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THE ASSISTANT SECRETARY OF DEFENSE

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INFO MEMO

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FOR: SECRETARY OF DEFENSE

FROM: Powell A. Moore, Assistant Secretary of Defense
for Legislative Affairs 697-6210

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SUBJECT: Hearing Recommendations for the Armed Services Committees

- Attached is the revised version of the hearing recommendations for the Armed Services Committees.
- I continue to wait for definitive word from the White House Legislative Affairs staff about the Administration's strategy for testimony regarding the 9/11 Commission recommendations.

Attachment:
As stated

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DSD 11886-04

There is an opportunity for the Armed Services Committees to conduct comprehensive hearings during the August recess that would produce a more constructive National dialogue on the security challenges that confront our nation. These hearings would be a useful follow-up to the release of the 9/11 Commission report. Potential panels include:

A Report from the 9/11 Commission:

- Commissioner Fred Fielding (former counsel to President of United States)
- Commissioner Lee Hamilton (former Chairman of House International Relations Committee)
- Commissioner Tim Roemer (former Congressman)
- Commissioner John Lehman (former Secretary of Navy)

Defining the Threat:1. Nature of enemy

- Fouad Ajami (Professor, **SAIS**, expert on Islam)
- Newt Gingrich (former Speaker of the United States House of Representatives)
- Bernard Lewis (Professor, Princeton University, expert on Islam)
- James Woolsey (former CIA Director)

Issues:

- 9/11 Commission Report identified two enemies – al-Qaeda organization, and spread of Islamist extremism itself.
- Report stated that war should not be against terrorism generally.

Key messages:

- *Refine Commission's assessment: The enemy is Islamist and other extremism. The enemy **is** not Islam.*



2. WMD Proliferation

- Peter Feaver (Professor, Duke University)
- Fred Iklé (former USDP, Reagan Administration)
- William Schneider (Chairman of Defense Science Board)

Issues:

- Linkages among WMD proliferation, terrorists, and problem states.
- Variety of approaches (diplomatic, military, etc.) to stemming proliferation.

Key messages:

- *Reaffirm importance of linkages among terrorists, problem states, and WMD.*
- *Reaffirm Commission's recommendation to expand PSI.*
- *Need more remote detection capabilities for WMD.*

The Response — Strategy and Capabilities:

3. Strategic communication — winning the struggle of ideas

- Jim Duffy
- Ed Feulner (President of the Heritage Foundation)
- John Lewis Gaddis (Professor at Yale)
- Carnes Lord (former National Security Advisor to the Vice President)
- Margaret Tutwiler (Undersecretary of State for Public Diplomacy)
- Charles Wick (former head of USIA)

Issues:

- US must defeat an ideology.
- US must find common ground with moderate Muslims.
- US must define its own message and principles.



Key messages:

- *Countering ideological support for terrorism is one of the three main elements of the President's strategy for the war on terrorism.*
- *Progress on this critical element has lagged behind the other two.*

4. Paramilitary operations

- Andrew Krepinevich (Center for Strategic and Budgetary Assessments)
- General Hugh Shelton (Former Chairman of the JCS in the Clinton Administration)
- Richard Schultz (Fletcher School of Law & Diplomacy)
- Carl Steiner (former Commander, SOCOM)

Issues:

- Division of labor between CIA and DoD in covert operations.

Key messages:

- *US Government needs to reorganize to fight a different kind of war against an enemy that does not respect national borders.*
- *Both SOCOM and CIA have capabilities and authorities for secret or clandestine paramilitary operations.*
- *Consolidating capabilities and authorities would save resources, clarify command lines, and reduce competition between DoD and CIA. It also would facilitate coordination of conventional military operations with paramilitary operations.*

5. Law enforcement vs. warfare approach

- Frank Carlucci (former Secretary of Defense)
- Eliot Cohen (Professor, SAIS, expert on Strategic Studies)
- General Wayne Downing (U.S. Army General & former National Security Adviser for Counterterrorism)



- Patrick Fitzgerald (U.S. Attorney)
- Louis Freeh (Former FBI Director)
- Rudy Giuliani (Former Mayor of NY)
- Bernard Kerik (Commissioner NYC Police Department, Interim Minister of the Interior and senior policy advisor to the U.S. Presidential Envoy in Iraq)
- Richard Perle (former Assistant Secretary of Defense)
- William S. Sessions (Former FBI Director)
- William Webster (Former CIA and FBI Director)

Issues:

- Key policy principle – is terrorism a law enforcement problem or a national security threat?

