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23 August 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker
Director, Public Affairs Office

SUBJECT: Address of the Harvard University, John F. Kennedy School of Government, Executive Program in National and International Security

1. This is background information for your address of the dinner meeting of the Harvard University John F. Kennedy School of Government Executive Program in National and International Security on Friday, 26 August from 6:00 - 8:00 p.m. The dinner meeting will be held at the Kennedy School of Government, 79 JFK Street, Cambridge, Massachusetts. Phone: (617) 495-1331 or 1389. Although the participants will be in casual dress, you and the two professors are asked to wear coat and tie. Since the press will not be present, a member of the Public Affairs Office will not accompany you unless you request it.

2. Arrangements for the Dinner Meeting and Address of the John F. Kennedy School of Government Program for Senior Executives in National and International Security: You are asked to be at room #110 in the Belfer section of the Kennedy School at 6:00 p.m. where you will be met by Director of National Security Programs Robert J. Murray and Professor Ernest R. May who will escort you to the Penthouse on the fourth floor for dinner. (See tab for biographies.) You will be seated between Professor May and Professor Murray and three of the participants -not designated at this time- will be at your table. Your remarks are scheduled to begin at approximately 6:45 p.m. and Robert Murray will introduce you. The suggested format is 15-20 minutes of remarks followed by 40 minutes of questions and answers. The meeting is off-the-record and unclassified. Adjournment is at 8:00 p.m.

A podium and microphone will be located near your table. DCI Security will tape your remarks for our historical files. The school does not plan to publish your address or to record any part of the program. Still photographs will be taken for publication in the school's brochure at the beginning of your speech and at the end of the program.

3. Audience: You can expect an audience of approximately 100 senior officials in national security including two star flag officers,

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senior grade civilians from defense and intelligence agencies, and representatives from the defense industry. Staff members of the Senate and House Armed Services Committees, House and Senate Intelligence Committees, and eight CIA officers will attend. (See tab for list of participants.)

4. Media: The media will not cover the meeting. Previously a member of the media has participated in the program, but none is registered for this session.

5. Background: The Kennedy School's National Security Program organizes and directs three programs on public management and national security, and has developed an active research and case study program on national security topics. You will be addressing the eleven-year-old program for Senior Executives in National and International Security which is held once a year. The program is intended to meet the special needs of people who are in -or moving into- posts where their personal decisions or recommendations can critically affect the political, economic, or military interests of the United States.

Participants are executives who make or influence strategic decisions within their organizations or are called upon to implement major policies. Using the case method, the Program provides participants with experiences in a wide range of managerial situations. Many of the studies were developed by the School of Government. (See tab for schedule.) The cases, supplemented by lectures and seminars, cover a wide range of important security-related issues including:

- Global economic forces and the determinants of national economic policy
- Regional problems such as Latin America
- Political management
- Uses and misuses of history in formulating current policy
- Executive-legislative, government-press, and civilian-military relations
- Interplay between foreign and domestic policy
- Political assessment of foreign governments
- Weapons acquisition

(For further information see brochures in front pocket.)

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The program's faculty members include Graham Allison, Ernest May, Joseph Nye, and Robert Murray. (See tab for faculty.) Outside speakers for the 1988 program are the following:

Vice Admiral Bobby Bell (USN)	Vice Director, Strategic Target Planning Topic: Military Considerations and the INF Treaty
Norman Augustine	CEO, Martin Marietta Topic: Tunnel at the End of the Light
Charles Zraket	CEO, MITRE Topic: START and Verification
Reverend J. Bryan Hehir	US Catholic Bishops Conference Topic: Ethics and Strategy: The State of the Debate
Arkady Schevchenko	Topic unknown

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William M. Baker

SCHEDULE OF EVENTS/CONTACTS

Trip to Boston, Massachusetts
To Address Harvard University
John F. Kennedy School of Government
Executive Program in National and International Security

Friday, 26 August 1988

3:45 p.m. Depart, National Airport
transportation via Lear Jet

5:00 p.m. Arrive, Hanscom Air Force Base
Bedford, Massachusetts

6:00 p.m. Arrive, John F. Kennedy School of Government
Room #110
79 JFK Street
Cambridge, Massachusetts
Met by Robert J. Murray, Director, National Security Programs
Professor Ernest R. May
Phone: (617) 495-1331/1389

6:05 p.m. Dinner, Penthouse of JFK School

6:45 p.m. Introduction, Robert J. Murray
Address by The Honorable Robert M. Gates
15-20 minutes of remarks, 40 minutes questions and answers

