26 August 1988

MEMORANDUM FOR:

Deputy Director of Central Intelligence

FROM:

William M. Baker

-Director, Public Affairs Office

SUBJECT:

Trip to Boston to Address the Board of Directors of the Draper Laboratory

- 1. This is background information for your trip to Boston to address a dinner meeting of the Board of Directors of the Charles Stark Draper Laboratory, Inc. (CSDL) on Tuesday, 6 September. The meeting will be held at the Algonquin Club, 217 Commonwealth Avenue in the Back Bay section of Boston. Phone: (617) 266-2400. Since the press will not be present, a member of the Public Affairs Office will not accompany you unless you request it. A business suit is the dress for the occasion.
- 2. Arrangements for the Dinner Meeting and Address of the Board of Directors of the Draper Laboratory: You are asked to be in the lobby of the Algonquin Club at 6:00 p.m. where you will be met by President and Chief Executive Officer of the Draper Laboratory, General Ralph Jacobson USAF (Ret.) General Jacobson (Jake) will escort you to the third floor for the reception and dinner in dining rooms one and two. Dinner will be served at 7:00 p.m. Your remarks are scheduled to begin between 7:45 p.m. and 8:00 p.m. and General Jacobson will introduce you. The suggested format is 10-15 minutes of remarks followed by 30 minutes of discussion. Adjournment is at 9:30 p.m. General Jacobson requests that the meeting be off-the-record. You will be seated between Chairman of the Board of Directors Joseph Charyk on your right and General Jacobson on your left. (See tab for biographies.) All other attendees will be seated at a large round table and the seating is unassigned. You are asked to address the group at the table. Since this is a small group a podium and microphone will not be available.

General Jacobson asked me to let you know that he was not planning to tape the program, but said he would not mind if we did. My sense is the group would be more comfortable if we did not tape. Unless you feel strongly that you would like your remarks taped for the historical record, we will not do so. Draper Laboratory does not plan to publish any of your remarks.

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3. Audience: You will have an audience of 18 members of the Board of Directors of the Draper Laboratory which include the following:

Donald J. Atwood, Jr.

Vice Chairman, General Motors Corporation

Solomon J. Buchsbaum

Executive Vice President, Customer Systems, AT&T Bell Laboratories

David V. Burke, Captain, USN (Ret.)

Vice President Engineering, CSDL

Joseph V. Charyk-

Chairman, Board of Directors, Charles Stark Draper Laboratory, Inc., Retired Chairman and Chief Executive Officer, Communications Satellite Corporation (COMSAT)

Paul C. Dow, Jr.

Head, Navy Strategic Programs Department, CSDL

David C. Driscoll

Vice President, Finance and Treasurer, CSDL

Robert A. Duffy

Consultant to the President (1987); President and CEO (1972-87), CSDL

Donald C. Fraser

Vice President for Technical Operations, CSDL

Joseph G. Gavin, Jr.

Senior Management Consultant and Former President, Grumman Corporation

Samuel L. Gravely, Jr. Vice Admiral, USN (Ret.)

Former Executive Director, Education and Training, AFCEA

Ralph H. Jacobson

President and Chief Executive Officer, CSDL

William A. Nierenberg

Director Emeritus, Scripps Institution of Oceanography, Vice Chancellor Emeritus of Marine Sciences, University of California, San Diego

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Joseph F. O'Connor

Vice President, Personnel and Administration and Assistant Secretary of the Corporation. CSDL

Peter C. Read

Executive Vice President, Bank of Boston

Frederick J. Robbins

Secretary of the Corporation,

Robert C. Seamans, Jr.

Senior Lecturer, MIT

William Stanton

Vice President, Corporate Development, CSDL

Robert M. White

President, National Academy of Engineering

(See tab for biographies.)

Background: The Laboratory was founded by Dr. Charles Stark Draper before World War II and was known as the Instrumentation Laboratory of the Massachusetts Institute of Technology. "Doc" Draper who was also the director of the famed research Laboratory that bears his name died in 1987 at the age of 85. In addition he served as head of the Aeronautics and Astronautics Department at MIT. He evolved the theory, invented and developed the technology, and led the effort that made inertial navigation operational in aircraft, submarines, missiles and space vehicles. He is known as "the Father of Inertial Navigation." His theory provided the navigation system for sending the Apollo to the moon. (See background tab)

As a result of the unrest during the Vietnam War, the Laboratory was divested from MIT and became a not-for-profit institution whose purpose is to contribute to the national interest. At the time of divestment a group of distinguished Americans was formed to hold the assets of the Laboratory in trust for the taxpayers of the United States. This group is called the Draper Corporation and numbers approximately 35 at any one time. From this group approximately 12 to 13 are elected as Board Members of the Laboratory and function much the same as the Board of Directors of any corporation. (See tab for list of members, directors, and officers.) According to General Jacobson, remuneration is small and serving on the board is similar to the CSDL Directors' participating in a public service. (For further information see brochure in front pocket.)