Key messages:

- *The President's decision to treat the 9/11 attack as an act of war was a significant and important departure from previous policies.*
- *Law enforcement approaches will not work against an enemy who has declared war and who has the means to visit war upon us **and** our allies.*

6. Privacy vs. security (Patriot Act)

- William Barr (former Attorney General)
- James J. Carafano (Senior Fellow at Heritage Foundation)
- Ed Meese (former Attorney General)
- Newton N. Minow (former Chairman of FCC)
- Richard Posner (Judge, U.S. Court of Appeals for the 7th Circuit)
- Ruth Wedgwood (Professor at SAIS, Senior Fellow on CFR, served on CIA's Historical Review Committee)



Issues:

- Information sharing
- National identity card
- Domestic intelligence agency (e.g., MI5)

Key messages:

- *Our foremost goal in the war on terrorism is to preserve our way of life as a free and open society while denying terrorists what they need to operate.*
- *Countries continually adjust the balance between liberty and public safety.*
- *The purpose of our efforts to increase security is to preserve civil liberties.*

7. Homeland Defense/Security

- Barry Blechman (former Assistant Director of U.S. Arms Control and Disarmament Agency and CEO of DFI International)
- Gary Hart (former U.S. Senator from Colorado and co-chair of the U.S. Commission on National Security)
- Andrew Howell (Vice-president for Homeland Security at U.S. Chamber of Commerce)
- Warren Rudman (former U.S. Senator from NH)
- William Schneider (Chairman of Defense Science Board)

Issues:

- NORTHCOM mission and capabilities
- US border screening
- Transportation security
- Preparedness capabilities

Key messages:

- *DoD's unique contribution to homeland defense is to disrupt and destroy terrorist networks abroad, before they can attack us.*

The Response — Organizational Changes:

8. Intelligence reform — establishing a National Counterintelligence Center and appointing a National Intelligence Director



- Robert Gates (former CIA Director)
- James Schlesinger (former SecDef in Nixon and Ford administrations)
- Laurence Silberman (Joint Chairman of the Commission on the Intelligence Capabilities of the U.S. Regarding WMD)
- William Studeman (Joint Chairman of the Commission on the Intelligence Capabilities of the U.S. Regarding WMD)
- George Tenet (former CIA Director)
- William Webster (former CIA Director and FBI Director)

Issues:

- US Government Intelligence organization, roles, and responsibilities

Key messages:

- *The President and Defense Department have been focused on transforming our institutions and processes for the 21st century since the beginning of the Administration, as highlighted by the QDR Report.*
- *Further changes are needed, including determination of appropriate lead agencies for counter-terrorism.*

9. Interagency Organization (e.g., country teams)

- Frank Carlucci (former Secretary of Defense)
- Lawrence Welch (former General, Director of the National Missile Defense Independent Review Team)
- Carnes Lord (former National Security Advisor to the Vice President)

Issues:

- FBI national security workforce



Key messages:

- *Interagency Operations require consensus by Principals — resulting in slow and sub-optimal solutions.*
- *Designating lead federal agencies responsible for execution of portions of GWOT might be more efficient and effective.*

10. Staffing the Government for the War on Terrorism — Streamlining the Appointment Process

- Paul Light (Senior Fellow in Governance Studies at Brookings Institution)
- Patricia McGinnis (President and CEO for the Council for Excellence in Government)

Issues:

- Streamline transition between administrations
- Centralize security clearance responsibilities

Key messages:

- *Reaffirm Commission's recommendation to streamline appointment process for national security agencies.*