8:00 p.m. Adjournment

8:30 p.m. Depart, Hanscom Air Force Base
Bedford, Massachusetts

9:45 p.m. Arrive, National Airport

Contacts: Mark Cancian (617) 495-1141
Helen Clougherty (617) 495-1331

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NISM Participants 1988

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MG Joseph A. Ahearn, SAF
Air Force

BG Charles H. Armstrong, USA
Army

Mr. Arthur G. Atkins,
Department of the Air Force

Mr. Gerald Kent Bankus,
Senate Armed Services Committee

Mr. Carl T. Bayer,
House Armed Services Committee

Mr. Bob O. Benn,
Department of the Army

RADM Harold J. Bernsen, USN
Navy

Mr. Patrick D. Bogenberger,
House Budget Committee

MG Harold N. Campbell, USAF
Air Force

Mr. Anthony V. Campi,
Department of the Army

BG Bela J. Chain, Jr., ARNG
Army National Guard

BG William S. Christy, ARNG
Army National Guard

Mr. Ralph D. Clark,
TRW, Inc.

Mr. Kenneth J. Coffey,
Department of the Navy

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CIA

BG Echol E. Cook, ARNG
Army National Guard

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[Redacted]

CIA

Mr. Roger M. Darnell,
Department of the Air Force

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Mr. Luis R. del Rio,
Immigration and Naturalization Service

MG Robert S. Delligatti, USAF
Air Force

BG Robert E. Dempsey, USAF
Air Force

BG Michael P. Downs, USMC
Marine Corps

BG Henry F. Drewfs, Jr., USA
Army

BG Travis N. Dyer, USA
Army

Mr. James B. Emahiser,
Department of the Army

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CIA

Mr. Martin C. Faga,
House Committee on Intelligence

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[REDACTED]
ICS

BG William A. Fitzgerald, Jr., USA
Army

RADM David E. Frost, USN
Navy

Ms. Regina A. Genton,
Senate Intelligence Committee

Mr. John A. Gonzalez,
Rockwell International

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CIA

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[REDACTED]
CIA

MG Joseph G. Gray, USA
Army Reserve

BG Eugene E. Habiger, USAF
Air Force

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BG William P. Hallin, USAF
Air Force

Ms. Donna M. Heivilin,
General Accounting Office

BG Terence M. Henry, USA
Army

Mr. Charles H. Hooper,
Department of the Air Force

Mr. Charles J. Houy,
Senate Appropriations Committee

BG Grover E. Jackson, USAF
Air Force

RADM David A. Janes, USNR
Naval Reserve

Mr. Jon A. Jenny,
ESL, Inc.

Mr. Charles Cary Jones,
Department of the Army

Mr. Robert J. Lamoureux,
McDonnell Douglas Corporation

Mr. Robert E. Leary,
Defense Communications Agency

Dr. William G. Lese, Jr.,
Department of the Air Force

BG Jack L. Lively, USAFR
Air Force Reserve

RADM Thomas C. Lynch, USN
Department of the Navy

Mr. William H. J. Manthorpe, Jr.,
Department of the Navy

Ms. Genie M. McBurnett,
Department of the Navy

Mr. John J. McCarthy, Jr.,
Department of the Army

BG Gary H. Mears, USAF
Air Force


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RADM Thomas A. Meinicke, USN
Navy

BG Philip L. Metzler, Jr., USAF
Air Force

BG Kenneth V. Meyer, USAF
Air Force

Mr. Raymond M. Momboisse,
Immigration and Naturalization Service


National Security Agency

BG George C. Ogden, Jr., USA
Army

BG Robert L. Ord III, USA
Army

BG Rudolph Ostovich III, USA
Army

MG Donald L. Owens, ANG
Air National Guard

Mr. Frederick F. Y. Pang,
Senate Armed Services Committee

BG John Ronald Paulk, ARNG
Army National Guard

Mr. Russel G. Perkins, Jr.,
Department of the Navy

Mr. Gary R. Phillips,
NATO

BG John R. Piatak, USA
Army

Mr. Richard A. Rathjen,
Department of the Navy

BG Raymond F. Rees, ARNG
Army National Guard

BG Thomas G. Rhame, USA
Army

Mr. Vincent J. Russo,
Department of the Air Force

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BG Michael E. Ryan, USAF
Air Force

