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SUBJECT:

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

National Conference on Strategic Management of Research and Development (STRATRAD)

FROM: R. E. Hineman
DDS&T
6E60 Hqs.

EDITION

NO.

DDST 148-88

DATE

25 FEB 1988

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED FORWARDED

1. ER
7E12 Hqs.

29 FEB 1988

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2. EXDIR

29 FEB 1988

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3. DDCI

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4. DCI

1 Mar. 3/3

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6. D/ORD
606 Ames Bldg.

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15.

Upon reviewing the conference agenda, I am persuaded that the conference would truly be of little value to the Agency's R&D effort and therefore suggest we decline participation.

[Signature]
Evan Hineman



B-800-11

Central Intelligence Agency



Washington, D.C. 20505

03 MAR 1988

DS&T 148-88

Mr. Laurence J. Adams
President
American Institute of Aeronautics
and Astronautics
370 L'Enfant Promenade, S.W.
Washington, D.C. 20024-2518

Dear Mr. Adams:

Thank you for your letter of 28 January inviting the CIA to participate in the National Conference on Strategic Management of Research and Development. Your topic is a vital one for the future of our nation's prosperity, and I applaud your effort to address it.

I believe the conference will be most useful for those who can, as you suggest, not only attend but also actively participate in its discussions, exchanging ideas and insights based on their varied experiences. As I am sure you will understand, security considerations would preclude such active participation by CIA attendees. I must, therefore, regretfully decline your invitation.

I wish you great success in this worthwhile endeavor.

Sincerely yours,

/s/ William H. Webster

William H. Webster
Director of Central Intelligence

Distribution:

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STAT DS&T/ORD, (19 Feb 88)

ROUTING SLIP

TO:		ACTION	INFO	DATE	INITIAL
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5	DDI		X		
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16	D/Ex Staff				
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		SUSPENSE	<u>23 Feb 88</u>		
			Date		

Remarks To #8: As a minimum, suggest letter of acknowledgement for DCI signature particularly if we do not plan to participate.

STAT

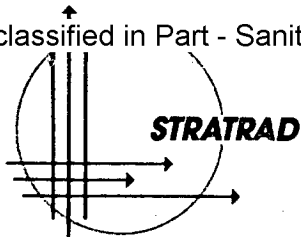
[Signature Box]

Executive Secretary

10 Feb 1988

Date

3637 (10-81)



NATIONAL CONFERENCE ON STRATEGIC MANAGEMENT OF RESEARCH AND DEVELOPMENT

AIAA • AIA • IEEE • EIA

HYATT REGENCY CRYSTAL CITY / ARLINGTON, VIRGINIA / 14-16 JUNE 1988

General Chairman
LAURENCE J. ADAMS
 President, AIAA

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 Jet Propulsion Laboratory

Norman R. Augustine
 Martin Marietta Corporation

Henry L. Bachman
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 Grumman Corporation

The Honorable Jeff Bingaman
 United States Senate

The Honorable Erich Bloch
 National Science Foundation

The Honorable Clarence J. Brown
 Department of Commerce

Russell C. Drew
 Institute of Electrical and
 Electronics Engineers

Edsel D. Dunford
 TRW Space & Defense

The Honorable James C. Fletcher
 NASA Headquarters

Robert Frosch
 General Motors Research Laboratories

Robert A. Fuhrman
 Lockheed Corporation

The Honorable Don Fuqua
 Aerospace Industries Association

David P. Gardner
 University of California

The Honorable William R. Graham
 Office of Science & Technology Policy

Admiral Bobby R. Inman, (Ret.)
 Westmark Systems, Inc.

Thomas V. Jones
 Northrop Corporation

Ronald L. Kerber
 Department of Defense

Jack L. Kerrebrock
 Massachusetts Institute of Technology

The Honorable Buddy MacKay
 U.S. House of Representatives

The Honorable T. Allan McArthur
 Federal Aviation Administration

Peter F. McCloskey
 Electronic Industries Association

Sanford N. McDonnell
 McDonnell Douglas Corporation

John L. McLucas
 QuesTech, Inc.

Thomas J. Murrin, (Ret.)
 Westinghouse Electric Corporation

Stanley C. Pace
 General Dynamics Corporation

Gen. Bernard P. Randolph
 Air Force Systems Command

Frank H. T. Rhodes
 Cornell University

Roland Schmitt, (Ret.)
 General Electric Company

William Sommers
 Booz, Allen & Hamilton, Inc.

