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Description of document: Title page and table of contents for four issues of the National Reconnaissance Office (NRO) Journal, 2003-2010

Requested date: 31-March-2012

Released date: 11-June-2012

Posted date: 25-June-2012

Title of documents: National Reconnaissance, Journal Of The Discipline And Practice

Source of document: National Reconnaissance Office  
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Chantilly, VA 20151-1715  
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[Online Request Form](#)

Note: Excerpts of the following issues included:  
2003-C1; 2005-U1; Spring 2007, Issue 2007·C1;  
Winter 2009/2010, Issue 2009-U

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**NATIONAL RECONNAISSANCE OFFICE**

14675 Lee Road  
Chantilly, VA 20151-1715

11 June 2012

This is in response to your email dated 31 March 2012, received in the Information Management Services Center of the National Reconnaissance Office (NRO) on 2 April 2012. Pursuant to the Freedom of Information Act (FOIA), you are requesting "A copy of the title page and table of contents for each issue of the National Reconnaissance Office Journal from the first issue to the present."

Your request was processed in accordance with the Freedom of Information Act, 5 U.S.C. § 552, as amended. A thorough search of our files and databases located four records responsive to your request totaling twelve (12) pages. These records are being released to you in part.

The material being withheld is denied pursuant to FOIA exemptions:

(b) (1) as properly classified information under Executive Order 13526, Section 1.4(c);

(b) (3) which applies to information specifically exempt by statutes:

50 U.S.C. § 403-1, which protects intelligence sources and methods from unauthorized disclosure;

10 U.S.C. § 424 which states: "Except as required by the President or as provided in subsection (c), no provision of law shall be construed to require the disclosure of (1) The organization or any function . . . (2) . . . number of persons employed by or assigned or detailed to any such organization or the name, official title, occupational series, grade, or salary of any such person . . . (b) Covered Organizations . . . the National Reconnaissance Office"; and

(b) (6) which applies to records which, if released, would constitute a clearly unwarranted invasion of the personal privacy of individuals.

The FOIA authorizes federal agencies to assess fees for record services. The FOIA authorizes federal agencies to assess fees for record services. Based upon the information provided, you have been placed in the "other" category of requesters, which means you are responsible for the cost of search time exceeding two hours (\$44.00/hour) and reproduction fees (.15 per page) exceeding 100 pages. In this case, no assessable fees were incurred. Additional information about fees can be found on our website at [www.nro.gov](http://www.nro.gov).

You have the right to appeal this determination by addressing your appeal to the NRO Appeal Authority, 14675 Lee Road, Chantilly, VA 20151-1715 within 60 days of the date of this letter. Should you decide to do so, please explain the basis of your appeal.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F12-0072.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen R. Glenn", with a stylized flourish at the end.

Stephen R. Glenn  
Chief, Information Access  
and Release Team

Enclosure: Four records of the *National Reconnaissance Journal*, title page and table of contents, totaling twelve pages.

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

Issue 2003-C1

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

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## COLUMNS

- 5 Editor's Note
- 39 In Appreciation

## ARTICLES

**7 (U) Risk Management and National Reconnaissance  
from 1960 to 2002**

By *Dennis D. Fitzgerald*

(U) The Deputy Director of the NRO addresses the changing nature of risk and risk management in national reconnaissance. He compares and contrasts four periods in terms of the willingness of NRO program managers to take risks coupled with the tolerance for failure by oversight authorities. Mr. Fitzgerald also provides a set of rules for building and managing realistic national reconnaissance programs.

**16 (U) The Evolution of Electronics Intelligence Collection  
as a National Reconnaissance Mission**

By *Ronald L. Potts*

(U) In this article Dr. Ron Potts reviews the evolution of electronics intelligence (ELINT) as a national reconnaissance mission area. He discusses the development of early space-based ELINT collection capabilities as a means for collecting intelligence in denied areas, particularly the Warsaw Pact countries and Communist Asia.

**30 ~~(S//BYE)~~ The Dual-Mode Gambit Mission 4352:  
An Illustration of Risk in National Reconnaissance Operations**

By b3 b6 and b3 b6

~~(S//BYE)~~ In this article, NRO senior policy analyst b3 b6 and senior consultant b3 b6 describe an innovative operational approach employed in 1982 for Gambit Mission 4352. The unique mission profile attempted to remedy an imagery intelligence collection gap. The authors discuss the rationale, results, and lessons from this mission, and report on the story's closing that unfolded two decades later in 2002.

