

WASHINGTON POST
12 April 1965
**Retirement
Of McCone
Announced**

**Johnson Appoints
Richard Helms as
Deputy Director**

By a Washington Post Staff Writer
JOHNSON CITY, Tex.,

April 11—President Johnson announced today the selection of Vice Admiral William F. Raborn Jr. (Ret.) as director of the Central Intelligence Agency.

Raborn will succeed John A. McCone, who is retiring.

The President also announced the selection of Richard Helms, now deputy director for plans at CIA, as the new deputy director. Helms will succeed Army Lt. Gen. Marshall S. Carter.

Developed Weapons

Raborn was the developer of the Polaris weapons program when Vice Admiral Hymar G. Rickover was developing the Polaris submarine.

Known as a brilliant scientist and officer, Raborn has been vice president and program manager of Aerojet General Corp. since he retired from the Navy in September 1963.

A 59-year-old native of Deatur, Tex., Raborn was appointed to the Naval Academy from Oklahoma. He graduated in the Annapolis class of 1928.

During World War II he was a naval aviator and commander in the Pacific, where he was decorated for conspicuous gallantry while serving on the USS Hancock.

After the war, as director of the fleet ballistic missile

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system, he played a leading role in building the complex Polaris missile system.

He was named Deputy Chief of Naval Operations in March, 1962, and served until his retirement 18 months later.

CSS Veteran

Helms, 52, is a native of St. Davids, Pa. He attended schools in New Jersey, Switzerland and Germany before entering Williams College.

After graduation from Williams, Helms worked for the United Press for two years before being named national advertising manager of the Indianapolis Times.

He served in the Navy during World War II on assignment to the Office of Strategic Services, forerunner of the CIA.

After the war he worked briefly as a civilian in the War Department's strategic services unit before joining the CIA in 1947. He has been in charge of CIA's covert activities, succeeding Richard Bissell after the Bay of Pigs debacle.

McCone's Aim Known

McCone, a California industrialist and Republican, succeeded Allen W. Dulles as CIA director in November, 1961. It has been known for some time that McCone wanted to retire.

McCone was director of the Atomic Energy Commission during the last years of the Eisenhower Administration.

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NEW YORK TIMES, 13 April 1965
'Master Spy'

The appointment of Vice Adm. W. F. Raborn Jr., U.S.N., retired; as Director of the Central Intelligence Agency came as the kind of surprise President Johnson loves to spring. Nearly everybody else had been mentioned as the successor to John A. McCone; Admiral Raborn, though a Texan, was a complete dark horse.

A naval aviator, Admiral Raborn is a highly competent officer; his services to the nation in the promotion, management and administration of the Polaris submarine missile program were outstanding. He is the kind of man who enlists and keeps the loyalties of subordinates. He is also a man of sound judgment, well acquainted in Washington and respected both in the Pentagon and on Capitol Hill. All these virtues are major.

The liabilities are, however, important. Admiral Raborn has had little intelligence experience; and the job of running the most complex intelligence operation in the world, and of coordinating other intelligence organizations jealous of their prerogatives, is one that requires professional expertise as well as tact, charm and strength. Another liability is Admiral Raborn's age; he is 59.

The C.I.A. post should be a nonpartisan, long-term appointment; it is absolutely essential for continuity and effectiveness that intelligence be kept out of politics and that it be headed by men who will give to it major portions of their lives.

Fortunately, the companion appointment of Richard Helms as Deputy Director of the C.I.A., compensates to a considerable degree for Admiral Raborn's lack of past intelligence experience. Mr. Helms is one of the most respected intelligence experts in the country—if anyone can be called expert in this fantastically difficult field.

WASHINGTON POST, 13 April 1965
Admiral on the Potomac

It is disquieting to learn that President Johnson has decided to reverse the practice of the past 12 years and replace a civilian with a military man as the head of the Central Intelligence Agency.

Vice Admiral William F. Raborn Jr. retired from the Navy 2½ years ago with the reputation of having an inventive mind and being a careful administrator. He is credited with developing the Navy's Polaris system for shooting nuclear missiles from submarines. The Admiral was born 59 years ago in Texas and he was an outspoken Johnson supporter in last year's election.

