

The Director of Central Intelligence

Washington, D. C. 20505

27 February 1986

The Honorable Donald T. Regan
Chief of Staff and Assistant
to the President
The White House
Washington, D. C. 20500

Dear Don,

I will be talking to the President today
regarding the attached.

Yours,

William J. Casey

Enclosures

The Director of Central Intelligence

Washington, D.C. 20505

27 February 1986

The Honorable Robert Tuttle
Assistant to the President for
Presidential Personnel
The White House
Washington, D. C. 20500

Dear Bob,

I am sending the attached per our telephone
conversation yesterday.

Yours,

William J. Casey

Enclosures

The Director of Central Intelligence

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26 February 1986

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The White House
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Dear Mr. President:

With John McMahon's retirement at the end of March, I would like to recommend that Robert Gates be appointed Deputy Director of Central Intelligence.

You will recall that Dr. Gates briefed you on more than one occasion, most recently a few days before your departure for Geneva, on our major estimate on the internal situation in the Soviet Union.

Dr. Gates joined the Central Intelligence Agency in its Career Training Program 20 years ago. Over his 20 years of service here, he has served as a US Air Force intelligence officer, as an analyst briefing on Soviet policies and tactics, [redacted] and as Assistant National Intelligence Officer for Strategic Programs. In 1974, he was assigned to President Nixon's National Security Council Staff under Dr. Kissinger, with responsibility for Soviet and European affairs. He continued at the NSC under Brent Scowcroft for the duration of the Ford Administration. Returning to CIA, he developed a long-term plan for research and carried out a nationwide survey of private sector and academic work on the Soviet Union at research centers in the United States. During 1977, he was asked to return to the NSC Staff as Special Assistant to Dr. Brzezinski. Returning to CIA in 1979, he became Director of the Strategic Evaluation Center, and was soon appointed Executive Assistant to the Director. Toward the end of 1980, he asked to return to analytical work and was appointed National Intelligence Officer for the Soviet Union and Eastern Europe.

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During his four years as the head of one of the largest research and analysis organizations in the world, Dr. Gates has demonstrated a high degree of management skill. He carried through the most far-ranging reorganization in the history of the Intelligence Directorate, a shift from a functional basis to a regional basis. This greatly improved the focusing of military, political and economic expertise on issues in a multidisciplinary way. It also, for

the first time, squared the organization of intelligence to the way the rest of the government is organized and to the way problems tend to come up on a regional rather than a functional basis.

He instituted and carried through a far-ranging plan to improve CIA analysis, increasing its output three-fold and, at the same time, sharply improving its breadth, depth and range.

Dr. Gates is highly respected within the Intelligence Community. He is widely known and respected throughout the military, diplomatic, and other elements of the policy community.

Along with John McMahon and myself, he has been a principal spokesman for intelligence on the Hill and in meetings at the National Security Council and other interdepartmental groups.

Save only John McMahon, Dr. Gates' knowledge and understanding of the Intelligence Community, its relationship and how it works, in my opinion, exceed that possessed by anyone else. I have great confidence in his clarity and toughness of mind, his managerial skills and effectiveness, his discretion and integrity.

I have counselled with the Vice President, the Secretary of State, the Secretary of Defense, the National Security Advisor, and the Chief of Staff, as well as others in the policy and intelligence communities, and I am confident that Dr. Gates' appointment as Deputy Director of Central Intelligence would be received with approval and enthusiasm.

Respectfully yours,


William J. Casey

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Washington, D.C. 20505

24 February 1986

The President
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Dear Mr. President:

With over 34 years in intelligence, I have reached a stage where I should move on. I have talked with Bill Casey about my desire to leave the Agency at the end of March. I do that with the satisfaction and confidence that U.S. intelligence has never been better thanks to the resources you have placed into our intelligence effort and the strong support you have given our intelligence programs. You have also given our intelligence a unique asset in the appointment of Bill Casey as DCI. He has brought wisdom, energy, and leadership to our activities that has provided our country with an intelligence capability second to none.

