



ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

19 FEB 1976

INTERNATIONAL
SECURITY AFFAIRS

In reply refer to:
I-1659/76

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Policy Plans Advisory Panel - INFORMATION MEMORANDUM

It is my understanding that in your discussion with Jim Wade on 11 February you expressed an interest in the Policy Plans Advisory Panel. The purpose of this memorandum is to fill you in on the details of our efforts so far in this matter and to solicit whatever comments you would like to make.

First of all, the Panel has been a long time in the development stage simply because we have gone to great lengths to establish the Panel formally rather than put it together on an ad hoc basis. We did this out of belief that, if the Panel is a formally established organ of DOD, then we are more likely to attract the best possible candidates for membership. We also hope that, when the Panel starts turning out published products and having a recognizable impact on long-range DOD planning, first-rate individuals will desire to be identified with it. Figuring that membership on the Panel will be attractive to such people, we have decided not to offer financial remuneration for membership, though travel and per diem expenses will be borne by the Government.

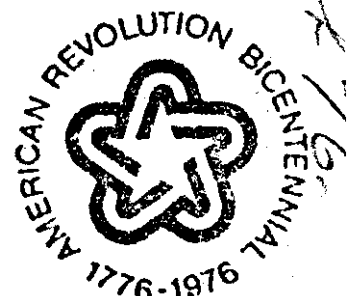
In extending invitations for membership, we will stress that the Policy Plans Advisory Panel could best assist those of us closely involved in the making of U.S. national security policy to interpret and understand the recent major changes in the international environment. Furthermore, we expect that the Panel would help identify the proper thrust of U.S. national security policy over the long term. Also, we will point to our intention that, in working with the Assistant Secretary of Defense (International Security Affairs), the Panel should assist the Secretary of Defense and his staff in addressing current policy and planning problems. A copy of the charter of the Advisory Panel is attached.

The following are the candidates to whom we are considering sending letters inviting them to become members of the Panel:

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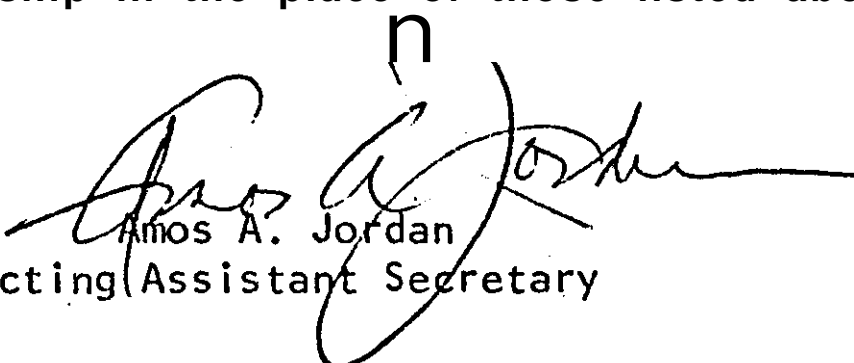
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Dr. Henry Owen (Director of Foreign Policy Studies, Brookings Institution)
 Admiral Worth Bagley (U.S. Navy, Retired)
 Mr. Harlan Cleveland (Director, Aspen Institute)
 Dr. Richard Cooper (Economist, Yale)
 General A. W. Goodpaster (U.S. Army, Retired) - Chairman
 Dr. Charles Herzfeld (Physical Scientist, ITT)
 Dr. Samuel Huntington (Political Scientist, Harvard)
 Mr. Andrew Marshall (Director/Net Assessment)
 Mr. Paul Nitze (Former Deputy Secretary of Defense)
 Dr. Joseph Nye (Political Scientist, Harvard)
 Mr. Donald Rice (President, the Rand Corporation)
 Dr. Thomas Schelling (Economist, Harvard)
 Dr. Adam Ulam (Historian, Harvard),
 General John W. Vogt (U.S. Air Force, Retired)

We are hopeful of holding the first meeting of the Panel sometime in March. We will initiate the work of the Panel by reviewing some of the long-range planning currently going on in the Department and solicit the views of Panel members both on work under way and on work that should be undertaken. Then we intend to assign a specific project to which the Panel members can address themselves. At this moment, however, we have not spelled out what that task might be. One of the leading possibilities would be to ask the Panel for a paper on our strategic force requirements over the next 10-15 years.