Mr. Anthony D. Salvucci,
Department of the Air Force

MG Roger W. Sandler, USA
Army Reserve

Mr. Joseph G. Schamber,
SAIC

MG John C. Scheidt, Jr., USAF
Air Force

Dr. Charles M. Schoman,
Department of the Navy

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CIA

MG Daniel R. Schroeder, USA
Army

BG Clarence Robert Secrist, ARNG
Army National Guard

BG Sidney Shachnow, USA
Army

BG Alonzo E. Short, Jr., USA
Army

Mrs. Joanne D. Shuck,
OSD

Mr. Robert N. Smith,
Defense Mapping Agency

Mr. William H. Smith,
Department of the Navy

Dr. Kent G. Stansberry,
OSD

Mr. George P. Steinhauer,
Department of the Navy

Mr. Maurice S. Stuckey,
Defense Mapping Agency

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National Security Agency

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CIA

Mr. William A. Tarbell,
Department of the Navy

Mr. Nicholas A. Toomer,
OSD

Mr. John T. Tyler, Jr.,
DSAA

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CIA

Mr. John D. Wagoner,
Department of Energy

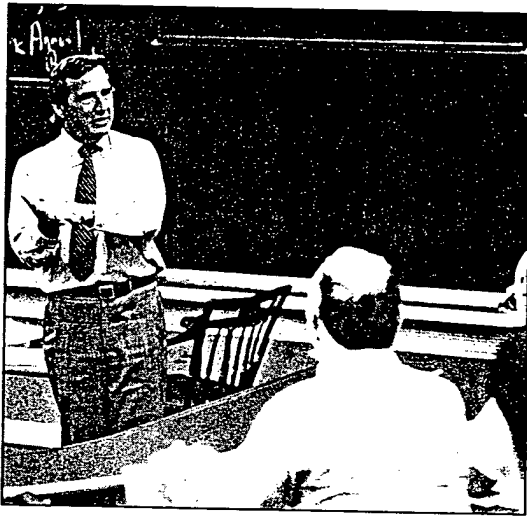
Mr. Larry K. Wentz,
The MITRE Corporation

BG Charles R. White, USAFR
Air Force Reserve

Mr. Edward Zdankiewicz,
OSD

F. KENNEDY SCHOOL OF GOVERNMENT University							1988 NISM Schedule		Week 1
	Monday August 22	Tuesday August 23	Wednesday August 24	Thursday August 25	Friday August 26	Saturday August 27			
	7:15 - 8:00 am BREAKFAST						7:30 - 8:00 AM Continental Breakfast		
	8:00 - 9:00 am Discussion Groups								
9:00 - 10:30	Political Management I (A and B) Job Corps Fenn 140		Political Management I (A and B) Managing the U.S. Supersonic Transport Program Fenn 140		European Security II Blackwill Allison	Strategic Forces in Doctrine III (A and B) Arms Control Exercise Carnesale 140			
	10:30 - 10:45 BREAK								
10:45 - 12:15	Crisis Management Troubles in Lebanon Murray Latin America I Dominguez	Strategic Forces in Doctrine I Carnesale Latin America II Dominguez	Allison USSR I Meyer	Strategic Forces in Doctrine II Carnesale European Security I Blackwill	European Security II Blackwill Allison				
Lunch 12:15 - 2:00	Vice Admiral Bobby Bell "Military Considerations re: DNP and START"			Norman Augustine "The Tunnel at the End of the Light"		Bus Tour of Boston and Harbor Cruise			
2:00 - 3:30	Crisis Management Troubles in Lebanon Murray Latin America I Dominguez	Strategic Forces in Doctrine I Carnesale Latin America II Dominguez	Allison USSR I Meyer	Strategic Forces in Doctrine II Carnesale European Security I Blackwill	Political Management I (A and B) The Camp Edwards Master Plan Fenn 140	Buses leave from Kennedy School			
Dinner 6:00 - 8:00	3:30 Walking Tour of Harvard —meet outside Town Hall	Cookout/Fun plus "Small Label" Beer Tasting	Red Sox vs. Angels Buses leave SFP at 6:30 pm Dinner - on your own	Speaker: Charles Zraket "START and Verification"	Robert Gates	Chart House Boston Cocktails - 5:30 Dinner - 6:30			

N.F. KENNEDY SCHOOL OF GOVERNMENT University							1988 NISM Schedule		Week 2
128	Monday August 29	Tuesday August 30	Wednesday August 31	Thursday September 1	Friday September 2	Saturday			
	7:15 - 8:00 am BREAKFAST								
	8:00 - 9:00 am Discussion Groups								
	The Congress I Smith Nach	The Congress II Smith <i>Handwritten: Nach</i>	Acquisition Management II Gansler Uses of History I May	Professional Responsibility: Two Oaths of Richard Helms Morrey Uses of History II May	Final Exercise				
	10:30 - 10:45 BREAK								
	The Congress I Smith Nach	The Congress II Smith <i>Handwritten: Nach</i>	Media I (A and B) with Panel Miller 140	Media II (A and B) Miller 140	140				
	Lunch 12:15 - 2:00								
			Box Lunch - Town Hall		Box Lunch - Forum				
	USSR II (A and B) Nye 140	**3:00 - 4:30 pm** (A and B) Nach 140	Acquisition Management II Gansler Uses of History I May	Professional Responsibility: Two Oaths of Richard Helms Morrey Uses of History II May					
	Dinner 6:00 - 8:00	Fr. J. Bryan Hehir "Ethics and Strategy: The State of the Debate"	Kennedy Library Dinner and Tour Buses Leave SFP 5:30 pm	Speaker: Arkady Schevchenko	Final Dinner Cocktails 5:30 - Penthouse Dinner 6:30 - Forum				



"The faculty were well prepared to elicit thought-provoking discussions making the class sessions very useful."

