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Dr. R. Jack Smith has given in his 24 years of government service a persistent excellence of leadership. He has been and is highly influential in improving the quality of the intelligence provided to the President and to the Executive and Legislative branches of our government. He has been and is a powerful force for efficiency in the acquisition and production of intelligence.

Dr. Smith entered the intelligence service with the Office of Strategic Services in World War II. He served with the Central Intelligence Agency from its beginning. The superior quality of his performance and accomplishments at home and abroad in these early years led to his appointment to the Board of National Estimates -- a senior advisory group to the Director of Central Intelligence -- at the relatively youthful age of 44.

Dr. Smith brought to the influential Board of National Estimates his incisiveness, integrity and devotion to serving the public interest at a critical time in the history of the United States. The late 1950's and early 1960's was a time of rapid transition in the nature of national military strength and in the international balance of power. Dr. Smith accepted the leadership in preparing a national intelligence consensus on the nature of the foreign military threat, a consensus which was critical to determinations of national policies concerning U.S. military posture. He exercised that leadership and met that responsibility forcefully. He won acceptance of new techniques for measuring enemy

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strategic strength and achieved a series of national intelligence assessments which gave relevant and effective definition to the intelligence base for developing, executing and funding U.S. policies.

By 1961, the pace of change and tempo of developments at home and abroad was quickening, and our government felt an increasing need for up-to-the-minute, around-the-clock intelligence. Dr. Smith was chosen in early 1962 to take charge of the effort to match the government's need with effective current intelligence service. As Director of the Office of Current Intelligence from 1962 to 1966, he created and led a rapid intelligence reporting capability which met high standards of responsiveness, accuracy and efficiency. The ability of Dr. Smith and his organization to meet the exacting requirements of the White House and the National Security Council won for the Office acceptance and praise as an authoritative and timely source of concise reporting and informed interpretation.

Dr. Smith not only gave the policy-maker a new and better kind of intelligence service, but did so without any major augmentation of personnel. His managerial skill, sound judgment, and aggressive leadership in that effort significantly enhanced the intelligence services which the Agency provided during the Cuban missile crisis in late 1962.

Since January of 1966 Dr. Smith has -- as Deputy Director for Intelligence -- been the principal adviser to and representative of the Director of Central Intelligence, and the leader of the Central Intelligence Agency's major intelligence processing, analysis and production components. He has succeeded in organizing the resources and work of this large directorate in ways which have markedly increased its

effective production and services, strengthened its responsiveness and ability to adjust to changing situations and needs, and enhanced its efficient use of resources.

Throughout Dr. Smith's career he has shaped each component and organization for which he has been responsible into a leaner, younger, more efficient and more responsive capability. Perhaps Dr. Smith's greatest contributions to his government service have resulted from his persistently successful efforts to identify and further the careers of deserving young officers, and to make government service a stimulating and rewarding experience for all who serve with him.

Endowed with a brilliant mind, a genius for management leadership and highest capability for imaginative intelligence production, Dr. R. Jack Smith is my choice as the Intelligence Officer of the Year. He would be the first man that I would recruit if I were called upon to start from scratch and recreate the CIA in the best format of efficiency and service to our national security.