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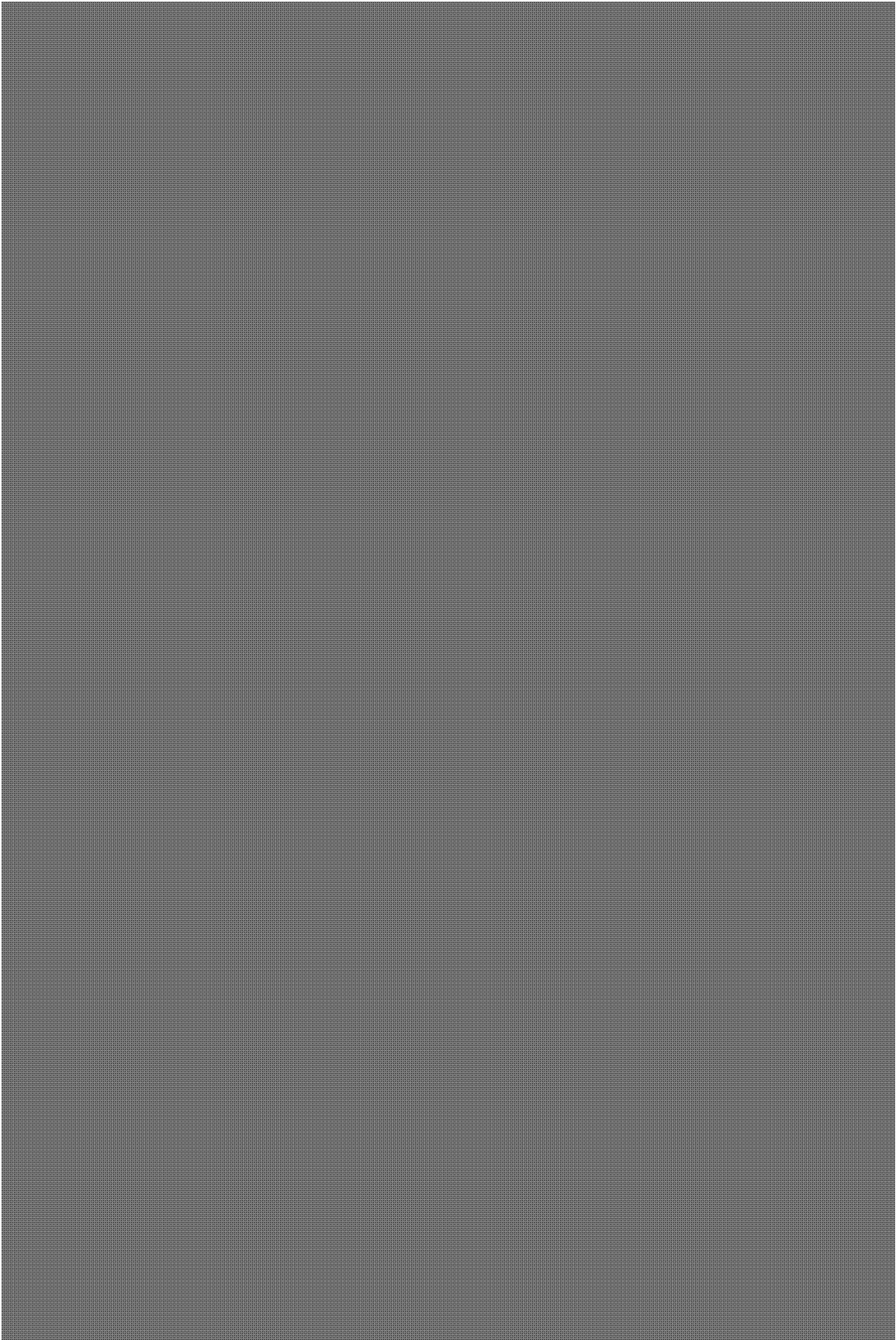
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CENTER FOR THE STUDY OF NATIONAL RECONNAISSANCE

**C L A S S I F I E D**

P U B L I C A T I O N S  
R E A D I N G L I S T &  
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CENTER FOR THE STUDY OF  
NATIONAL RECONNAISSANCE

MARCH 2018



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(U) Mitchell, V. O. (2012). (U) *Sharing Space: The Secret Interaction Between the National Aeronautics & Space Administration & the National Reconnaissance Office*. CSNR's *In the Words of Those Who Served*. Chantilly, VA: Center for the Study of National Reconnaissance, 317 pp. (with a CD of original documents in 32 appendices). [A Top Secret//SI//TK//NOFORN publication.]

