

# Appendix E: Acknowledgments

Ours has been only the second enquiry into government secrecy ever commissioned by statute. Our one predecessor finished its work 40 years ago; another era. The Commission was accordingly much on its own; there were but a few intrepid souls who, as the old navigators might say, had been down this way before. The more, then, did we depend on the extraordinary staff that volunteered for the venture.

Eric R. Biel served as Staff Director, bringing to his interminably complex and sensitive task the finest of legal skills, combined with the legislative experience acquired on the staff of the Senate Finance Committee which the finest law schools and even the finest Washington law firms simply cannot provide. The Commission could not have produced a unanimous report without his tireless attention to detail and indefatigable pursuit of consensus.

Jacques A. Rondeau, Deputy Staff Director, brought to his complementary duties the rigor and discipline of past service as Colonel in the United States Air Force, a career pilot, with exceptional experience in international affairs, including a tour as Military Assistant to the Assistant Secretary of Defense for International Security Affairs. A distinctive feature of military affairs in the present age is the unprecedented importance of cooperation: between pilot and crew, squadron and wing, ally with ally, and not least, in a nuclear age, cooperation with adversaries. Colonel Rondeau brought these mature skills to work on the Commission's behalf, and the result is evident.

Sheryl L. Walter, General Counsel to the Commission, brought to our work the unique experience of General Counsel to the Assassination Records Review Board, the first systematic effort by the United States Government to declassify documents of great sensitivity to which, even so, the public urgently required access. She brought to the Commission a rare sense of the need to balance legitimately competing and, at times, conflicting interests—all this informed by her earlier experience within the Federal Judiciary.

Joan Vail Grimson, Counsel for Security Policy, brought to the Commission singular insights acquired in the course of her service on the Staff of the National Security Council, and later with the Office of National Drug Control Policy. She was at the heart of the policymaking process in the Executive Office of the President, with the most intimate understanding of the need for protecting as well as reducing secrecy in government.

Thomas L. Becherer brought great skill and experience gained in both the Executive and Legislative Branches to his responsibilities as the Commission staff's Research and Policy Director. In addition, in his important role as the staff's legislative liaison, he ensured close communication with key congressional staff.

The Commission's efforts were hugely strengthened by the willingness of the Departments of State and Defense, the Central Intelligence Agency, and the National Security Agency to detail senior career officials to work on the staff of the Commission. The eight individuals from these agencies and departments—Cathy A. Bowers, Carole J. Faulk, John R. Hancock, Gary H. Gower, Michael J. White, Michael D. Smith, Paul A. Stratton, and Sally H. Wallace—who served so ably as senior members of the Commission staff brought substantial experience in classification, personnel security, and related security matters and a wealth of expertise to their varied staff responsibilities. In her capacity as Administrative Officer, Carole Faulk handled all of the critical

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tasks necessary to keep the Commission functioning; without her efforts, it simply would not have been possible to produce this report.

In a similar vein, the success of this report was greatly dependent upon the superb work of the Commission staff's three outstanding Research Associates: Maureen Lenihan, Terence P. Szuplat, and Pauline M. Treviso. In addition to mastering the substance of numerous complex issues, the three were integral to the process of researching, writing, and producing this report. The Commission also benefited from the fine work of two staff interns: Jesse C. Watson, who worked with the Commission from June-August 1996; and Caleb H. Elfenbein, who worked with the Commission from October-December 1996. Michael G. Vogel and Cameron Burks also provided valuable help during shorter internships. Gerald Mann and Judith Thorn provided excellent editorial and proofreading assistance during preparation of the final report.

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Genie M. Norris, Deputy Assistant Secretary of State for Operations, promptly took the Commission in from the cold, providing offices in a wing of the State Department complex on Navy Hill, possibly the most beautiful public square in Washington. This, of course, is a secret of sorts, for the public is not allowed in. A further secret, here revealed for the first time, is that the Commission occupied space where the Central Intelligence Agency had begun its work in the late 1940s. Students of organizational behavior will note that relations with the Department of State were never quite the same once the Agency crossed the river and acquired a building, now buildings, of its own. Students of this Commission, if there should be any, will record that the work could never have been finished save for the indomitable good cheer and great help of Ms. Norris and her colleagues at the Department of State, several of whom are cited below.

The Commissioners and Commission staff benefited greatly over the past two years from exceptional assistance provided by numerous individuals with expertise covering a wide range of areas. In addition to those who took the time to meet with us and are listed in Appendix F, the Commission wishes to recognize the individuals listed below. This report would not have been possible without their generous willingness to devote considerable time and energy to a variety of important tasks on our behalf.

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As noted above, from the inception of its operations the Commission maintained a close working relationship with the Department of State. Under arrangements developed during consideration of the Commission's authorizing legislation in 1994, the Department provided the Commission with office space and supplied it with equipment. During the first several months of the Commission's operations, the Department of State provided several excellent professionals who assisted with secretarial and other administrative duties: Althea Castellano, Karen D. Smith, Deborah Seals, and Mary L. Lark. In addition to Deputy Assistant Secretary Norris, the Commission also benefited from the interest and support of senior Department officials and their staffs, including: Acting Under Secretary for Management and former Assistant Secretary for Administration Patrick K. Kennedy, and former Under Secretary for Management Richard M. Moose; Assistant Secretary for Diplomatic Security Eric J. Boswell, and his predecessor, Anthony C.E. Quainton, currently Director General of the Foreign Service; and Department Historian William Z. Slany.

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