Administration officials insist that the Admiral's selection represents no attempt to give CIA a military cast, something it hasn't had since Gen. Walter Bedell Smith stepped out as director in 1953. And they note that an extremely able CIA veteran, Richard Helms, has been put in to replace a military man, Lt. Gen. Marshall S. Carter, as CIA's deputy director.

But in an Administration where the Pentagon already has so many advantages in budget, personnel and friends on Capitol Hill, and Mr. McNamara as the Cabinet's most forceful personality, is it wise to have a recently retired Admiral in the key slot of supervising intelligence and covert operations? Has the Admiral's training, in science and the military, given him the requisite experience to deal with popular political movements other than last November's election in America?

Perhaps so. Admiral Raborn certainly will and should have the opportunity to prove our doubts unfounded. But as long as the CIA is the one major branch of our Government to escape unwatched by the traditional system of checks and balances imbedded in the executive branch's relations with the legislative and the judiciary, we think civilian administrators of the Agency desirable.

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NEW YORK NEWS 14 April 1965

CAPITOL STUFF

By TED LEWIS

Washington, April 13—Without a doubt Vice Adm. William F. Raborn Jr. was picked by President Johnson to head the vital Central Intelligence Agency, not because of his military background, but because of his outstanding administrative ability.

The chances are also that Johnson is depending on his new CIA chief to use his persuasive technique as an administrator (pretty much similar to LBJ's "let us reason together" soft sell) to

straighten out what has become an almost scandalous mess in this country's intelligence gathering activities.

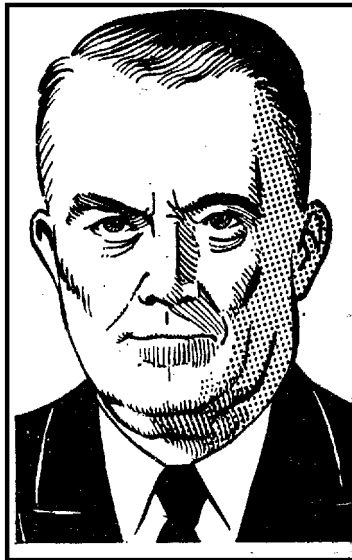
Each branch of the armed services has its own intelligence operation. So does the State Department, and believe it or not, so does (at least in South Viet Nam) the U.S. Information Service.

It has to be granted that retiring CIA Chief John McCone tried during his three and a half years in office to end the petty jealousies, rivalries and contradictory "evaluations" which spring from these spyboy units over which the CIA had no control.

McCone had a modicum of success, but his first job was to straighten out the CIA itself which had become under "master spy" Allen Dulles' regime of eight years an administrative monstrosity. Dulles was a brilliant intelligence operator, but a lousy administrator.

Until the CIA became an efficient, well-coordinated entity not much of a case could be made for McCone for halting the overlapping spy activities of other agencies. McCone will not leave the CIA with the agency fairly well organized, so that Raborn can tackle the too-long delayed job of putting the Pentagon and State Department spies out in the cold, or under more centralized jurisdiction.

If there is any question as to the importance to national security of having U.S. intelligence operations function properly there is a ready answer in the present sad state of affairs in Viet Nam.



Adm. William F. Raborn Jr.
The man to clean up a mess

An Editor's Appraisal of 'The Spooks'

THE NEWS military editor, Jerry Greene, recently returned from the Southeast Asia war area. "The spooks" as he calls our intelligence operatives "are falling all over themselves out there and they still don't know what the Viet Cong is doing, or is up to."

Greene substantiates entirely a description of U. S. intelligence operations in Viet Nam by Malcolm Browne, who began covering the war for the Associated Press in 1961.

In his book "The New Face of War" (Bobbs-Merrill 284 pp, \$5.), Browne has this to say:

"More needed to be known (in 1961) about this peculiar enemy (the Viet Cong) and American intelligence organizations began to proliferate. First there was the CIA. From its headquarters on the second floor of the embassy in Saigon, the CIA's 200 or so agents were divided into three groups: Administrators and analysts, field observers, and infiltrators. The infiltrators were (and are) the only secret operatives of the agency.

