Rand seen as ‘think-tank of think-tanks’

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sixties many studies have appeared on such topics as an "Analytic Model of Border Control" and "South Vietnam's Development Prospects in a Postwar Era." (Ellsberg worked for RAND in South Vietnam on the "pacification" program from 1965-67.)

RAND supplied the Air Force with studies of "monsoonal influences on weather patterns" in Southeast Asia where its bombs depend on good weather to be able to drop millions of tons of bombs. And as employees of the Pentagon, RAND people have conducted some 2,400 intensive interviews with NLF prisoners which have, according to a RAND report, "provided U.S. policy makers with the most significant body of detailed information available on Viet Cong mentality and methods of operation."

RAND's fingers are in more than one pie, too. The think tank has also devised a program and the Agen-
cy for International, Development (AID) in their relations with Latin America. It has included studies on a variety of subjects such as population growth and why families decide to have more or fewer children, student activism, and the influence of the Catholic Church in that part of the world. And before Nelson Rockefeller took off in 1969 on his infamous trip to represent Nixon in Latin America, RAND was briefed by three RAND analysts.

California system: Alan Binnick, an assistant secretary under McNamara and now a vice president of Litton Industries; Thomas V. Jones, chief executive officer of Northrop Corporation; Herman Kahn, who left RAND just after publishing his "On Thermonuclear War" to start his own think tank called the Hudson Institute. The "Elberg Affair" blew the first real whistle on Rand and the Pentagon Papers source

Pentagon Papers outline the history of U.S. involvement in Viet-
an, RAND employee Daniel Ellsberg revealed in the spring of 1971.

RAND got its start in 1945 when Gen. H.H. (Hap) Arnold, head of what was then the Army Air Corps, took over the Douglas Aircraft Corps hangars on to its civilian brawn to "assist in avoiding future national peril and in winning the next war." But his real reasons were deeper than that as the RAND records show. As the missile ageawned, the Air Corps fought for control of strategic missilery, and along with that an identity separate from the Army and other services.

With the help of Douglas Aircraft Company (now McDonnell-Douglas), "Project RAND" (Research and Development) was set up at the Douglas plant in Santa Monica to develop what would require Arnold's vision of a "separate" Air Force. Arnold signed a letter of contract with Douglas to organize RAND without taking bids and without Congressional approval. Other aircraft companies became involved with the project and later, because the thinkers wanted more independence, a nonprofit corporation was created with the help of the Ford Foundation. The new corporation, RAND Corporation, is now headed by Douglas official and top Defense Department consultant, Franklin R. Cobolbhm.

RAND employees got down to brass tacks and came up with RAND's first report in 1946. The document presented a carefully reasoned study of the feasibility of using spaceships in forecasting and military recon-
nascence. Other early studies con-
sidered the use of rocket-activated strategic weapons. game theory as it applied to warfare, new concepts of air defense, new aircraft designs, the whole area of nuclear weapons.

The RAND studies weren't relegated to the back of a cabinet either. One of the "air con-
tacts" studied led to in-flight refueling processes. Another study led to the widespread use of titanium in the aircraft industry (in-cluding the whole new metalurgical industry).

In the fifties Cold War era. RAND studied the economics of overseas bases and second nuclear capacity. From there they developed the whole new set of concepts of "first-strike capability" and "second strike capability" which led to the Air Force's heavy reliance on Inter-
continental Ballistic Missile systems. With the advent of Kennedy in the sixties, RAND came into its own. A new administration had to devise a new defense strategy to replace the all-out, massive retaliation strategy inherited from the Eisenhower administration.

But RAND got into new kinds of war-making on its own too, with the encouragement of RAND president Cobolbhm (who felt that the corp. was strong on thermonuclear war but weak on guerrilla war). Amrom Katz, a RAND employee who went to Vietnam early in the sixties, came back "hooked" as it were. He then on he devoted his time to getting RAND to start using its tactical air support more effec-
tively against the Vietnamese. Katz's interests soon enticed many at RAND and since the mid-

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