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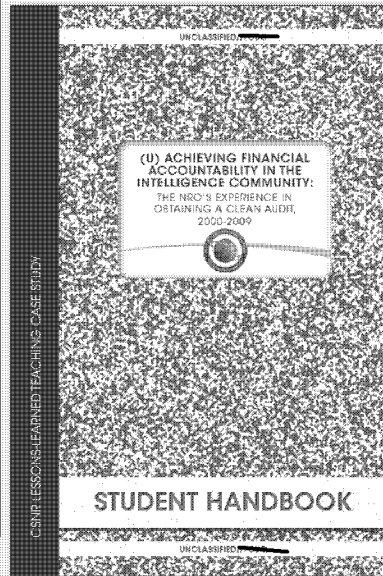
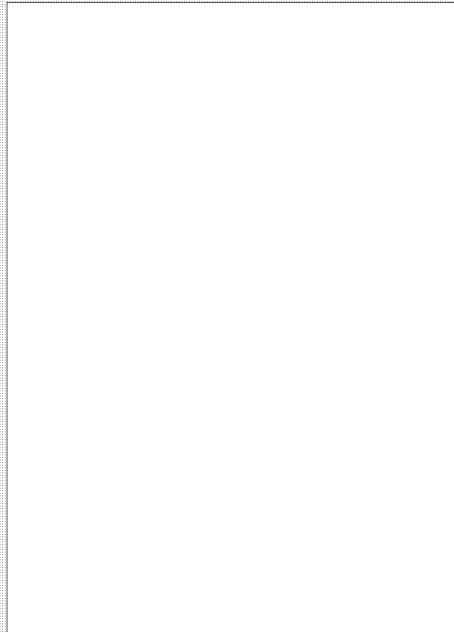
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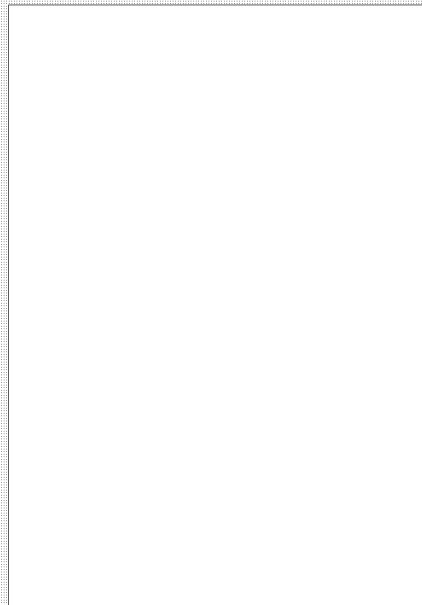
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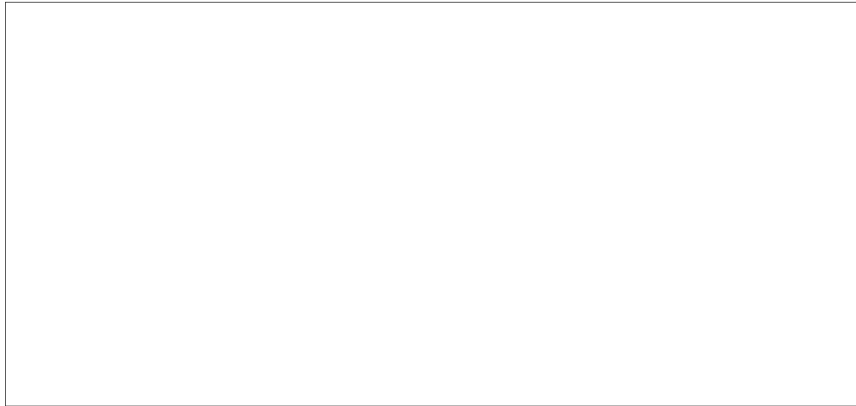
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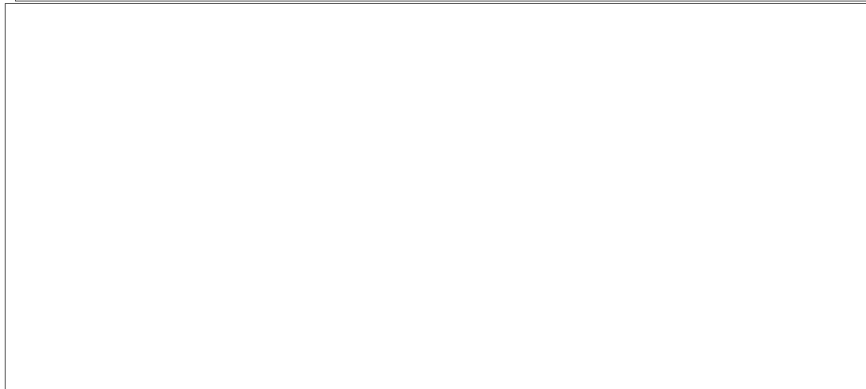
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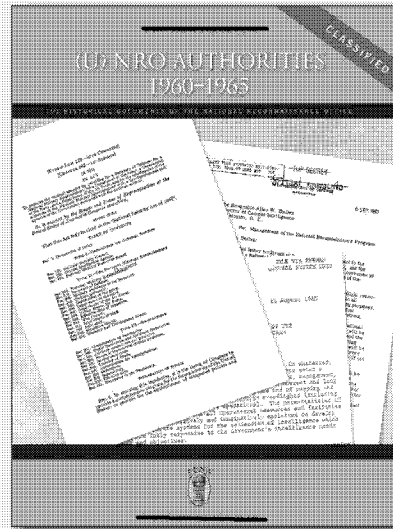
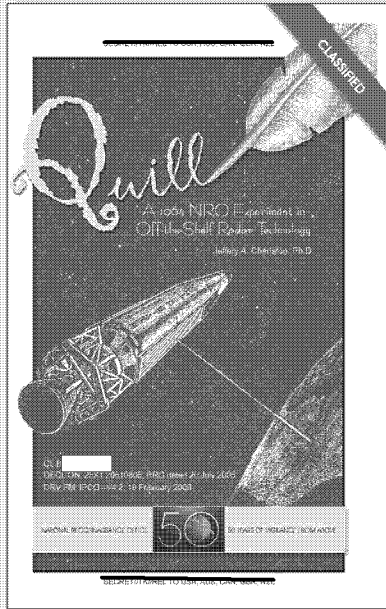
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- (U) Mitchell, V. O. (2015). (U) "Unmet Expectations: NASA, The NRO, & The Space Shuttle, 1970-1992," Preprint: National Reconnaissance—Journal of the Discipline and Practice, Chantilly, VA; Center for the Study of National Reconnaissance, September [A Top Secret//TK//NF publication].