This is the second dinner meeting program held by the Board of Directors. The speaker at the first meeting was Dr. James Howell, Chief Economist for the Bank of Boston.

William M. Baker

**STAT** 

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## SCHEDULE OF EVENTS/CONTACTS

Trip to Boston, Massachusetts
To Address the Board of Directors
of the Charles Stark Draper Laboratory, Inc.

Tuesday, 6 September 1988

Mid-afternoon Depart, National Airport Transportation, Lear Jet

Arrive, Hanscom Air Force Base Bedford, Massachusetts

6:00 p.m. Arrive, Algonquin Club
217 Commonwealth Avenue
Boston (Back Bay section)
Met by President and CEO of Draper Laboratory
General Ralph Jacobson("Jake",)
Phone: (617) 266-2400

6:05 p.m. Reception, third floor dining rooms one and two

7:00 p.m. Dinner, third floor dining rooms one and two

7:45 p.m. Introduction, General Jacobson Address by The Honorable Robert M. Gates 10-15 minute remarks, 30 minutes of Q&A

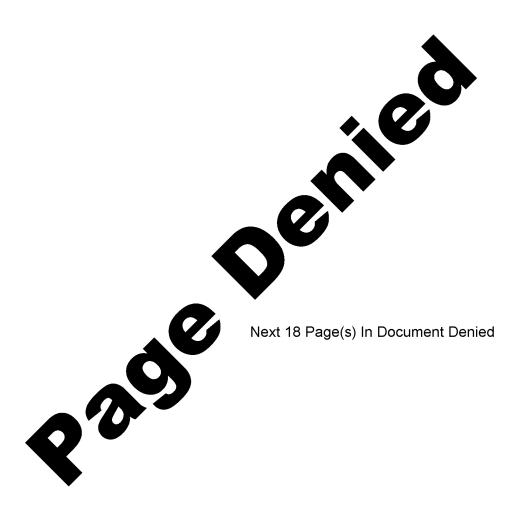
9:30 p.m. Adjournment

10:00 p.m. Depart, Hanscom Air Force Base Bedford, Massachusetts

11:15 p.m. Arrive, Washington, D.C. area

Contacts: General Jake Jacobson (617) 258-2868 Secretary, Peggy Hood

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## MEMBERS, DIRECTORS & OFFICERS\*

Gavin, Joseph G., Jr. Allen, Lew, Jr. Member, 1981 Member, 1986 Director, 1982 Atwood, Donald J., Jr. Ghormley, Ralph M. Member, 1980 Member, 1983 Director, 1982 Gooding, Robert C. Augustine, Norman R. Member, 1977 Member, 1981 Gravely, Samuel L., Jr. Buchsbaum, Solomon J. Member, 1983 Member, 1980 Director, 1981 Director, 1986 Hawes, Ralph E., Jr. Cannon, Robert H., Jr. Member, 1981 Member, 1974, 1983 Hayward, John T. Charyk, Joseph V. Director, 1973 Member, 1980 Director, 1981 Hill, Albert G. Chairman, 1972 Chairman, 1987 Collins, John F. Member, 1974 Hunter, Allan B. Davis, Leighton I. Member, 1979 Jacobson, Ralph H. Member, 1975 Member Emeritus, 1980 Director, 1987
President & Chief Deutch, John M. Member, 1981 Dixon, Robert J. Member, 1980 Jones Frank S. Member, 1980 Driscoll, David C Keil, Alfred A.H. Treasurer, 1973 Director, 1974 Vice President & Treasurer, 1981 Kelley, Albert J. Duffy, Robert A. Member, 1975 Director, 1972 Kerr, Donald M. President & CEO. 1973-87 Member, 1982 Evans, Bob O. Member, 1974 Member, 1981 McKay, Kenneth G. Fink, Daniel J. Director, 1974 Member, 1982 Chairman, 1982-87 Fossum, Robert R. Member, 1982 Monroe, Robert R. Fraser, Donald C Vice President, 1981

Member, 1974 Member Emeritus, 1982 \*as of February 1988

Fye, Paul M.