Malcolm T. Stamper
 The Boeing Company

John A. Young
 Hewlett-Packard Company

January 28, 1988

Mr. William H. Webster
 Director
 The Central Intelligence Agency
 Washington, DC 20505

Dear Mr. Webster:

We are writing to you to encourage your support in connection with the National Conference on Strategic Management of Research and Development (STRATRAD) scheduled June 14-16, 1988. During the conference, government, industry and academic leaders will focus on issues that are central to our nation's future ability to maintain our scientific and technological lead, and to compete in the international marketplace.

The conference itself is rooted in the President's call for increased competitiveness and productivity in American industry. Our Executive Advisory Committee of distinguished government and business leaders are committed to the goals of this conference and we have scheduled a roster of renowned speakers to address strategic management issues covering the vital themes and topics. Team sessions will be used to formulate action plans for the future. Enclosed is a DRAFT of the preliminary program.

We are asking you to form a team from your organization who will attend the conference, shape its outcome, and return inspired to implement actions that you endorse. We believe the conference results can be the basis for the next Administration's national agenda in research and development and we will take steps to assure these results are provided to the transition team for the next Administration.



Page 2

We need your personal involvement to identify and form your top level team to make the National Conference a success, bring back ideas for action in your organization and set the national R&D management agenda for the last decade of this century. We suggest the team you form would consist of your key highest level executives responsible for directing and overseeing your R&D program.

Please complete and return, before March 1, 1988, the enclosed card which identifies the person that you designate as the point of contact to organize a team from your organization. We will see to it that he/she is sent appropriate conference materials.

We look forward to hearing from you soon. Many thanks.

Sincerely yours,

[Redacted signature box]

Laurence J. Adams
President, AIAA

[Redacted signature box]

Don Fuqua
President, AIA

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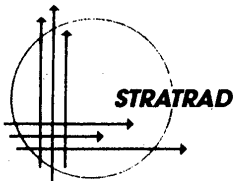
Russell C. Drew
President, IEEE

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Peter F. McCloskey
President, EIA

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Enclosures

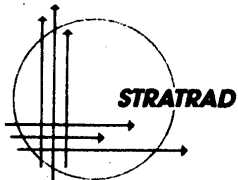


NATIONAL CONFERENCE ON STRATEGIC MANAGEMENT OF RESEARCH AND DEVELOPMENT

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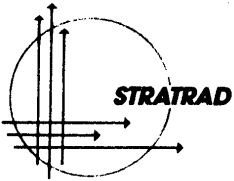
HYATT REGENCY CRYSTAL CITY / ARLINGTON, VIRGINIA / 14-16 JUNE 1988

DRAFT
PROGRAM



Tuesday/14 June 1988

8:30 AM	Gary A. DuBro Chairman, Program Committee Office of the Secretary of Defense	Opening Remarks
8:40 AM	Laurence J. Adams Conference General Chairman President, AIAA	Welcome
<u>SESSION I: THE CHALLENGE OF THE R&D COMMUNITY</u>		
8:55 AM	The Honorable George Bush Vice President of the United States (invited)	<u>Conference Keynote Address:</u> The Payoff of Strategically Managing Research and Development
9:40 AM	Break	
10:00 AM	Edward Donley Chairman, Executive Committee Air Products & Chemicals, Inc.	<u>Keynote Paper:</u> The Role of R&D in U.S. Competitiveness (Private Sector)
10:40 AM	The Honorable Buddy MacKay U.S. House of Representatives (D-FL)	<u>Keynote Paper:</u> The Role of R&D in U.S. Competitiveness (Public Sector)
11:20 AM	Malcolm T. Stamper Vice Chairman, The Boeing Company	<u>Keynote Paper:</u> Applying Strategic Management of R&D for a More Competitive Position in the International Market
12:00 NOON	Luncheon Program	
12:45 PM	Peter W. Wood Sr. Vice President, ERC International	A Review of the First STRATRAD Regional Conference
1:00 PM	Frank Press President, National Academy of Sciences	The R&D Role: What Needs to be Done?
1:30 PM	Break	