*Staff Director
U.S. Space Command*

Distinguished for their intellectual rigor and for their contributions to public service, the Program's faculty members reflect a broad spectrum of academic interests and practical experience in national security.

Graham T. Allison is Don K. Price Professor of Politics and dean. His teaching and research are concentrated in the areas of political analysis, American foreign policy, arms control, and nuclear war prevention. He is a director of the Council on Foreign Relations and a consultant with the Department of Defense. He is a coauthor, with Albert Carnesale and Joseph Nye, of *Hawks, Doves, and Owls: An Agenda for Avoiding Nuclear War*.

Francis M. Bator, Ford Foundation Professor of International Political Economy, teaches macroeconomic theory and policy. Prior to coming to Harvard, he served as deputy assistant to the President for national security affairs, as the senior economist on the National Security Council staff, and as special consultant to the Secretary of the Treasury.

Robert D. Blackwill is a lecturer in public policy. A career diplomat, he returned to the School in 1987 after serving as the U.S. ambassador to the MBFR talks in Vienna. Previously he had served in diplomatic posts around the world and in Washington, most recently as principal deputy assistant secretary of state for European affairs and director of West European affairs. He is currently writing a book on conventional arms control in Europe.

Albert Carnesale is Lucius N. Littauer Professor of Public Policy and academic dean. His teaching and research focuses on international security emphasizing issues of nuclear weapons and strategies for their use and misuse. He has served as a participant in the Strategic Arms Limitation Talks and headed the U.S. government delegation to the International Nuclear Fuel Cycle Evaluation.

Jorge Dominguez is professor of government at Harvard. He is a former president of the Latin America Studies Association and author of *U.S. Interests and Policies in the Caribbean and Central America* and *Cuba: Internal and International Affairs*.

Dan H. Fenn, Jr. is special assistant to the chancellor at the University of Massachusetts. He has previously served as staff assistant to President Kennedy, commissioner and vice chairman of the U.S. Tariff Commission, and director of the John F. Kennedy Library.

Jacques S. Gansler is vice president and director of The Analytic Sciences Corporation (TASC). Prior to his current position, he has served as deputy assistant secretary of defense for material acquisition, assistant director of defense research and engineering, and vice president of I.T.T.

Ernest R. May is Charles Warren Professor of History. Formerly dean of Harvard College and director of Harvard's Institute of Politics, he has been a consultant at various times to the Joint Chiefs of Staff and the Office of the Secretary of Defense. He is the author and/or editor of numerous books dealing with the history of the United States, U.S. foreign and defense policy, and *Thinking in Time: The Uses of History for Decision-Makers*.

Arthur R. Miller, professor of law at the Harvard Law School, is a member of the New York State Bar, the U.S. Supreme Court Bar, the Special Advisory Group to the Chief Justice of the U.S. Supreme Court on federal civil litigation, and is reporter to the Advisory Committee on Civil Rules of Procedure for the U.S. federal courts. He has published extensively in the fields of civil procedure, copyright, and privacy and computer technology.

Robert J. Murray is lecturer in public policy and director of the School's National Security Program. Formerly he was dean of the Naval War College, undersecretary of the Navy, and deputy assistant secretary of defense. His areas of interest are national security policy, defense strategy, and resource allocation.

Michael Nacht is dean and professor of public affairs of the University of Maryland's School of Public Affairs. A former associate professor of public policy at the School and associate director of the Center for Science and International Affairs, he has written extensively on national security topics including *The Age of Vulnerability: Threats to the Nuclear Stalemate*.

Joseph S. Nye, Jr. is Ford Foundation Professor of International Security and director of the School's Center in Science and International Affairs. He has previously served as deputy undersecretary of state for security assistance where he received the State Department's highest award for distinguished service. He has written a number of important works on international politics and American foreign policy, including *Nuclear Ethics*.

Larry K. Smith, visiting faculty member for the National Security Program, was formerly chief of staff to Senators Gary Hart and Thomas McIntyre and a professional staff member of the Senate Armed Services Committee. In addition to government service, he has worked for private business providing analysis and counsel on national security and arms control issues.