

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Remarks - Air Force Intelligence Agency Dining-In
15 April 1988

FROM: STAT	William M. Baker <i>WMB</i> Director, Public Affairs	EXTENSION <div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	NO. PAO 88-0132
			DATE 11 April 1988

O: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
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11 April 1988

JUDGE:

You will be addressing the Air Force Intelligence Agency Dining-In, an audience of 200 military and civilian Air Force Intelligence officers, at 9:30 p.m. on 15 April at Andrews Air Force Base, Maryland. Your address will include remarks to the group and the presentation of the National Intelligence Distinguished Service Medal to Major General Schuyler Bissell, USAF, who will be retiring from active duty on 1 May 1988.

You will be introduced by Colonel George Lotz, USAF. Shortly after you have completed your remarks and have presented the medal to Major Bissell, Colonel Lotz will present you with a gift for the Central Intelligence Agency.

I have attached remarks for you to present to the Air Force Intelligence Agency Dining-In, as well as remarks of appreciation for the gift to CIA. The thesis of the speech can be found on the first page -- "This evening I would like to talk to you about the importance of interagency cooperation in meeting the challenges that confront the Intelligence Community."

Your remarks also include recognition of the significant impact two Air Force officers -- General Hoyt S. Vandenberg and General Charles P. Cabell -- had on intelligence. Much of the information on Air Force Intelligence was provided by AFIA; this organization came into being on 1 April 1988 and replaces the Air Force Intelligence Service (AFIS).

The primary goals of Air Force Intelligence are also detailed on pages 8 and 9 of your remarks ("...to improve support to Air Force commanders, to ensure that the Air Force possesses the knowledge and capability to carry out wartime and peacetime missions, and to support policymakers at all levels"). You again emphasize the need for interagency cooperation and then provide an example. ("I cannot stress enough the importance of interagency cooperation in achieving these goals. My background with the FBI has provided me with an excellent example of cooperation between the Air Force and the FBI on a counterintelligence operation -- the case of Vladimir Makarovich Izmaylov.")

Also included in this address are some of the remarks you made to the American Business Conference. Included here are reference to your testimony to Congress on INF treaty verification (page 6); the objectivity and cooperation inherent in the National Intelligence Estimate process (page 11); and the role of intelligence in implementing and supporting -- but not making -- foreign policy (pages 11 and 12).

You conclude the address with remarks about the career of General Bissell, which were drawn from an AFIA point paper and from the memorandum prepared by the Air Force to nominate General Bissell for this award. After these remarks, you will present the National Intelligence Distinguished Service Medal to General Bissell.

Your proposed remarks are attached.

STAT



Bill Baker

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Attachments:
As stated

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PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
AT THE
AIR FORCE INTELLIGENCE AGENCY DINING-IN
ANDREWS AIR FORCE BASE, MARYLAND
APRIL 15, 1988

GOOD EVENING LADIES AND GENTLEMEN.

IT IS A PLEASURE FOR ME TO TAKE PART IN THE TRADITION OF THE AIR FORCE INTELLIGENCE AGENCY DINING-IN AND TO HELP YOU REFLECT ON THE DISTINGUISHED CAREER OF MAJOR SCHUYLER (SKY-LER) BISSELL.

THIS EVENING I WOULD LIKE TO TALK TO YOU ABOUT THE IMPORTANCE OF INTERAGENCY COOPERATION IN MEETING THE CHALLENGES THAT CONFRONT THE INTELLIGENCE COMMUNITY. BUT I WOULD LIKE TO OPEN MY REMARKS BY ACKNOWLEDGING TWO AIR FORCE OFFICERS WHO WERE INSTRUMENTAL IN ESTABLISHING A TRADITION OF INTERAGENCY COOPERATION -- GENERAL HOYT S. VANDENBERG AND GENERAL CHARLES P. CABELL. THESE MEN PLAYED SIGNIFICANT ROLES IN GUIDING THE DEVELOPMENT AND GROWTH OF THE CENTRAL INTELLIGENCE AGENCY -- AND OF THE INTELLIGENCE COMMUNITY AS A WHOLE.

IN JUNE 1946, PRESIDENT TRUMAN APPOINTED THEN LIEUTENANT GENERAL VANDENBERG TO THE POST OF DIRECTOR OF THE CENTRAL INTELLIGENCE GROUP, A FORERUNNER OF THE CENTRAL INTELLIGENCE AGENCY. GENERAL VANDENBERG HELD THIS POST AT A TIME WHEN MANY AMERICANS VIEWED INTELLIGENCE AND ESPIONAGE AS SOMETHING UN-AMERICAN AND VAGUELY SINISTER. AS HEAD OF THE CENTRAL INTELLIGENCE GROUP, GENERAL VANDENBERG HELPED TO DISPEL THAT VIEW. HE TOLD THE SENATE ARMED SERVICES COMMITTEE THAT PRIOR TO PEARL HARBOR, NO ONE IN THIS COUNTRY PUT MUCH STOCK IN THE VALUE OF INTELLIGENCE. IN FACT, HE SAID, THERE WAS A PREDOMINANT BELIEF IN THE UNITED STATES THAT ALL THAT WAS NECESSARY TO WIN A WAR WAS THE ABILITY TO SHOOT STRAIGHT. VANDENBERG BELIEVED THAT PREWAR HOSTILITY TO INTELLIGENCE WAS DIRECTLY LINKED TO AMERICA'S LACK OF PREPAREDNESS AT PEARL HARBOR.