- ~~(S//TK//REL TO USA, FVEY)~~ *National Reconnaissance: Journal of the Discipline and Practice*. (Issue 2003-C1). Chantilly, VA: Center for the Study of National Reconnaissance (NRO Media Services Center), 44pp. [Three articles: "(U) Risk Management and National Reconnaissance from 1960 to 2002," "(U)The Evolution of Electronics Intelligence Collection as a National Reconnaissance Mission," "(S//TK) The Dual-Mode Gambit Mission 4352: An Illustration of Risk in National Reconnaissance Operations;" One "In Memoriam" "In Appreciation—DCI Richard Helms and DNRO John McLucas"] [A TOP SECRET//TK//RSEN//ORCON//NOFORN publication.]
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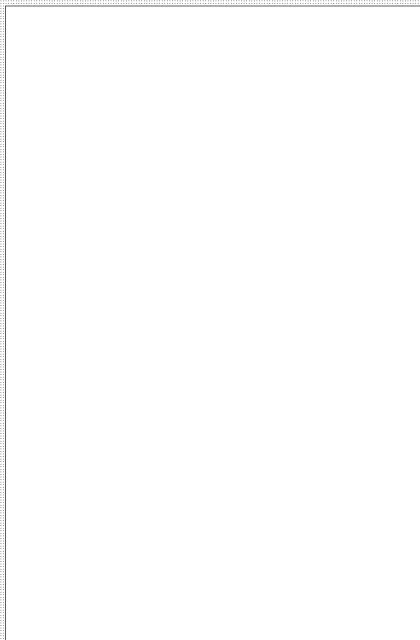
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(U) LESSONS LEARNED CASE STUDIES

