

Options for Improvement:

- Provide incentives (including contracts) for civilian research centers to concentrate on conceptual strategy.
- Amend mission statements at all military research centers to include theoretical and conceptual strategy as an essential function.
- Handpick members with proven potential expertise.
- Mix intellectual mavericks with conventional minds to provide a practical balance between basic and applied research.
- Establish strategic concept "clearing houses" that can tap talent across the country and around the world (one belonging to each Military Service could feed findings to a center with the JCS).
- Provide output to the U.S. defense planning community.

Some corrective actions could be accomplished in simple fashion, almost immediately, and with little fanfare. Other refurbishment would take more time, require statutory alteration, or both. Some remedies might create problems more pernicious than those they cure. Decisions to adjust in any direction thus should include identification of:

- Possible unintended consequences
- Probability that those consequences will occur
- Expected impairment from occurring consequences