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

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# NATIONAL RECONNAISSANCE

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2005-U1

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## ARTICLES

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the Cold War Up to the Global War on Terrorism

By Dennis D. Fitzgerald

The Deputy Director of the NRO addresses the changing nature of risk and risk management in national reconnaissance. He compares and contrasts four periods in terms of the willingness of NRO program managers to take risks coupled with the tolerance for failure by oversight authorities. Mr. Fitzgerald also provides a set of rules for building and managing realistic national reconnaissance programs.

19 National Reconnaissance Leadership for the 21st  
Century: Lessons from the NRO's Heritage

By Patrick D. Widlake

CSNR Senior Policy Analyst Patrick Widlake posits that the principles guiding the extraordinary achievements from the NRO's formative years remain valid to managers even 45 years later. He first gives the historical context and then recounts some examples of pioneering accomplishments, and the overriding lessons that leadership can derive. He concludes that despite changes wrought by increased oversight, intelligence reform, and priority changes, the most important lessons from the pioneering era should never be forgotten.

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**35 One Officer's Perspective: The Decline of the National  
Reconnaissance Office**

By Robert Kohler

Mr. Kohler wrote this article, originally published in *Studies In Intelligence* in 2002, with the objective of fostering a dialogue on the future relationship between the CIA and the NRO. In his view, the CIA's once-strong role in national reconnaissance has devolved into providing the NRO with bodies and not much more, which he held is not in the best interests of either entity or the DCIA.

**45 Commentary on "The Decline of the National  
Reconnaissance Office"—The NRO Leadership Replies**

By Dennis D. Fitzgerald

In this commentary, also originally published in *Studies In Intelligence*, Mr. Fitzgerald takes issue with Kohler's assertion that the NRO has become a mediocre organization, with an uncertain future. He notes that Kohler provided an interesting historical perspective, but Fitzgerald points out that NRO's current civilian and military personnel mix constitute the smartest engineering workforce that has ever been assigned to the organization. Fitzgerald also maintains that Kohler's suggested program reorganization would not revitalize design creativity, but that the current organizational structure has the NRO functioning as it should. He concludes that the NRO's best days lie ahead.

**51 Recapturing What Made the NRO Great: Updated  
Observations on "The Decline of the NRO"**

By Robert Kohler

In a critique updating his earlier observations, Mr. Kohler suggests that the NRO needs to regain end-to-end responsibility and fund programs realistically. He also recommends that the DNRO should be a full-time position, not a "dual-hat" title along with Undersecretary of the Air Force, a policy recently adopted by the reconnaissance community.

**59 Commentary on: Kohler's "Recapturing What Made  
the NRO Great: Updated Observations on "The Decline  
of the NRO"**

By Dennis D. Fitzgerald

As with Mr. Kohler's earlier article, Mr. Fitzgerald responds from a leadership perspective. While conceding many of Kohler's points, Fitzgerald puts the funding criticisms in proper context, concluding that what the NRO really lacks following the forward funding crisis is the flexibility to manage its programs effectively.

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

Spring 2007

Issue 2007-C1

## Articles

**(U) An Emerging Role for National Reconnaissance in National Security: Getting Beyond the Fallacy of the "Satellites Versus Humint" Debate**  
By Susan D. Schultz, Ph.D.

**(U) Where Did the Alphabetic Program Offices Go? A Lesson in Organizational Change**  
By Patrick D. Widlake

**(U) The NRO, the Air Force, and the First Reconnaissance Relay Satellite System, 1969-1983**  
By Vance O. Mitchell, Ph.D.

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

Spring 2007  
Issue 2007-C1

## COLUMNS

1 (U) Editor's Commentary

91 (U) Readers' Commentary

~~(S//TK)~~ Commentary on "The Dual-Mode Gambit Mission 4352"

b3 b6

93 (U) In Passing

(U) James G. Baker

Frederic (Fritz) C.E. Oder

William O. Baker

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Cornelius Chambers

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Roger C. Marsh

## ARTICLES

5 (U) An Emerging Role for National Reconnaissance in  
National Security:  
Getting Beyond the Fallacy of the "Satellites Versus  
Humint" Debate

Susan D. Schultz, Ph.D.

