


EXECUTIVE SECRETARIAT

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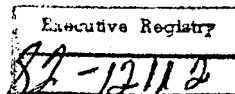
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 Executive Secretary
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THE TENTH NATIONAL COLLEGIATE SECURITY COUNCIL

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September 17, 1982

William J. Casey
Director of the Central Intelligence Agency
The CIA
Washington, DC 20505

Dear Mr. Casey,

A year ago this summer ABC's "20/20" televised a segment entitled "If You Were the President." Featured was a policy making simulation conducted by the Center for Strategic and International Studies of Georgetown University which assembled an array of present and former government officials playing the roles of U.S. leaders confronted with a fictional crisis. The composition of the playing team, the nature of the crisis, and the lessons learned about the U.S. crisis policy making mechanism combined to present a very relevant and thought provoking depiction of a small portion of the American bureaucracy.

For the past nine years the Georgetown International Relations Association has been sponsoring similar exercises for college students interested in international affairs. Past conferences of the National Collegiate Security Council (NCSC) have included model United Nations Security Councils, International Courts of Justice, and most recently a model International Atomic Energy Agency. Prompted by the "20/20" program and by the enthusiasm of two Georgetown professors involved in the original project, we have decided to include a "Crisis Management" simulation at NCSC X in October, 1982 in Washington...And we thought that you might be interested.

Delegates from predominately East Coast colleges and universities will assemble at the Georgetown Marbury House hotel for a weekend (October 14-17), be assigned roles as officials in the White House, intelligence, or military communities of the U.S. government, and then be expected to deal with a fast moving chain of fictional events threatening world stability. The conference, we hope, will be as exciting and informative as the CSIS version played last year as well as being particularly relevant in the context of recent world events.

I have enclosed a copy of the NCSC brochure as well as an outline of "Crisis Management." If there is any more information that I can provide, please do not hesitate to contact me.

Very truly yours,

Gail E. Weiss
Gail E. Weiss

Enclosures (2)

BOX 1606 HOYA STATION • GEORGETOWN UNIVERSITY • WASHINGTON, D.C. 20057 • 202-337-6694

NCSC X

Georgetown University

Crisis Management

The concept is based on the real-life Crisis Team chaired by Vice-President George Bush, created in order to enhance coordination among the executive agencies (State, Defense, Intelligence Community, White House Staff) involved in U.S. foreign policy during a crisis in which U.S. national interest and security are at stake. This structure seeks to remedy the old interservice rivalries, duplication of information, conflict in interpretations, and coordination problems associated with different agencies working apart from each other with communication only reserved for the highest levels. However, even this remedy has not achieved its objective in being able to promote the "team" enthusiasm needed to solve these complications under conditions of intense pressure to diffuse a potentially explosive situation in a limited amount of time.

For the NCSC version, two teams have been created: one staffed by GU I.R.C. experts (Control Team) and one composed of the actual conference delegates selected for this activity ("Game" Team). The Game Team plays the roles of the specific members of a crisis management team composed of staff-members (of the middle-executive level) from the State and Defense Departments as well as a third subdivision combining Intelligence leaders with White House staff positions. During the course of the game, half of the time will be devoted to the full team meeting and discussing as a group (only at this time will they be allowed to make decisions, issue orders, or affect the game outside of the "United States") while the other half of the game will be spent in departmental conference as each sub-team (State, Defense, Intelligence/White House) meets as if in "caucus."

At the beginning of the conference, the delegates (roles previously unassigned) will be gathered together to hear the inaugural remarks of the "President." The first day will simulate the hectic transition process, as each delegate receives his role assignment in the form of a packet of materials, with the President assuming his new position and the "appointed and confirmed" delegates preparing for their roles. However, theirs will be a baptism by fire as they will be presented with the first crisis of their government careers in the first day of the administration. As the situation unfolds, the delegates will discover that their legal restrictions become minimal while their personalities in conducting their roles assume more importance. On the morning of the second day of the conference, the crisis will begin with a President trying to set the course of his administration and a crisis team certain only of the fact that they must solve this problem threatening the nation's interests. They will have to contend with a nasty cast of potential adversaries, steadfast (perhaps not-so-steadfast) allies, "half-crazed" national leaders, and "where's the U.N. when you need them," as well as a pesky Congress, a pushy Press and Press Secretary, a public hungry for news, a bureaucratic jungle, a lack of information, a need for their "mummies," and a whole host of other dilemmas. Through it all, however, the President's shadow looms large: he's their boss, his decision will be based on the Team's recommendations, these recommendations could either give the new administration a boost in the public opinion polls or incinerate all of civilized man. . .

The saying goes that the future of America is vested in its young leaders.