While I must admit that I do not leave the intelligence world without mixed emotions, it is gratifying to leave it on a high and in such good hands. I request that I be relieved from my appointment on 29 March 1986. It has been a pleasure and a rewarding experience to serve you and my country.

With best wishes for continued success.

Respectfully yours,

[Redacted Signature]

John N. McMahon

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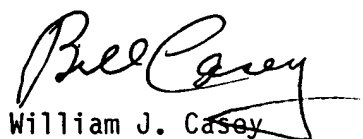
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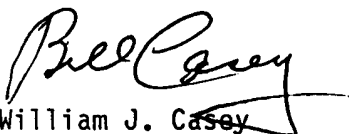
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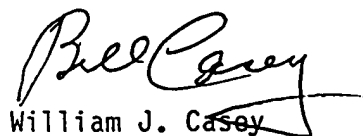
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[Redacted Signature]

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[Redacted Name]

ohn N. McMahon

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ROBERT M. GATES

Robert Gates, a native of Kansas, received his B.A. degree from the College of William and Mary (1965); his Master's in History from Indiana University (1966); and his Doctorate in Russian and Soviet History from Georgetown University (1974).

In 1966 Dr. Gates began his Government career in the Central Intelligence Agency's Career Training Program. He subsequently served as a U.S. Air Force intelligence officer assigned to the Minuteman Missile Wing at Whiteman AFB, Mo.

In 1969 Dr. Gates rejoined CIA as a civilian current intelligence analyst in the Office of Current Intelligence responsible for analysis, writing articles and giving intelligence briefings on Soviet policies and tactics toward the Middle East, Africa, and subsequently the United States.

In 1972, drawing on his background in Soviet affairs, Dr. Gates was assigned to the staff of the Special Assistant to the Director of Central Intelligence for Strategic Arms Limitations (SALT). During this period, he was detailed to the Department of State to serve as an intelligence adviser

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In late 1973 Dr. Gates was selected as one of two Assistant National Intelligence Officers for Strategic Programs. In this position, Dr. Gates participated in the preparation of key National Intelligence Estimates and other intelligence community analytical projects on foreign strategic weapons programs.

In 1974 Dr. Gates was assigned to President Nixon's National Security Council Staff with analytical, policy and operational responsibilities in the area of US relations with the USSR and Europe. He continued in this assignment under President Ford. His skill and contributions while at the NSC were recognized in personal commendations from President Ford and Assistant to the President Brent Scowcroft.

In December 1976 Dr. Gates returned to CIA Headquarters to work in the Center for Policy Support. During the few months Dr. Gates served in the Center, he developed and implemented a long-term, directorate-wide plan for research on the USSR, an approach later adopted for use in planning research in other areas of CIA regional analysis. Dr. Gates also undertook on behalf of CIA a nationwide survey of private sector and academic work on the USSR at US research centers. Through visits to many of these centers on the Soviet Union, he was able to prepare an authoritative report on the extent to which academic cooperation with intelligence analysts was possible and useful, and the limits of such relationships.

After only four months in the Center for Policy Support, Dr. Gates was asked to return to the National Security Council Staff as a Special Assistant to Zbigniew Brzezinski, the Assistant to the President for National Security Affairs.

Dr. Gates again returned to CIA in 1979 to become Director of the Strategic Evaluation Center, an analytical organization responsible for assessing Soviet political-military affairs and Soviet strategic capabilities and intentions. He was in this position only three weeks when the Director of Central Intelligence appointed him as his Executive Assistant. In November 1980, the Director of Central Intelligence acceded to Dr. Gates' wish to return to analysis and appointed him as National Intelligence Officer for the Soviet Union and Eastern Europe, where he served as senior adviser to the Director on Soviet matters; coordinated intelligence community analysis of the USSR; and represented the Director in interagency forums addressing policy issues relevant to the Soviet Union. In January 1981 Dr. Gates was awarded the Intelligence Medal of Merit in recognition of his service to the NSC and the Director of Central Intelligence.

