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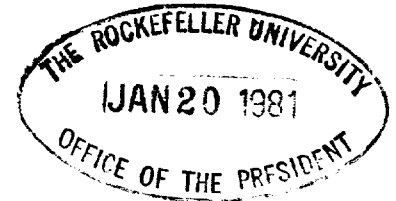
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January 19, 1981



Mr. Joshua Lederberg
President
Rockefeller University
1230 York Avenue
New York, New York 10021

Dear ~~Mr. Lederberg~~ ^{Josh}:

Since the end of World War II, the United States has sustained its national security through technological superiority. Today, however, American defense analysts express serious concern that the U.S. edge in military-related technology is evaporating. In large part, this development is the consequence of problems associated with the American R&D process.

In 1973 CSIS assembled a panel of scientists and defense experts intimately acquainted with the defense research and development community to examine U.S. military R&D. This panel produced a widely-publicized critique of the R&D process and a series of policy recommendations widely circulated throughout the government. A copy of their conclusions and recommendations is enclosed.

It is now imperative that this process be repeated. American military research and development must be reinvigorated if the United States is not to further diminish its lagging capability to maintain its military strength. A blue-ribbon panel of scientists and defense experts is needed to review the present state of U.S. military R&D and to make fundamental policy recommendations to a national audience in order to elicit a widespread commitment to reversing present trends in the American R&D process.

On behalf of the Center for Strategic and International Studies, I would like to invite you to become a member of this important panel. Both Jim Woolsey (the panel Vice Chairman and former Under Secretary of the Navy) and I believe your participation would be a valuable contribution to our work.

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We expect that all our panel members will be active participants, not only in plenary meetings at which panel reports will be reviewed, but between meetings as well. We hope that panelists will make strong inputs in terms of both ideas and language during the drafting stages. Finally, if our work is to have the greatest impact, we hope all panel members will present and promote panel conclusions to those audiences who will influence R&D decisions.

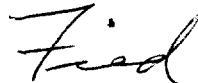
Clearly, it is an active agenda we have set for ourselves and we realize the heavy demands on your schedule. Nevertheless, we are convinced that this work is of the utmost urgency. Your participation will help bring us a highly successful conclusion to this vitally important task.

We hope you will be able to join us. If so, we are planning our first meeting for March. If you would let us know what dates are unacceptable, as well as those most convenient for you, we will schedule that meeting at the time most panel members are available. ✓

I look forward to hearing from you soon.

With best wishes.

Sincerely yours,



Frederick Seitz
Panel Chairman

Enclosure