

to program, budget, or participate effectively in the U.S. defense planning process.

SUPPORT ESTABLISHMENT

Strategic intelligence furnishes defense planners essential facts and other information concerning opponents, partners, and nonpartisan players on the international chessboard, singly and in assorted combinations.

Strategic education helps provide defense planners a headstart toward professional competence. Strategic research develops conceptual implements.

As it stands, however, the U.S. intelligence community suffers from people problems at least as debilitating as those that plague planners in the State Department and Pentagon. Important collection capabilities, which lapsed in the early 1970s, still leave substantial gaps in the data base. Procedural peculiarities that often preclude proper analysis include compartmentalization, concentration on short-term problems, and built-in biases. Those shortfalls in combination leave defense planners less well informed than they should be.

Many U.S. graduates, who majored in economics and business administration, are well grounded in the fundamentals of management. It is difficult to find any who acquired a firm foundation for defense strategy formulation from any kind of academic institution. Some colleges sandwich summary courses into curriculums, but almost all are shallow. No school of strategy in the United States prepares senior military officers and their civilian superiors or peers to perform professionally in that field. Trends toward improvement are in motion, but progress is slow.

No strategic research center considers creative theories and concepts its main responsibility. None of them consciously attempts to start a chain