GENERAL VANDENBERG WANTED TO AVOID "INTELLIGENCE BY COMMITTEE," AND HE STRESSED THE NEED FOR AN INTEGRATED INTELLIGENCE SERVICE. UNDER VANDENBERG'S LEADERSHIP, THE CENTRAL INTELLIGENCE GROUP

EXPANDED IN SIZE AND SCOPE AND INCREASED ITS CLANDESTINE COLLECTION ACTIVITY. UNDER HIS DIRECTION, THE GROUP ALSO PRODUCED ITS FIRST NATIONAL ESTIMATE, PREPARED AT PRESIDENT TRUMAN'S REQUEST, ON SOVIET INTENTIONS AND CAPABILITIES -- AN AREA THAT IS STILL OF VITAL CONCERN TO US TODAY. IN APRIL 1947, VANDENBERG RETURNED TO AIR FORCE DUTY. PROMOTED TO GENERAL, HE LATER BECAME THE SECOND AIR FORCE CHIEF OF STAFF.¹

ANOTHER AIR FORCE OFFICER WHO PLAYED A KEY ROLE IN THE FORMATIVE YEARS OF BOTH AIR FORCE INTELLIGENCE AND THE CIA WAS GENERAL CHARLES P. CABELL. GENERAL CABELL HEADED AIR FORCE INTELLIGENCE FROM 1948 TO 1951, MAKING DECISIONS AND ADOPTING POLICIES WHICH HAVE HAD A SIGNIFICANT AND CONTINUING IMPACT FOR FOUR DECADES.

IN 1953 PRESIDENT EISENHOWER NAMED CABELL DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE, A POSITION HE HELD UNTIL 1962. HIS LONG ASSOCIATION WITH INTELLIGENCE DID MUCH FOR ESTABLISHING THE AIR FORCE ROLE IN U.S. INTELLIGENCE. HIS ASSOCIATION WITH INTELLIGENCE

WAS MEMORABLE FOR ANOTHER IMPORTANT REASON: GENERAL CABELL WAS THE FIRST AIR FORCE OFFICER TO RECEIVE A FOURTH STAR WHILE SERVING IN AN INTELLIGENCE POSITION.²

GENERAL VANDENBERG AND GENERAL CABELL WILL BE REMEMBERED FOR THEIR CONTRIBUTIONS TO THE DEVELOPMENT AND GROWTH OF U.S. INTELLIGENCE. BUT THE CHALLENGES WE IN INTELLIGENCE FACE TODAY ARE MORE COMPLICATED IN MANY WAYS FROM THOSE OUR PREDECESSORS FACED 40, 20, OR EVEN FIVE YEARS AGO. FOR EXAMPLE, TODAY WE ARE WITNESSING DRAMATIC CHANGES IN THE SOVIET UNION UNDER GENERAL SECRETARY GORBACHEV. WE ARE SEEING SIGNS OF POLITICAL AND ECONOMIC REFORM, CHANGES IN LEADERSHIP STYLE, SWEEPING PROPOSALS FOR ARMS CONTROL AGREEMENTS WITH THE WEST, A REASSESSMENT OF SOVIET INVOLVEMENT IN AFGHANISTAN, AND MUCH MORE. BUT AT THE SAME TIME, WE SEE NO SLACKENING IN SOVIET MILITARY CAPABILITIES. THE SOVIETS CONTINUE TO UNVEIL NEW WEAPONS SYSTEMS AND ENGAGE IN SOPHISTICATED WEAPONS RESEARCH.

ALTHOUGH MUCH OF OUR EFFORT REMAINS FOCUSED ON THE SOVIET UNION, WE ARE SPENDING MORE OF OUR TIME AND RESOURCES COLLECTING INFORMATION ON REGIONAL CONFLICTS, THIRD-WORLD INSTABILITIES, INTERNATIONAL TERRORISM, NARCOTICS TRAFFICKING, NUCLEAR PROLIFERATION, TECHNOLOGY TRANSFER, AND GROWING COMPETITION IN THE WORLD MARKET.³

THESE INCREASED CHALLENGES COME AT A TIME WHEN DOMESTIC BUDGET CUTS THREATEN TO AFFECT OUR RESOURCES AND MANPOWER, FORCING US -- IN EFFECT -- TO DO MORE WITH LESS. YET OUR BASIC RESPONSIBILITIES REMAIN UNCHANGED: TO COLLECT, ANALYZE, AND DISSEMINATE USEFUL INTELLIGENCE. I WOULD LIKE TO SPEND THE NEXT FEW MINUTES LOOKING AT SOME OF THESE CHALLENGES AND THE ROLE AIR FORCE INTELLIGENCE PLAYS IN MEETING THEM.