"Closely allied to the CIA was the military combined studies group which administered the whole special forces program. The U. S. aid mission set up an intelligence group, working with its civilian police advisers.

How Everybody Got Into the Intelligence Act

"The U. S. Information Service set up an intelligence group. The U. S. Army set up the 704th Military Intelligence Detachment, which dabbles in all kinds of things. The provost marshal's office had an intelligence outfit. The Army created another intelligence unit for 'strategic intelligence.' At a lower level, the Army put into operation a 'sector intelligence' unit at every one of the scores of American advisory detachments throughout South Viet Nam. Even the U. S. Navy brought in a little intelligence unit. And the U. S. Embassy's security section was involved all along in political intelligence."

This is of course a case of federal bureaucracy functioning at its very worst and in the delicate involved intelligence aspect of national security with its "peace or war" connotations.

As Browne says in his book, none of these spy groups "is willing to cooperate with the others on a regular basis. Each maintains fierce unit esprit and takes enormous pride in its intelligence scoops.

Information is very often closely concealed from competing American agencies, because of the danger that the competitors may pirate the material and report it to headquarters first, getting the credit."

When the Spy Boys Are on the Wing

Jerry Greene advises that out in Viet Nam this "army of spooks" have scores of planes at their disposal. Everybody knows when the spy boys are on the wing, for their planes are invariably bright silver in color, totally unmarked, except for a number on the tail.

Adm. Raborn can clean up this intelligence mess if anybody can. It was Raborn who had administrative charge of development of the Polaris missile submarine program. His Navy managerial talents were almost uncanny. They will have to be equally uncanny in streamlining our intelligence.

Fortunately, under the new CIA setup he can devote much of his time to this problem as an outstanding intelligence "pro" will be in the No. 2 spot in the spy agency. This individual is newly-appointed deputy Richard M. Helms, who has been with the CIA since it was organized in 1947.

Under the new management, it may also be hoped that the CIA with its 25,000 staff and its secret \$1 billion fund will function a lot better than it has in the past.

Its over-all excellent record has been tainted with occasional bad blunders, like its amateurish estimate that a Cuba-wide revolt would be sparked once anti-Castro forces came ashore at the Bay of Pigs.

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NEW YORK JOURNAL - 13 April 1965

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Hush-Hush Man

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AS DIRECTOR of the deeply mysterious Central Intelligence Agency, most secretive of the nation's security units, President Johnson has picked Vice Admiral William F. Raborn (Ret.), present vice president of a company engaged in building missiles and missile engines. He will succeed John A. McCone, who seeks a return to civilian activities after an eminent career in high Government posts. Admiral Raborn brings to CIA a notably demonstrated ability. His achievements in naval research and development were crowned by the program that resulted in the submarine Polaris missile system.

NEW YORK HERALD TRIBUNE 14 April 1965

Objections to 'Outsider' Being Named CIA Head

CPYRIGHT By David Lawrence

WASHINGTON.

The American people just happened to read in their newspapers that a new man has been named to head the Central Intelligence Agency. The news item had the look of a routine occurrence—that the head of an agency was merely desirous of leaving and that someone else was taking his place.

But the truth is that the kind of change made can impair the morale of a vast agency of the government and could mean the differences between success and failure in the "cold war" itself.

Many years ago a European intelligence officer of a Western country who had spent a long career in the service was asked to evaluate American efforts in the field of intelligence. He replied that it would take the United States from 20 to 30 years to become efficient—largely because it never had an intelligence service before.

Something of the enormity of the problems faced by the CIA can be inferred from the fact that it spends a half-billion dollars a year and must have personnel familiar with military operations, personnel familiar with diplomatic activities and systems, personnel familiar with business, economics and finance, and personnel familiar with the whole system of espionage—both on defense and on offense—in the "cold war." Above all, they must be trained inside the intelligence agency itself. The longevity of service is a key factor in its success.

President Johnson now has named Adm. William F. Ra-

born jr., (ret.) who has a good reputation in the field of science and in naval operations. But a mistake was made in failing to promote someone in the Central Intelligence Agency itself. For it is not a political institution, and its chief officer should not be appointed to satisfy the personal predilections of a President.