In March 1981 the new Director of Central Intelligence, William J. Casey, asked Dr. Gates to return to the Office of the Director to become Director of the Executive Staff, with responsibility for supervising both the Director's and Deputy Director's offices and for supporting the CIA Executive Committee; serving as the Director's liaison with other departments; overseeing preparations for his participation in NSC meetings and other interagency forums; and advising him on analytical and estimative process and organization. In July 1981 the Director asked Dr. Gates to serve concurrently as Director of the new Office of Policy and Planning. This appointment added to his earlier responsibilities supervision of CIA's long-range planning staff as well as Congressional relations and public affairs. In November 1981 the Director asked Dr. Gates once again to become National Intelligence Officer for the USSR and Eastern Europe, again concurrently with his other responsibilities.

The DCI appointed Dr. Gates Deputy Director for Intelligence on 4 January 1982. In this position, he directs the Central Intelligence Agency's component responsible for all analysis and production of finished intelligence. On 1 September 1983, Director Casey asked Dr. Gates to serve concurrently as Chairman of the National Intelligence Council. In this position Dr. Gates directs the preparation of all National Intelligence Estimates prepared by the Intelligence Community. He also administers the Council, which includes the National Intelligence Officers and associated Analytical Group.

The Washington, D.C., Junior Chamber of Commerce in 1978 named Dr. Gates as a recipient of the Arthur S. Flemming Award, presented annually by the Chamber of Commerce to the 10 most outstanding young men and women in the Federal service. Dr. Gates is married and has two children.

During his four years as head of one of the largest research and analysis organizations in the world, Dr. Gates has demonstrated significant management skill. Taking office only a few weeks after the most far-ranging reorganization in the history of the Directorate of Intelligence, it fell to Dr. Gates to make it work. He not only brought this reorganization to completion and realized its benefits, he did so without any interruption in CIA service to the users of intelligence.

Equally important, Dr. Gates assumed his current position with a far-reaching plan to improve the quality of CIA analysis and implemented it more successfully than any one could have hoped. The program involved a massive change in the structure and organization of the research and analysis effort as well as a long overdue change in culture and attitude. Dr. Gates instituted a number of management reforms, including creation of new organizations to deal with problems such as technology transfer and terrorism, new means of evaluating professionals, new training programs, revisions to CIA's approach to working with US business and universities, giving promising younger men and women opportunities in management, and, above all, instilling throughout the organization a firm commitment that quality and accuracy were to be the top priorities. He significantly expanded training and overseas experiences for CIA analysts, and succeeded in breaking down decades old barriers between the clandestine service and the analytical elements of CIA. As Deputy Director for Intelligence, he carried out a wide range of complicated and sensitive reforms and improvements without misstep.

Even the significant improvements that Dr. Gates conceived and implemented in the Directorate of Intelligence do not do full justice to his managerial skills and leadership:

- As Chairman of the National Intelligence Council, and Deputy Director for Intelligence, Dr. Gates has performed two full-time jobs simultaneously. Moreover, in these capacities he has served as the spokesman and leader of the entire Intelligence Community production effort. In budget hearings on the Hill, he has been accompanied by the Directors of INR and DIA and served as the spokesman for the Community.

- As the leader of the Community analytical effort, he has been in the forefront of changes to improve the Community's dialogue with policy users of intelligence, to improve the requirements process for the Community as a whole, to ensure that the needs of the users of intelligence drive large Community technical collection programs, and to bring about close coordination of

external contracting by all intelligence production components.

- Dr. Gates also has served in a leading managerial role in CIA. He is the senior Deputy Director, and has played a key role for more than four years as a member of the Executive Committee in the management and allocation of all CIA resources.
- Complementing his managerial achievements has been his Community oriented approach to problem solving and intelligence work. He is respected by all Intelligence Community managers not only for his managerial skill but for his efforts to tie the Community together more closely and his remarkable good judgment. In this connection, he has been closely involved in decisions relating to Community resource issues, including large technical collection systems -- with which he is intimately familiar.

Dr. Gates' leadership in Intelligence Community issues and resource allocations over the last several years and his successful management of the analytical process of the Community as well as CIA are well recognized in the Intelligence and policy communities. He brings a gift for management as well as an understanding of the collection, analytical and operational aspects of the Intelligence Community unmatched by any other person.