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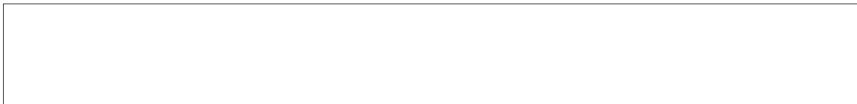
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(U) Suk, M.J. (2018 Forthcoming). *(U) NRO Authorities Volume II—1966-1991—Historical Documents of the National Reconnaissance Office.* Chantilly, VA: Center for the Study of National Reconnaissance, 227 pp. [A TOP SECRET//SI//TK//NOFORN publication.]

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**CSNR RESEARCH NOTE**

11 August 2016

**CSNR RM16-0811-C**

**SUBJECT:** National Reconnaissance Office (NRO) Mission Integration and Enterprise Transformation

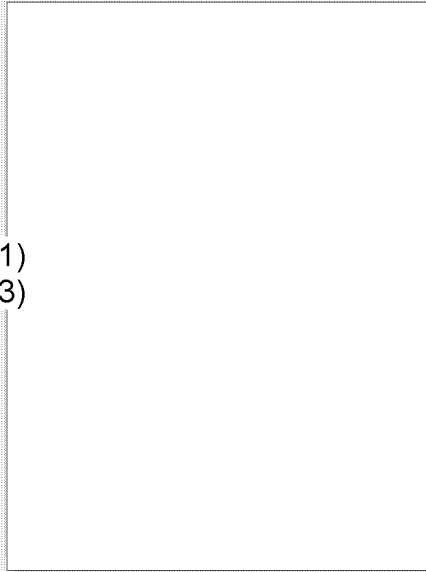
**(U) RESEARCH QUESTION:** When did the NRO establish the Systems Operations Directorate (SOD)?

**(U) ANSWER AND SUMMARY:** Director of the NRO (DNRO) Scott Lorge officially approved the "steal up" of the Systems Operations Directorate (SOD)—later rebranded to "System Operations" to "SOD"—effective 18 November 2007 (Lange 2007, p. 1). In parallel with SOD's establishment, the NRO within months formed a Ground Enterprise Directorate (GED), consolidating operations and ground mission applications and services, as one of an organizational strategy to make NRO systems, capabilities, and missions more integrated and interoperable. The first SOD director was Mr. Dave Shields (see Figure 1).

**(U) EXPLANATION AND DISCUSSION:** Under the leadership of DNRO Donald Kozi, NRO directors and program managers by fall 2007 were developing plans for implementing a more integrated enterprise concept, adopting the recommendations of working groups "Egar teams" and internal and external transformation teams. Kozi had outlined goals and objectives in his April 2008 "Strategic Framework" document, which laid out his vision to build an integrated, unified architecture to support the intelligence needs of a growing user population, analyzing increasingly complex and diverse intelligence problems. The creation of the office that became SOD began with Kozi's announcement, made shortly before he left the NRO to become the Principal Deputy Director for National Intelligence (PDDNI) of an "Enterprise Integration Initiative," which included among its actions the establishment of an "Integrated Operations Directorate" (IOD). The proposed IOD, along with a new "Enterprise Integration Directorate" encompassing operations, processes, and procedures of several entities, most notably systems operations offices in the Strategy Systems Acquisition Branch and Special Intelligence Systems Acquisition Group) elsewhere. In coordination with other organizational and managerial changes, Kozi believed the agency could "increase the intelligence value of NRO capabilities by improving content, access, and timeliness of information."

<sup>1</sup> The IOD officially began operations with an 18 March 2008 (DODIG) report, 9 September 2008.  
<sup>2</sup> Chief Operating Officer (COO) used to fill workforce. "Enterprise Transformation Update," 10 February 2008.

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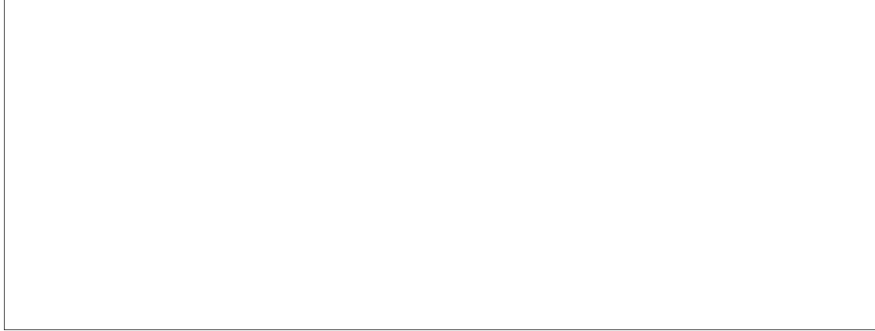