President Johnson is reported not to have consulted the top men in the CIA when he made the new appointment. He did not ask the advice or retain the services of the second highest official in the CIA, Lt. Gen. Marshall Carter, who reluctantly and almost unwillingly took over his post at the CIA a few years ago. He did so at the urgent insistence of President Kennedy, who told him that it was more important for him to take this post than to command a big army unit for which he was in line at the time. Gen. Carter is 53 years

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old. His experience now will be lost to his associates and to the new personnel.

There have been some comments made that no one from the armed services should head up the CIA. But this is an uninformed suggestion, for it is very important to have someone at the top of the agency who not only understands military operations but can direct the activities of various military personnel who undertake some of the most delicate tasks in the whole CIA operation.

The CIA is one of the most useful agencies in the entire government, and in some respects transcends in importance almost all the other agencies of the government. For if erroneous information or no information at all is received on points of major concern during a crisis, a decision can be made by the President that could plunge this country into war or reduce its effectiveness in a serious negotiation designed to prevent a war.

The CIA is a relatively young institution compared with some of the intelligence services of different countries of the world. It takes years and years of training in the techniques of intelligence work to produce an effective instrumentality. The United States has been making substantial progress in this field, but the changes just instituted at the top of the agency could retard that progress.

Sooner or later, Congress, which has special committees to study the CIA, might well take a closer look at the morale problems of the agency. Unfortunately, there are jealousies between governmental agencies, and the CIA has suffered from the criticism of some of the civilian agencies which feel they should be able to tell the intelligence people how to do their jobs. There are also conflicts inside the government between the various agencies which have investigative duties. While theoretically there is supposed to be a free interchange of information between such agencies, there is often friction and jealousy.

All this is the subject for possible study by a thoroughgoing investigation by a Congressional committee. The true story, for example, of whether the CIA was efficient or inefficient in connection with the Bay of Pigs affair in Cuba in 1961 is one that has never been objectively explained to the public. It would serve no good purpose to reveal all the details of the operations of an intelligence agency. But Congressional committee might well have made a non-political study to determine who was responsible for tragic mistakes made in the executive branch of our own government and then could have announced its conclusions without disclosing any important secrets.

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WASHINGTON POST 14 April 1965

Choice of Raborn to Head CIA Ended Long Search for Talent

By Carrol Kilpatrick
Washington Post Staff Writer

President Johnson's selection of Vice Adm. William F. Raborn Jr. to be director of the Central Intelligence Agency ended one of the longest talent searches of the Johnson Administration and was primarily the work of talent scout John W. Macy Jr.

Like a number of other Johnson appointments, it came as an almost complete surprise after many other prominent men had been mentioned for the delicate assignment.

Criticism Expected

The selection of a military man to head the CIA was expected to arouse criticism, and it has, but it likewise has stimulated applause because of Raborn's popularity in Congress and the military services and in industry.

John A. McCone, the present CIA director, a California Republican and industrialist, told the President last year of his desire to retire.

Civil Service Chairman Macy, acting as the President's chief talent scout, immediately began the search for a successor to McCone. There were a number of candidates for the post and there were some high officials considered who would have taken it but were not necessarily eager to have it.

Endorsed by McNamara

As always, the President went about the task in the greatest secrecy.

After much discussion within the Administration of all possible choices, Macy wrote

a memorandum recommending Raborn as first choice. He had the endorsement of Secretary of Defense Robert S. McNamara.

The President knew Raborn from the days of the Senate investigation that followed the Soviet launching of the first space satellite, but he apparently did not know the admiral well.

While the Admiral is a native Texan, he moved to Oklahoma when a child and was appointed to the Naval Academy from Oklahoma. He is a close friend of House Majority Leader Carl Albert (D-Okla.).

During last year's presidential campaign, Raborn, unlike a number of other military leaders, opposed the candidacy of Barry Goldwater.

"He's just not smart enough to be President of the United

States," Raborn said of Goldwater.

A major factor in Macy's recommendation of Raborn was that a primary concern of CIA is knowledge of the development of new weapons overseas. Raborn is one of the foremost military experts on weapons development and evaluation.