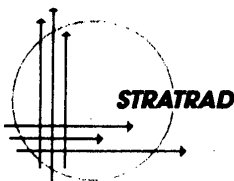


DRAFT PROGRAM, Page 2

SESSION II: MAKING THE ELEMENTS OF STRATEGIC MANAGEMENT MORE EFFECTIVE

Tuesday/14 June 1988

1:50 PM	William F. Ballhaus, Jr. Session Chairman President-Elect, American Institute of Aeronautics and Astronautics	Opening Remarks
2:00 PM	Norman R. Augustine President and Chief Operating Officer, Martin Marietta Corporation	<u>Keynote Paper:</u> The Role of Visionary Leadership in the Management of R&D
2:40 PM	Solomon J. Buchsbaum Executive Vice President, Customer Systems AT&T Bell Laboratories	Goal Setting in a Fast-Changing Environment
3:10 PM	Break	
3:30 PM	3M Corporation (invited)	Innovation: How Is It Encouraged in R&D?
4:00 PM	D. Eleanor Westney Associate Professor, Sloan School of Management, Massachusetts Institute of Technology	A Comparison of Japanese and American Management of R&D
4:30 PM	Harvard University (invited)	Effecting Change in an R&D Environment
5:00	Reception	



SESSION III: A CLOSE LOOK AT THE R&D PROCESS

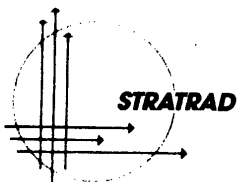
Wednesday/15 June 1988

8:15 AM	Peter F. McCloskey Session Chairman President, Electronic Industries Association	Opening Remarks
8:20 AM	Ronald L. Kerber Deputy Under Secretary for Research and Advanced Technology, Department of Defense	<u>Keynote Paper:</u> Enhancing the Process for Strategic Management of R&D
9:00 AM	Break	
9:20 AM	Concurrent Panel Sessions	
	Panel I	
	Joseph G. Gavin, Jr., Chairman Senior Management Consultant Grumman Corporation	Managing the R&D Process: The Leadership Challenge (Aviation and Aerospace)
	Panel II	
	Grant A. Dove, Chairman Chairman and Chief Executive Officer Microelectronics and Computer Technology Corporation	Managing the R&D Process: The Fast-Changing Environment (Computers and Electronics)
	Panel III	
	Timothy Coffey, Chairman Director of Research Naval Research Laboratory	Challenges Facing the Management of R&D in the Government Laboratories
11:00 AM	Break	

DRAFT PROGRAM, Page 4

SESSION III: Cont'd

Wednesday/15 June 1988



11:15 AM Blue Prints for Action (Interactive Activities and Team Sessions)

Richard R. Brown
Boeing Aerospace Company

Richard A. Goodman
University of California
at Los Angeles

Carol M. Shaw
University of Dayton

12:15 PM Luncheon Program

1:00 PM Robert R. Barthelemy
Program Manager, National Aerospace
Plane Joint Program Office
Air Force Systems Command

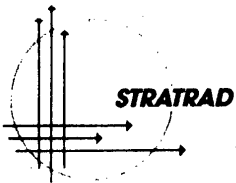
A Review of the Second STRATRAD Regional
Conference

1:15 PM Paul C. W. Chu
Director, Texas Center for
Superconductivity
University of Houston

Superconductivity: Opportunity for a Real
Change

1:45 PM Break

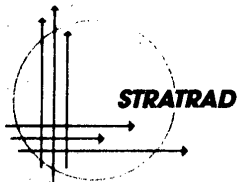
DRAFT PROGRAM, Page 5



SESSION IV: STRATEGIES IN THE MANAGEMENT OF R&D

Wednesday/15 June 1988

2:00 PM	Raymond S. Colladay Session Chairman Director Defense Advanced Research Projects Agency	Opening Remarks
2:05 PM	To be announced	<u>Keynote Paper:</u> To be announced
2:45 PM	James J. Mattice Deputy for Development Planning Aeronautical Systems Division, WPAFB	Strategic Management in the Technology Push Situation
3:15 PM	RADM Wayne E. Meyer, USN (Ret.) President, The WEMM Corporation	Strategic Management in the Requirements Pull Situation (AEGIS Case)
3:45 PM	Break	
4:00 PM	Robert M. Williams Program Manager, National Aerospace Plane Program Defense Advanced Research Projects Agency	Strategic Management in the Top Down Visionary Situation (NASP Case)
4:30 PM	R. P. Caren Vice President for Science and Technology Lockheed Corporation	Strategic Management in the Opportunistic Situation (Superconductivity Case)
5:00 PM	Adjournment	