~~(S//TK//NF)~~ In the post-9/11 threat environment, U.S. intelligence officers are employing national overhead reconnaissance capabilities to assist human intelligence (humint) operations throughout the world in a myriad of ways, to include covert communications, counterterrorist operations, and geolocating, tracking, and b1 b3 a variety of targets. However, the public and national security community tends still to pit satellite capabilities against humint operations, as if dedicating resources to one detracts from the other. Dr. Schultz examines this debate in light of recent history and intelligence reform, concluding that it will be only through the proportionate application of humint and national security resources working in concert that the U.S. will maintain its edge in countering its 21st-century threats.

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### 33 (U) Where Did the Alphabetic Program Offices Go? A Lesson in Organizational Change

Patrick D. Widlake

(U) The NRO's 2006 organizational realignment represents one of many evolving organizational changes in the NRO since its founding in the 1960s. It was in 1992, at the close of the Cold War, that the NRO effected one of its major reorganizations by disbanding its three independent alphabetic program offices. Mr. Widlake relates the events of this historic reorganization and discusses lessons that could be applicable to the NRO's organizational realignments of 2006 - 2007. He illustrates how competition between the alphabetic program offices, once viewed as the stimulus for technological achievement, came to be regarded as counterproductive.

### 63 (U) The NRO, the Air Force, and the First Reconnaissance Relay Satellite System, 1969-1983

Vance O. Mitchell, Ph.D.

~~(S//TK)~~ In the 1970s the NRO developed the b1 b3 relay satellite that enabled near-real-time recovery of space imagery—one of the most significant developments in national reconnaissance. Dr. Mitchell chronicles this story starting with its rocky cooperative beginning when the CIA Program B demanded a single NRO payload, and the Air Force insisted on additional payloads. He carries the story through to the program's technological success and discloses lessons about the complexities in the cooperative development of a high-risk satellite acquisition.

## OTHER

### 97 (U) Instructions to Authors Who Submit Manuscripts to *National Reconnaissance*

#### Inside Back Cover

(U) Pioneers, Founders, DNROs, DDNROs, and Program Directors  
of National Reconnaissance



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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

Winter 2009/2010

Issue 2009-U

## Articles

Protecting Sources and Methods versus  
the Public's Right to Know: Setting the  
Terms for a More Constructive Discussion

By [REDACTED] b3 b6

From Camp Incarceration to U.S.  
National Reconnaissance: The Case of  
Two Americans of Japanese Ancestry—NRO  
Pioneer Sam Araki and Former DDNRO  
Dr. F. Robert Naka

By Susan D. Schultz, Ph.D.

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# NATIONAL RECONNAISSANCE

JOURNAL OF THE DISCIPLINE AND PRACTICE

Winter 2009/2010  
Issue 2009-U

## COLUMNS

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## ARTICLES

- 7 Protecting Sources and Methods versus the Public's  
Right to Know:

Setting the Terms for a More Constructive Discussion

b3 b6

b3 b6 of the National Reconnaissance Office (NRO) Office of Inspector General discusses the challenges and complexities of properly classifying and declassifying intelligence information, where the need to protect vital national security secrets by limiting data dissemination seems in conflict with the principle of the public's right to know what its government is doing. The Obama administration has given the discussion heightened visibility by making information disclosure a policy priority, with the President calling for greater transparency and accountability in government. The White House's 21 January 2009 memo on the Freedom of Information Act (FOIA) stated, "All agencies should adopt a presumption in favor of disclosure...to usher in a new era of open government." In this article, b3 b6 examines the policies governing data classification and explains the difficulties NRO and Intelligence Community (IC) staffs have with complying with FOIA and Mandatory Declassification requests. He argues that contrary to charges by public interest groups that the IC must be forced to reveal any details about its activities, the IC agencies actually have initiated most of the substantive public disclosures of intelligence information, and their failure to meet mandated response times on some FOIA or declassification actions results more from lack of resources than from deliberate non-compliance.