Another factor is that the CIA directorship requires strong managerial talent, which Raborn demonstrated when he was chief of the Navy's Special Projects Agency, which produced the Polaris missile.

Raborn retired as Deputy Chief of Naval Operations for Development in September, 1963, after 39 years in uniform. He then became vice president and program manager of Aerojet-General Corp., a leading defense manufacturer. Raborn will be 60 years old in June.

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NEW YORK TIMES 13 APRIL 1965
New Chief of C.I.A.
William Francis Raborn, Jr.

Special to The New York Times

WASHINGTON, April 12—

William Francis Raborn Jr is famous for his role in managing the development of the Polaris missile. But he is no one-weapon zealot. "I am not the kind of man," he once said, "who when he puts his pants on in the morning thinks the whole world is dressed."

Man in the News

That about sums up the philosophy of the newly appointed head of the Central Intelligence Agency—modest appreciation for the interdependence of people and things.

Burly, barrel-chested, jovial Red Raborn, who retired a vice admiral in September, 1963, after a 39-year career in the Navy, brings another quality to his new job.

The 59-year-old admiral is persuader. He is not merely personally dedicated to his tasks, as so many leading men in Government are, but he has the capacity for persuading others to join him.

For example, there was a time about 10 years ago during the development of the Polaris missile that a speed-

up in the production of the submarine weapon was demanded.

Admiral Raborn flew by jet throughout the country, visiting every plant and sub-plant that was making materials for the new weapon. At each stop he delivered a pep talk.

The process became known as the "Raborn rededication treatment" and was described by one listener as "part locker-room pep talk, part Navy enlistment appeal, part Arthur Godfrey commercial."

Some of the flavor of those talks is contained in this excerpt:

"Polaris is so important to be the business of only the Pentagon. It's everybody's business. Stop a second and grab yourself in the back of the neck. Well, that's it—your neck—that's what it'll be if we fail."

Combining his modesty and leadership qualities is Admiral Raborn's proven managerial talent. For the Polaris missile was not the product of a single man in the way the atomic submarine was "fathered" by Vice Admiral Hyman Rickover.

It was the product of a

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carefully chosen team using a relatively new management technique.

When Admiral Raborn received his assignment to head the Navy's Special Projects Office, he selected a small group of aides, including one who did nothing but search for talent.

Criticized for keeping his staff too small, the admiral answered: "I can get more out of two overworked men than one underworked ones."

And the managerial system he adopted for producing the Polaris, a system known as PERT, for Program Evaluation Review Technique, has been widely adopted throughout industry.

It is an administrative technique for running analysis of the detailed progress of all aspects of a project, permitting speedy correction of slippages and failures.

The new C. I. A. chief came from an environment far from the ocean. He was born June 8, 1905, in Decatur, Tex., the second child of eight. He grew up in Marlow, Okla., and never saw the sea until he got to the Naval Academy at Annapolis.

An "average" student who boxed and played tennis at the academy, he got his nickname when he wrote on a questionnaire that his hair was "auburn." A superior crossed it out and substituted

"red"

A Navy pilot at the time of Pearl Harbor, he served as executive officer on the carrier Hancock during the Iwo Jima, Okinawa and several other World War II campaigns. He won a Silver Star for bringing fires under control when the Hancock was hit in a Kamikaze attack.

In 1955 Admiral Raborn was assigned to head the Polaris development. He was chosen, Admiral Arleigh A. Burke, then Chief of Naval Operations, subsequently explained, not only because he was an aviator but also because he was "a nice person who got along with people when the going was tough."

He was Deputy Chief of Naval Operations for Development when he retired in September, 1963, and has been vice president in charge of management of Aerojet-General Corporation in California since then. At the time, the president of Aerojet-General, a subsidiary of General Tire and Rubber Company, said Admiral Raborn had been taken into the company because he had the "ability to get tough jobs done in the shortest possible time."

Admiral and Mrs. Raborn, who used to live in a split-level in Arlington, Va., have been residing in California since he took his post at Aerojet-General. It was not known today where he would reside in the future.