I would appreciate receiving any comments you might make regarding the Panel, particularly any preferences you might have regarding alternative candidates for Panel membership in the place of those listed above.



 Amos A. Jordan
 Acting Assistant Secretary

Attachment 1
 a/s



ADVISORY PANEL CHARTER



CHARTER

POLICY PLANS ADVISORY PANEL

I. GENERAL

The Policy Plans Advisory Panel is constituted as the senior advisory group in the Office of the Deputy Assistant Secretary of Defense (Policy Plans and NSC Affairs), OASD/ISA. The purpose, membership, scope and mode of operation are defined as follows.

II. PURPOSE AND MEMBERSHIP

- A. The Policy Plans Advisory Panel, composed of members appointed by the Deputy Assistant Secretary (Policy Plans and NSC Affairs) from government and civilian life, will support him in identifying key national security planning issues. The Panel will achieve this objective by (1) analyzing the substantive issues involved in the PP&NSCA work under way at any particular time; (2) examining additional areas worthy of effort; and (3) evaluating the pertinency, quality and value of ongoing work. The Panel will also undertake specific assignments connected with efforts to resolve national security problems and will itself carry out such analyses as directed by the Deputy Assistant Secretary or the Director, Policy Plans & NSC Affairs. The establishment of the Policy Plans Advisory Panel is intended to assist the Deputy Assistant Secretary (Policy Plans and NSC Affairs) respond more effectively to the needs of the ASD(ISA) and through him to the Secretary of Defense.
- B. The Panel shall consist of approximately ten members.
- C. The members will be selected on the basis of their preeminence in fields ranging from those that are largely technological in nature to those more centered on political science, economics, history, and related specialties. The membership of the Panel will be balanced with regard to points of view and expertise.
- D. The ODASD Policy Plans and NSC Affairs will provide for the Panel an Executive Director who will provide substantive leadership and support in the carrying out of Panel projects and working closely with the Panel's Chairman. Required administrative and other staff support will be provided by the Policy Plans and NSC Affairs staff, as appropriate.

III. SCOPE

- A. The mission of the Panel is to advise the Deputy Assistant Secretary of Defense (Policy Plans and NSC Affairs) as indicated in II.A. above.



- B. The Panel, in addition to projects it may choose to recommend, shall also be responsive to requests or assignments from the Deputy Assistant Secretary of Defense (Policy Plans and NSC Affairs) and the Director (Policy Plans and NSC Affairs).

IV. OPERATIONS

- A. The Policy Plans Advisory Panel shall meet periodically as deemed necessary, normally two/four times each year and at such other times as may be called by Deputy Assistant Secretary of Defense (Policy Plans and NSC Affairs).
- B. Members on the Advisory Panel will serve for two years.
- C. A Chairman of the Advisory Panel, will be appointed each year. The Chairman will be responsible for assisting the Deputy Assistant Secretary and the Executive Director in arranging the overall thrust of the Panel's efforts during his tenure, in the selection of specific areas of emphasis at the various meetings, and in overseeing and supervising any analysis undertaken by the Panel. Sub-groups may be established to explore various aspects of selected subjects.
- D. At each convening of the Panel, the DASD or Director, Policy Plans and NSC Affairs, as appropriate, will report on work under way. Panel members may discuss work they have done pertinent to the Panel's charter, and consideration will then be given to future efforts and methods of accomplishing priority projects.
- E. The Advisory Panel and any sub-groups will operate in accordance with the provisions of PL 92-463, E.O. 11686 and OMB and DOD Regulations for Federal Advisory Committees.
- F. The annual travel and per diem costs of the Committee are expected not to exceed approximately \$35,000. Members will serve without other compensation.
- G. The selection of members and the drafting of an initial task statement are to be done separately from the submission of the Charter.



THE WHITE HOUSE

WASHINGTON

February 25, 1976

MEMORANDUM FOR: ALAN WOODS
FROM: J. ROBINSON WEST *JRW*
SUBJECT: Policy Plans Advisory Panel

SR
Per your request I reviewed the memorandum for the Policy Plans Advisory Panel and the proposed members of the panel. The concept of the panel appears sound, however, I would urge that the membership include several individuals who are not members of the politico-military community, - a businessman, educator or journalist might add new perspectives to the outlook of the panel and be willing to challenge assumptions. I think it is very much in the interest of the Secretary to include capable individuals from outside the politico-military orbit in the thinking of the Pentagon.

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