SESSION V: SUCCESSFUL IMPLEMENTATION OF R&D STRATEGIES

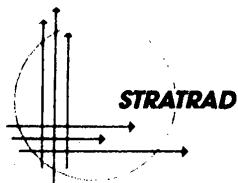
Thursday/16 June 1988

8:15 AM	Russell C. Drew Session Chairman President, Institute of Electrical and Electronics Engineers	Opening Remarks
8:20 AM	Charles W. Joiner, Jr. President Richard F. Wright Vice President of Research and Development Mead Imaging	<u>Keynote Paper:</u> Successful Implementation of Strategic Management
9:00 AM	Break	
9:20 AM	Concurrent Panel Sessions	
	Panel IV John A. White, Jr., Chairman Regents Professor, School of Industrial and Systems Engineering Georgia Institute of Technology	R&D Strategies for Manufacturing Success
	Panel V John S. Foster, Jr., Chairman Vice President for Science and Technology, TRW	Successfully Implementing a Strategic Plan in R&D Organizations
	Panel VI Ralph E. Comory, Chairman Senior Vice President for Science and Technology International Business Machines Corporation	Moving Programs Successfully Out of the Laboratory
11:00 AM	Break	

DRAFT PROGRAM, Page 7

SESSION V: Cont'd

Thursday/16 June 1988



11:15 AM Blue Prints for Action (Interactive Activities and Team Sessions)

Richard R. Brown	Richard A. Goodman	Carol M. Shaw
Boeing Aerospace Company	University of California at Los Angeles	University of Dayton

12:15 PM Luncheon Program

1:00 PM Lewis L. Peach
Deputy Chief, Advanced Technology
and Space Station Planning Office
NASA Ames Research Center

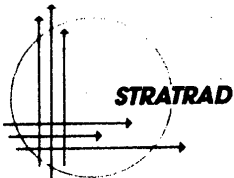
A Review of the Third STRATRAD Regional
Conference

1:15 PM The Honorable Jeff Bingaman
U. S. Senate (D - NM)

A Congressional Perspective on the Research,
Development, and Acquisition Process

1:45 PM Break

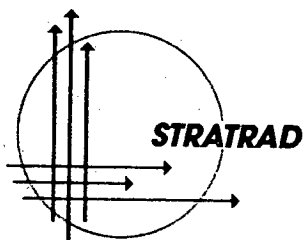
DRAFT PROGRAM, Page 8



SESSION VI: WHERE DO WE GO FROM HERE? FOCUSING THE NATIONAL RESOURCES

Thursday/16 June 1988

2:05 PM	The Honorable William R. Graham Session Chairman Director, Office of Science and Technology Policy	Opening Remarks
2:20 PM	To be announced	<u>Keynote Paper:</u> Agenda for R&D Management Within the Department of Defense
3:00 PM	Break	
3:20 PM	Don Fuqua President, Aerospace Industries Association	<u>Keynote Paper:</u> New Approaches for R&D Management Within Industry
4:00 PM	Frank H. T. Rhodes President, Cornell University	<u>Keynote Paper:</u> New Approaches for R&D Management Within Academia
4:40 PM	Laurence J. Adams Conference General Chairman	Closing Remarks
5:00 PM	Adjournment	



NATIONAL CONFERENCE ON STRATEGIC MANAGEMENT OF RESEARCH AND DEVELOPMENT

AIAA • **AIA** • **IEEE** • **EIA**

HYATT REGENCY CRYSTAL CITY / ARLINGTON, VIRGINIA / 14-16 JUNE 1988

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President, AIAA

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Jet Propulsion Laboratory

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Donald R. Beall
Rockwell International

John C. Bierwirth
Grumman Corporation

The Honorable Jeff Bingaman
United States Senate

The Honorable Erich Bloch
National Science Foundation

The Honorable Clarence J. Brown
Department of Commerce

Russell C. Drew
Institute of Electrical and
Electronics Engineers

Edsel D. Dunford
TRW Space & Defense

The Honorable James C. Fletcher
NASA Headquarters

Robert Frosch
General Motors Research Laboratories

Robert A. Fuhrman
Lockheed Corporation

The Honorable Don Fuqua
Aerospace Industries Association

David P. Gardner
University of California

The Honorable William R. Graham
Office of Science & Technology Policy

Admiral Bobby R. Inman, (Ret.)
Westmark Systems, Inc.