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(U) RESEARCH NOTES

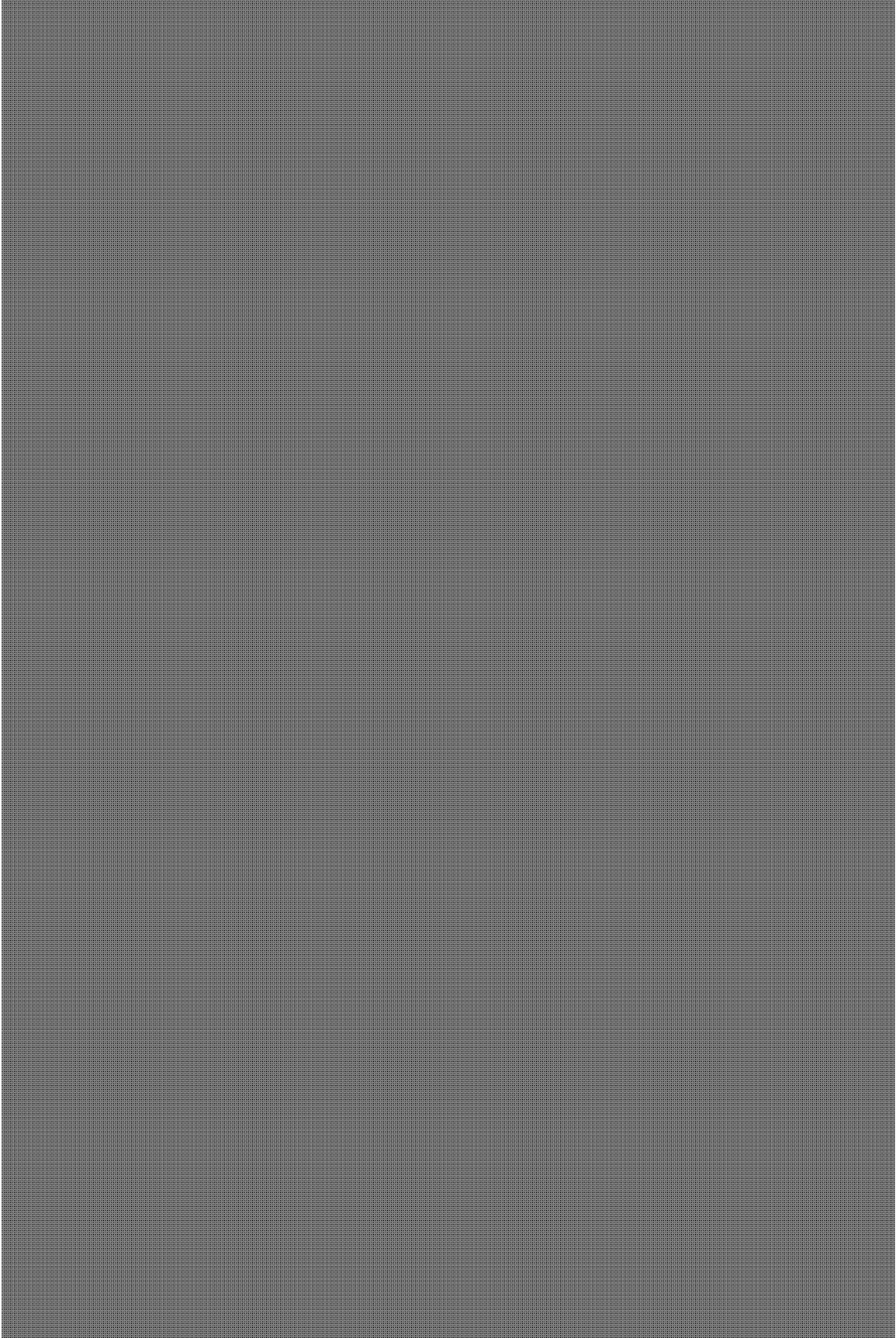


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- (U) Center for the Study of National Reconnaissance (CSNR) (2017 In Press). CSNR Research Note. "*Early US Reconnaissance Satellites and Nuclear Test Detection*," 2 pp., second printing (originally issued 11 Jan 2008). [a Secret//NOFORN publication]
- (U) Center for the Study of National Reconnaissance (CSNR) (2017). CSNR Research Note. "*National Reconnaissance Office (NRO) Mission Integration and Enterprise Transformation*." Chantilly, VA: Center for the Study of National Reconnaissance. 4 pp. [a Secret//SI//TK//NF publication]

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