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Raborn at CIA'S Helm.

WASHINGTON NEWS 4/13 (14)

THE popular idea is that the head of the Central Intelligence Agency should be a super James Bond, directing cloak and dagger operations around the world.

The truth is, of course, that the CIA is a vast, sprawling factory-type operation. It is mainly in the business of refining the raw materials of information and rumor into factual reports on which policy decisions can be made. As boss it needs an organizer rather than a master spy.

That is one good reason for applauding the choice of retired Vice Admiral William F. Raborn Jr. to succeed John A. McCone as chief of

the CIA. In his long career, Admiral Raborn repeatedly has demonstrated superior executive and organizing skill, as well as a cool head under fire.

His best known accomplishment was as director of the special Navy task force which created the Polaris submarine missile, one of the most successful weapon developments in the nation's history.

As a onetime gunnery officer and naval flier as well as a missile expert, he also brings to his new job broad knowledge of military hardware. That is an important asset in a man whose responsibility is to know who is aiming what weapons at whom — and where and why.

WORLD TELEGRAM & SUN, 13 April 1965

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Organizer, Not Spy

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N.Y. HERALD TRIBUNE 12 APRIL 1965

CIA Getting New Boss: An Admiral

By Douglas Kiker
Of The Herald Tribune Staff

JOHNSON CITY, Tex.

President Johnson yesterday named retired Navy Vice-Adm. William Francis Raborn jr.—the man who developed the Navy's Polaris missile system—as the new director of the United States Central Intelligence Agency.

Adm. Raborn, 59, will succeed John A. McCone as the man in charge of all U. S. intelligence activity. He will assume his duties as soon as the Senate confirms the appointment.

Mr. Johnson announced the shift yesterday afternoon, moments after he had signed into law the Administration's new \$1.3 billion education bill in the yard outside the one-room school he attended as a boy.

At the same time, he announced that Richard Helms, 52, currently the Deputy CIA Director for Plans, will suc-

ceed Lt. Gen. Marshall Carter as CIA Deputy Director.

It had been known for some time that Mr. McCone was seeking retirement from the intelligence post and that the President was giving serious attention to the search for a replacement.

Adm. Raborn currently is vice-president for program management of the Aerojet General Corp., a gigantic California builder of missiles and missile engines.

His unexplained appear-

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ance as a guest at the LBJ Ranch this weekend had given rise to speculation that the President was about to name him to the CIO post.

There was further speculation that Mr. Johnson made the announcement sooner than he would have liked as result of a CBS radio news report earlier yesterday that the move was imminent.

At the school house yesterday, Mr. Johnson signed his education bill, spent a few moments shaking hands with old friends and classmates, then summoned reporters to one side.

"During the last few days I have spent some time working on appointments of great importance to our country," he said. Then, flanked by Adm. Raborn and Mr. Helms, he announced their appointments to two of the most sensitive, important posts within the executive branch of government.

THE SEARCH

The Herald Tribune reported on Dec. 2 that Mr. McCone was leaving the government. The search for a replacement has been on at least since then, and in this search the President has been advised by Clark Clifford, a Washington attorney and chief of the Foreign intelligence advisory board.

Many men are believed to have been screened, including Paul Nitze, Navy Secretary, former Deputy Defense Secretary Roswell L. Gilpatric, and even the Ambassador to South Viet Nam, Gen. Maxwell Taylor. However, in recent days Mr. Johnson, apparently very close to a decision on the matter, let it be known quietly that the Ambassador was not going to get the job.

Adm. Raborn's appointment is bound to be the cause of some controversy. Under the law the CIA Director can be a military man, but in that case, his deputy must be a civilian. In the past there have been those who have charged that too many military figures are involved in CIA activities.

One of the most adamant of these critics by accident was present in the schoolyard yesterday when Mr. Johnson named his choice. He is Sen. Eugene McCarthy, D., Minn., who has made several speeches on the Senate floor on the subject.

The Senator, long a supporter of Federal aid to education, was invited to the education bill ceremony after Mr. Johnson learned that he was in Austin to speak at a University of Texas seminar on government.

The Senator had no comment on the appointment.