Member Emeritus, 1982 Member Emeritus, 1982 Executive Officer, 1987 Member Emeritus, 1983 MacVicar, Margaret L.A. Member Emeritus, 1987 Member, 1983 Nierenberg, William A. Member, 1974 Director, 1981

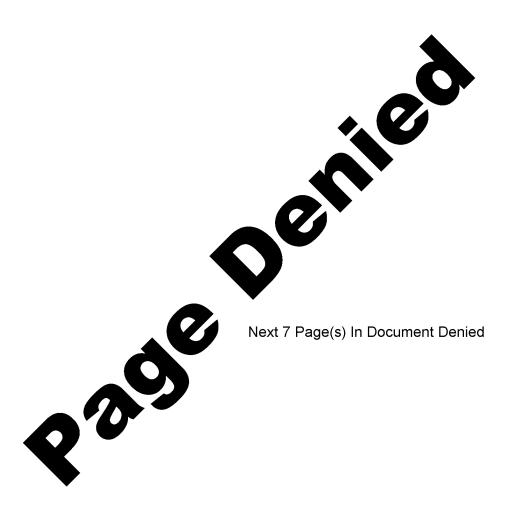
O'Connor, Joseph F Asm. Secretary, 1973 Fice President & Asst. Secretary, 1981 Perkins, Courtland D. Member, 1974 Director, 1975 Member Emeritus, 1983 Phillips, Samuel C. Member, 1980 Piore, Emanuel R. Director, 1972 Member Emeritus, 1981 Puckett, Allen E. Member, 1974 Read, Peter C. Member, 1981 Director, 1983 Reed, Thomas C. Member, 1987 Robbins, Frederick J. Secretary, 1973

\*as of February 1988

Seamans, Robert C., Jr Director, 1973, 1977 Sprague, Robert C Director, 1972 Member Emeritus, 1979 Stratton, Julius A. Director, 1972 Member Emeritus, 1914 Wertheim, Robert H. Member, 1981 Wheeler, Mark C Director, 1972 Member Emeritus, 1983 White, Robert M. Member, 1982 Director, 1983 Widnall, Sheila E. Member, 1986 Wolff, Peter A. Member, 1974

Sanders, Charles A. Member, 1975

Director, 1978-84





## The Charles Stark Draper Laboratory, Inc.

555 Technology Square, Cambridge, Massachusetts 02139

Telephone (617) 258-2868 29 July 1988

Office of the President

The Honorable Robert M. Gates Deputy Director Central Intelligence Washington, DC 20505

Dear Bob:

Thank you very much for accepting our invitation to speak at a dinner meeting of the Board of Directors of the Draper Laboratory. I am delighted at the prospect of seeing you again, and all the Members of our Board are eagerly anticipating your informal remarks after dinner. The evening will commence with cocktails at 6:00 pm on Tuesday, September 6 at the Algonquin Club, 217 Commonwealth Avenue in the Back Bay section of Boston. Dinner will follow at 7:00 pm in the private dining rooms in the club (Algonquin 1 & 2).

Perhaps a few words about the Draper Laboratory would be useful to you. The Laboratory was started by Dr. Charles Stark Draper before World War II and was known as the Instrumentation Laboratory of the Massachusetts Institute of Technology. Doc was the Head of the Aeronautics and Astronautics Department at M.I.T. As a result of the unrest during the Vietnam War, the Laboratory was divested from M.I.T. and became a separate not-for-profit institution whose purpose is to contribute to the national interest. At the time of divestment a group of distinguished Americans was formed to hold the assets of the Laboratory in trust for the tax payers of the United States. This group is called the Draper Corporation and numbers approximately 35 at any one time. From this group of 35, around 12 to 13 are elected as Board Members of the Laboratory and function much the same as the Board of Directors of any corporation.

I have enclosed a copy of our last annual report, the last two pages of which contain the names of all Members of the Draper Corporation and Board Members. I have also enclosed some information on each of the Board Members, all of whom plan to attend the dinner on September 6.

Thanks again, Bob, for agreeing to come and meet with us. We are very much looking forward to it. Please have your staff contact me at (617) 258-2868 if we can be of any assistance with arrangements for your trip to Boston.

Warm regards,

Ralph H. Jacobson President and CEO

RHJ:pah Enclosures