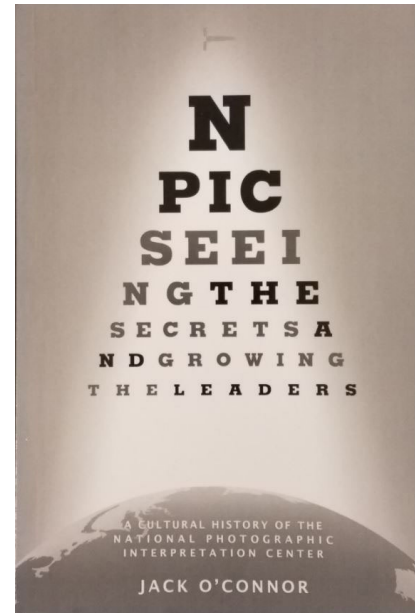


While military efforts during World War II highlighted the importance of intelligence derived from aerial photography and accelerated technology in related disciplines such as photogrammetry, it was the advent of the Cold War (1947 – 1991) that precipitated some of the most important changes in the tradecraft of imagery analysis. With the unveiling of the Truman Doctrine in 1947 the foreign policy of the United States shifted to a focus on containment of the Soviet geopolitical spread. Over the course of the Cold War, numerous proxy conflicts and crises (such as the Cuban Missile Crisis) and high-level diplomatic efforts such as the SALT (Strategic Arms Limitation Talks/Treaty) negotiations necessitated the collection of intelligence on the former Soviet Union in order to help form policy and ensure that efforts supporting a policy of deterrence were successful for the United States. Intelligence derived from imagery sensors and platforms such as the U-2, the film-based Key Hole (KH) satellites and later the electro-optical (digital) KH satellites became some of the most important sources of intelligence on the former Soviet Union. The men and women that interpreted this imagery and provided the analysis became instrumental in determining the outcome of the Cold War. Born out of the Central Intelligence Agency's (CIA) Photographic Intelligence Division, the National Photographic Interpretation Center (NPIC) came into being in the 1950's expressly to address the need to find what the Soviet Union and its proxies were attempting to hide. From its inception in the 1950's to its eventual absorption by the National Imagery and Mapping Agency (NIMA) in 1996, NPIC's history was marked by spectacular successes and failures, and an enduring culture that developed future leaders who later went on to affect other organizations within the Intelligence Community in a positive way. This book is a comprehensive accounting of the history and culture of NPIC through most of that period to 1988.

This book is an unclassified story about how NPIC's culture, committed analysts, and strong leaders would come to produce more leadership material over a 20-year period than any other organization within the CIA. The author ties this success primarily to two key figures in NPIC's history: Art Lundhal (NPIC's founder and first director) and the fourth director, Robert Huffstutler. Both directors, during their tenure, were also officers in the ASP - American Society for Photogrammetry (now known as ASPRS) Intertwined with this main theme of the story, is a detailed historical account of the technology, personnel, external and internal organizational strife, culture, and even management styles that came to shape NPIC over its 30 plus-year history.

The front of the book contains a preface, foreword, introduction, chronology of important events, and a coda which describes the last visit of the founder to NPIC. The author underlines the importance of the individuals associated with NPIC in these first pages. The book then sets the stage in Chapter 1



NPIC: Seeing the Secrets and Growing the Leaders

Jack O'Connor

Acumensa Solution 2015, 298 pp, photos, index
Paperback \$25, Print ISBN: 0692454535, ISBN 13:
9780692454534, \$6.99, eBook Amazon ASIN: B0160P195G

Reviewed by: Harold W. Rempel, Senior Geospatial Manager, E.S.P. Associates, P.A., Fort Mill, SC, USA

with NPIC's impact on the reporting and monitoring of the Chernobyl nuclear disaster in the Soviet Union in 1986 and how the Chernobyl analysis demonstrated NPIC's professionalism, teamwork, and thinking outside of the box mentality. The development of these characteristics of NPIC over the years is described in great detail in the remaining chapters.

The book is highly detailed in its description of daily life at NPIC, down to the work habits and appearance of staff, the softball games, and numerous acronyms in use by the organization over the years. It is bluntly descriptive of some of the more mundane aspects of life at NPIC as well as the organization's cultural adaptation to not only events on the

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Photogrammetric Engineering & Remote Sensing
Vol. 83, No. 4, April 2017, pp. 263–266.
0099-1112/17/263–266

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and Remote Sensing

doi: 10.14358/PERS.83.4.263

UPDATE

A primary GPS network of Continuously Operating Reference Stations (CORS) was established in 2000. Honduras is now (as of 2004) part of the SIRGAS network of Latin American countries, and it has developed Second-Order and Third-Order networks for the entire republic. A high-order network was observed and published in 2011 for the capital city of Tegucigalpa through the cooperation of the Spanish University of Alcalá, the Universidad Nacional Autónoma de Honduras, the Instituto de la Propiedad, and the Dirección General de Catastro y Geografía. (*Red Geodesica Activa de Honduras Y Su Enlace con SIRGAS, 2004*), (*ESTABLECIMIENTO DE UNA RED GEODESICA EN TEGUCIGALPA (HONDURAS) MEDIANTE TECNOLOGIAS GPS Y ENLACE CON LAS REDES DE REFERENCIA OFICIAL DE CENTROAMERICA, 2010*)

The contents of this column reflect the views of the author, who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the American Society for Photogrammetry and Remote Sensing and/or the Louisiana State University Center for GeoInformatics (C⁴G).

This column was previously published in *PE&RS*.

Book Review

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world stage, but also to watershed events within the United States such as the woman's and civil rights movements of the 1960's and 1970's. The book is honest about a culture challenged by changing norms in society, technology, world events, and inter-agency strife that the directors of the center had to contend with while still managing to accomplish the mission and develop an effective organization.

Throughout the book the author recounts stories, facts, and his and other's personal experience at NPIC to illustrate every facet of the events that influenced Mr. Lundhal's and Huffstutler's steering of the organization. From the development of a personnel review system and how new analysts were treated, to the impacts of the U-2 and KH programs the book is able to clearly outline how this organization became a shining example of what a well-led government organization is capable of and how these two leaders were instrumental in getting NPIC there. For the casual reader with little or no experience in the Intelligence Community the book can be a difficult read. The amount of descriptive detail and organizational jargon throughout the book sometimes lends itself to some redundancy and the author skips around a bit making the sequence of events sometimes hard to follow. The book requires some additional editing to address these shortcomings. Overall, the book offers an incredible insight into the events, people, and technology that shaped modern intelligence efforts and established a leadership template that is still followed today in our intelligence circles.

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