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19 March 1986

MEMORANDUM FOR THE RECORD

SUBJECT: Intelligence as a Force Multiplier--Meeting with MG Steven Nichols, NIO/GPF, 19 March 1986

1. I visited with General Nichols in his office at CIA Headquarters. I gave him some background on the project, including selection of the topic by Mr. Casey, and said I wanted to get his views about the content and approach for its study.

2. Nichols said that, for starters, it would be good to cite historical examples of the force multiplier effect. Beyond this, new technologies for intelligence collection would be relevant and fruitful area for investigation. He commented that in this area, however, Mr. Casey had been oversold by George Keyworth who claimed that certain applications--e.g., using synthetic aperture radars, lasers, and microwave technology--were "on the shelf" whereas they really hadn't gotten out of the laboratories. Nichols said that on this issue he had gone "round and round" with the DCI who was said to be always very eager to exploit advanced technologies.

3. In terms of ground forces, Nichols said that the CINCEUR, General Rogers, was a leading advocate of the "force multiplier" in the main battle area. His concept for "Follow-On Forces Attack" (or "FOFA") require the use of intelligence systems for the location, disruption, and destruction of expanded the enemy's rear echelons. The relevant issue in the naval area was how to best keep abreast of the enemy submarine force in order "to permit more of the army to get to Europe." Nichols said he didn't have any insights about air or strategic warfare.

4. Nichols said that tactical commanders are, at best, skeptical that they will get the wartime intelligence support that they need. For years they've been told that they just have to ask for whatever battlefield imagery or Elint they want--but they never get it. If they do, it's too old. The Army has its own battlefield capability for voice intercept and DF

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5. Nichols concluded that the study would be "very good", especially given the DCI's interest. He said he would be willing to informally review its TOR. In any case, he said that a visit with Army ACSI, General Weinstein, is a must. Weinstein is a vast resource for ideas about the relationship of intelligence to military doctrine, roles, and missions. He didn't think that General Perroots would be very informative beyond broad conceptual notions about the topic. Nichols also recommended that I contact his predecessor, Ted Atkeson, now with the General Research Corporation.



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