Strategic Weapons. Mr. Duckett felt the thrust of the Estimate too negative, noted that despite withdrawal of Soviet aid, reconnaissance plainly showed Peking to be taking major and accelerated steps toward ultimately acquiring strategic missile capability. As a result of his comments, Mr. McCone, the CIA Director and USIB Chairman, remanded the Estimate for recasting and directed that Mr. Duckett be hired to set up a Foreign Missile and Space Analysis Center in CIA and also to serve as Chairman of USIB's standing committee on the guided missile and astronautics intelligence problem (GMAIC). In this capacity Mr. Duckett soon became recognized as the number one analyst on foreign missile and space matters.

Mr. McCone, an engineer by education and background, was also bent on pulling together the complete scientific effort of the Agency into one Directorate. He reasoned that only through this approach could he attract the necessary scientific expertise in the various disciplines to develop widely based scientific and technical intelligence and also provide a proper technical environment. Dr. Albert Wheelon was the first Deputy Director for S&T. Mr. Duckett was appointed his Assistant in May 1966, Acting Deputy Director when Dr. Wheelon returned to private industry in the fall, and permanent Deputy Director in the spring of 1967.

In this timeframe of the late 1960's the United States Government was taking under consideration a proposal that limitations on strategic armament be negotiated with the USSR in order to restrict arms production and ultimately contribute to the peace of all nations. In an open society such as the U.S., of course, statistics on armament production generally are made public and consequently are easily accessible to foreign powers. Because of this, a reluctance existed in the top echelons of the U.S. Government to participate in treaty discussions in the belief that the negotiating power would weigh heavily in the favor of the USSR. Recognizing the essentiality of such a treaty to the welfare of the peoples of all nations Mr. Duckett felt compelled to reassure the White House and the National Security Council that, through the resources of his Directorate, adequate checks on Soviet production could be established and maintained and that we could negotiate with the Russians in complete confidence. With unbounded zeal

and great confidence in the ability of his employees, he outlined a program for phased discussions with the USSR. Supporting these with hard facts already in the hands of the Agency and with clear and well-founded projections of what his people could monitor and project in the future, he undertook an almost single-handed crusade to convince the United States Government that it could effectively negotiate arms limitations and establish itself as a peacekeeper for the world. Following a series of discussions with Dr. Kissinger and top officials of the Executive Branch, the persuasion of Mr. Duckett was translated into acceptance by U.S. policymakers and President Nixon became convinced that the United States could enter into SALT talks with self-assurance. Mr. Duckett's wisdom and perception readily became apparent when initial discussions with USSR representatives proved that CIA's grasp of the arms picture was more substantial than theirs. It has remained so throughout subsequent years to the point where this Nation and the free world can be confident that the Soviets will not out-manuever us in the fencing for arms limitations and production in the future.

Other accomplishments attributable to Mr. Duckett's leadership in the field of science and technology cannot be discussed freely, but it can be added here that some of his Directorate's technology, which has proven to be more advanced than that existent elsewhere, has been made available to NASA in furtherance of the latter's Earth Resources Programs.

In addition to his responsibility for the management of seven major operating divisions of CIA, Mr. Duckett serves as the spokesman on scientific and technical intelligence matters for the Director of Central Intelligence, both within and outside the Agency. There are few people in the Congress and the Executive Branch concerned with S&T matters whom Mr. Duckett has not been called upon to brief personally. His depth of knowledge is unquestioned both in Government and industry. Free people of the world can look forward to further advances by his Directorate with confidence that these will contribute as significantly to the welfare and security of mankind in the future.

References: Mr. Carl E. Duckett
Central Intelligence Agency

Persons well acquainted with Mr. Duckett and to whom inquiries may be addressed by the Committee on Selection:

Dr. Henry Kissinger
Secretary of State
Washington, D. C. 20520
Office telephone: 202-632-9630

Dr. James Schlesinger
3601 North 26th Street
Arlington, Virginia 22207

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ROCKEFELLER PUBLIC SERVICE AWARDS

609-452-4838

TO PERSONS IN THE FEDERAL GOVERNMENT

We are writing to ask for your cooperation and continued involvement in the nationally-known Rockefeller Public Service Awards program.

Under a new grant from John D. Rockefeller 3rd, the emphasis now is on extraordinary contributions to the improvement of American Society by individuals at the national level, and the local and state level as well -- within government or outside.

As part of the new awards program, nine critical problem areas have been identified. It is anticipated that five awards of \$10,000 will be made at the end of 1976 to recognize the most significant achievements in these areas and honor the individuals responsible for them.

The enclosed brochure describes the new program in detail, including information about the nomination process.

The outstanding work being done within the federal government deserves wide recognition. As in the former program, we are soliciting nominations made through the normal federal awards review procedures as well as nominations made by individuals outside these channels.

Your interest is extremely important in identifying and nominating persons who have made outstanding contributions to public service meriting the prestige and national attention of the Rockefeller Public Service Awards. Please don't hesitate to contact us if you should desire additional copies of the brochure or have questions about the new program.

We are very appreciative of your help.

Sincerely,

Ingrid W. Reed

Ingrid W. Reed
Administrative Director
Rockefeller Public Service Awards

IWR/bjk