**27 From Camp Incarceration to U.S. National Reconnaissance:  
The Case of Two Americans of Japanese Ancestry—NRO Pioneer Sam  
Araki and Former DDNRO Dr. F. Robert Naka**

Susan D. Schultz, Ph.D.

Using the mass internment of Japanese-Americans during World War II as historical backdrop, Dr. Susan D. Schultz, Chief of Research, Studies, and Analysis at the Center for the Study of National Reconnaissance (CSNR), relates the experiences of national reconnaissance pioneer Sam Araki and former NRO Deputy Director Robert Naka, both interned as youths in wartime relocation camps, to highlight their innovative and lasting contributions to a national reconnaissance capability. Dr. Schultz reviews the historical record to show how the U.S. government established a policy enabling it to forcibly remove and incarcerate any alien or citizen of Japanese ancestry without trial or due process despite having no evidence of a national security threat within its West Coast Japanese-American community. Her description of internment camp life—with details drawn in part from Araki's and Naka's personal memories—should serve as a sober reminder of how even democratic governments can enact unjust measures out of fear and uncertainty. Dr. Schultz observes that, despite the unfair circumstances that dominated their early lives, Araki and Naka dedicated their talents to ensure the success of national security programs for a government that had once questioned their families' loyalty. Schultz concludes that they both drew strength from, and incorporated lessons learned through, their experiences in the camps and in reintegrating into society after the war. Araki's and Naka's lives, she suggests, provide examples of excellence and inspiring stories that leave a reader "humbled by their achievements."

**Recollections—Lessons Learned from the NRO's Pioneers and Leaders**

**55 Reflections of M. Sam Araki—Success Through Systems  
Engineering and Leading Lockheed Missiles and Space**

b3 b6 ed.

In this first-person narrative, Sam Araki recalls the events and lessons from his national reconnaissance career. Beginning with his instrumental role in developing the Agena spacecraft, the world's first stabilized space platform, through his time as President of Space Systems at Lockheed, and culminating with his being named a Pioneer of National Reconnaissance in 2004, Araki recalls the challenges of developing technology for space—an unknown environment when he began in the late 1950s—and the multiple failures that taught him and his colleagues important lessons that enabled them to eventually launch Corona, the first photoreconnaissance satellite. Araki identifies some important principles that he believes contributed to past NRO successes including program managers' willingness to take risks to develop innovative technology and the vital need for every program to have technically proficient systems engineers with end-to-end responsibility. CSNR Analyst b3 b6 compiled and edited Araki's recollections from interview transcripts.

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**69 Reflections of F. Robert Naka—Building Reconnaissance Systems and Running the National Reconnaissance Office**  
Patrick D. Widlake, ed.

The former Deputy Director of the NRO Robert Naka reflects on his lengthy national reconnaissance career with particular emphasis on when he was “running the NRO.” NRO Director John McLucas selected Naka as his deputy in 1969, marking the first time a senior NRO official had been appointed directly from private industry. Naka provides a glimpse into the NRO of the 1970s, a time when the operational environment was very different for national reconnaissance programs. Naka recalls the NRO being an imaginative and technologically innovative organization, and one that primarily supported strategic intelligence requirements, very different from collection missions to support tactical operations that the NRO provides in the 21st century. Though he observed what he perceived as organizational distrust between Program Offices A and B, he insists that the decision in 1992 to consolidate the NRO was a mistake. Naka concludes with advice for the DNRO: look for ways to reduce the NRO’s size and streamline processes. *National Reconnaissance’s* Assistant Managing Editor Patrick Widlake compiled and edited Naka’s recollections from interview transcripts.

## COLUMNS

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*The Jasons: The Secret History of Science’s Postwar Elite* by Ann K. Finkbeiner

Review by [REDACTED] b3 b6

**85 Commentary**

**The Implications of Losing Focus**  
The Need for the NRO to Change Its Business Practices

Dennis D. Fitzgerald

**93 In Memoriam**

Dennis D. Fitzgerald

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**97 Instructions to Authors Who Submit Manuscripts to *National Reconnaissance***

### Inside Back Cover

Pioneers, Founders, Legacy Alphabetic Program Directors, and DNROs, DDNROs, and PDDNROs of National Reconnaissance

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