Thomas V. Jones
Northrop Corporation

Ronald L. Kerber
Department of Defense

Jack L. Kerrebrock
Massachusetts Institute of Technology

The Honorable Buddy MacKay
U.S. House of Representatives

The Honorable T. Allan McArtor
Federal Aviation Administration

Peter F. McCloskey
Electronic Industries Association

Sanford N. McDonnell
McDonnell Douglas Corporation

John L. McClucas
QuesTech, Inc.

Thomas J. Murrin, (Ret.)
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Roland Schmitt, (Ret.)
General Electric Company

William Sommers
Booz, Allen & Hamilton, Inc.

Malcolm T. Stamper
The Boeing Company

John A. Young
Hewlett-Packard Company

For Immediate Release
January 28, 1988

Contact: J.M. Hauser
(202)646-7454

**THE NATIONAL CONFERENCE ON THE STRATEGIC
MANAGEMENT OF RESEARCH AND DEVELOPMENT**
June 14-16, 1988
Arlington, Virginia

Advanced registration for the National Conference on the Strategic Management of Research and Development (STRATRAD) to be held June 14-16 at the Hyatt Regency Crystal City in Arlington, Virginia indicates high level industry, government and academia participation, according to Laurence J. Adams, Conference General Chairman and President of the American Institute of Aeronautics and Astronautics (AIAA).

The June conference is sponsored by four national associations: AIAA, Aerospace Industries Association (AIA), Electronic Industries Association (EIA), and the Institute of Electrical and Electronic Engineers (IEEE) in cooperation with the Department of Defense (DOD) and the National Aeronautics and Space Administration (NASA).

The STRATRAD organizers also sponsored a series of three regional symposia leading to the National Conference. The first held in Arlington, Virginia on June 10, 1987 focused industry, government, and academia on the national context of STRATRAD. The second held in Dayton, Ohio on November 3-4, 1987 addressed alternative R&D strategies. The third to be held March 3-4, 1988 at the Doubletree Inn, Santa Clara, California will concentrate on improving the

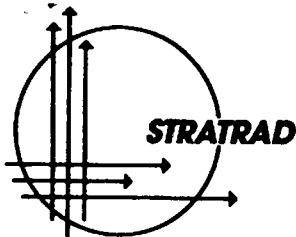
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elements of the strategic R&D process.

The National Conference, June 14-16, 1988 will bring together all three aspects - strategies, process elements, and national context to establish a comprehensive approach to enhancing the strategic management of R&D. An effort is underway to identify top level R&D strategic management teams within corporate firms, government agencies, and academic institutions to participate in this national conference. Teams will be afforded the opportunity to formulate strategies for their own organizations and to develop a network to contribute in post-conference activities to national efforts to improve U. S. competitiveness.

STRATRAD has been endorsed by more than 34 industry chief executives and government, military, and academic leaders. Key speakers include Senator Jeff Bingaman (D-NM); Congressman Buddy MacKay (D-FL); Norman Augustine, President and CEO, Martin Marietta Corporation; Ronald L. Kerber, Deputy Under Secretary for Research and Advanced Technology, Department of Defense; D. Eleanor Westney, Alfred Sloan School of Management, Massachusetts Institute of Technology; Don Fuqua, President, AIA; Peter McCloskey, President, EIA; and others.

For further information and registration, contact the American Institute of Aeronautics and Astronautics at the above number.



**WESTERN SYMPOSIUM ON STRATEGIC MANAGEMENT OF
RESEARCH AND DEVELOPMENT**

**Santa Clara, California
March 3-4, 1988**

HIGHLIGHTS

BACKGROUND Third and Final Symposium Leading to the National STRATRAD Conference

CONTENT

Workshops

Goal - Setting Strategies

Technology Transfer Process

Implementing in a Dynamic Environment

Sustaining R&D Leaders

Planning R&D

Plenary Session Speakers

Keynote: William F. Ballhaus, Jr.
Director
NASA Ames Research Center

Speakers: Irwin Federman, Vice Chairman
Advanced Micro Devices

Elliott Levinthal, Associate Dean-
Research, Stanford University

Stan Weiss, Vice President/General
Manager, R&D Division
Lockheed Missiles & Space Company

WHERE The Doubletree Inn, Santa Clara, California

WHEN March 3-4, 1988

CONTACT For further information and registration contact Andrea Duerr or Margie Porter at (408)980-9898