FIRST, WE FACE CHALLENGES STEMMING FROM THE ARMS CONTROL PROCESS. THE INTELLIGENCE COMMUNITY HAS PLAYED AND WILL CONTINUE TO PLAY A KEY ROLE IN PROVIDING INFORMATION TO SUPPORT THE NEGOTIATION

PROCESS AND TO MONITOR TREATY COMPLIANCE. INTELLIGENCE IS VITALLY IMPORTANT AS WE APPROACH THE INF TREATY. I RECENTLY TESTIFIED BEFORE CONGRESS ON THE INTELLIGENCE COMMUNITY'S ABILITY TO MONITOR SOVIET COMPLIANCE WITH THE PROVISIONS OF THE INF TREATY. WHILE I CANNOT DISCUSS DETAILS HERE, I CAN ASSURE YOU THAT CONGRESS REALIZES THE SIGNIFICANCE OF OUR ROLE AND IS GIVING VERY CAREFUL ATTENTION TO OUR MONITORING CAPABILITIES.⁴

THE VERIFICATION MEASURES REQUIRED BY THE INF TREATY POSE A FURTHER CHALLENGE TO THE INTELLIGENCE COMMUNITY. THE NEWLY ESTABLISHED ON-SITE INSPECTION AGENCY IS DEVELOPING THE METHODS AND MEANS TO ENSURE EFFECTIVE MONITORING CAPABILITIES, AND MANY OF YOU HERE TONIGHT ARE PLAYING KEY ROLES IN THIS PROCESS. I COMMEND THE COOPERATION AND SUPPORT OF AIR FORCE INTELLIGENCE IN THIS IMPORTANT AREA.

NEGOTIATIONS FOR A START AGREEMENT POSE AN EVEN GREATER CHALLENGE. THE MONITORING AND VERIFICATION TASKS ARISING FROM ANY

FUTURE AGREEMENT WILL BE EVEN GREATER, IN TERMS OF THE EXPERTISE, PERSONNEL, AND RESOURCES REQUIRED.

APART FROM THE ARMS CONTROL PROCESS, THE INTELLIGENCE COMMUNITY PLAYS A CONTINUING ROLE IN ASSESSING THE GENERAL NATURE AND EXTENT OF THE SOVIET THREAT. IN THE LAST FEW YEARS, WE HAVE SEEN CHANGES IN THE WAY THE SOVIETS DO BUSINESS -- AT LEAST ON THE SURFACE. CURRENTLY, THE SOVIETS ARE PUBLICLY ADOPTING NEW POSITIONS AND INFLUENCING IMPORTANT SPHERES OF PUBLIC OPINION IN THE WEST. GORBACHEV'S PROGRAM OF PERESTROIKA -- HIS AVOWED POLICIES OF GLASNOST, HIS "NEW THINKING" IN FOREIGN POLICY, AND HIS INTIMATIONS ABOUT A NEW, DEFENSIVE MILITARY DOCTRINE -- MUST BE SUBJECT TO INTENSIVE INTELLIGENCE COMMUNITY SCRUTINY.

TO ANALYZE THE REAL SUBSTANCE OF CHANGE IN THE SOVIET UNION, WE MUST PENETRATE SEVERAL LAYERS OF INFORMATION AND DOCTRINE. FIRST, WE MUST LOOK BEYOND WHAT THE SOVIETS ARE TELLING THE WORLD AS THEY ATTEMPT TO PUT THE BEST LIGHT ON DEVELOPMENTS IN THEIR COUNTRY.

THEN WE MUST LOOK BEYOND WHAT THEY TELL THEIR OWN PEOPLE IN ORDER TO INFLUENCE AND MOTIVATE A POPULATION THAT HAS GROWN APATHETIC FROM YEARS OF CORRUPTION, BUREAUCRACY, AND REPRESSION. TO BE SURE, REAL CHANGES ARE TAKING PLACE BENEATH THESE LAYERS, AND WE IN THE INTELLIGENCE COMMUNITY MUST ASSESS THEIR IMPACT. I BELIEVE WE HAVE DONE AN EXCELLENT JOB IN SIFTING THROUGH THIS INFORMATION TO DETERMINE WHAT HAS CHANGED IN THE SOVIET SYSTEM AND WHAT HAS NOT.

I WANT TO COMMEND THE WORK DONE IN THIS AREA BY YOU IN AIR FORCE INTELLIGENCE, UNDER THE DIRECTION OF GENERAL BISSELL AND COLONEL LOTZ. THE NEWLY CREATED AIR FORCE INTELLIGENCE AGENCY, WHICH UNITES ALL THE ANALYTICAL AND PRODUCTION ELEMENTS OF AIR FORCE INTELLIGENCE INTO ONE COORDINATED TEAM, PROVIDES SUBSTANTIVE SUPPORT FOR ALL AIR FORCE COMMANDS AND FOR THE NATIONAL INTELLIGENCE COMMUNITY.

THE IMPORTANT GOALS OF AIR FORCE INTELLIGENCE -- TO IMPROVE SUPPORT TO AIR FORCE COMMANDERS, TO ENSURE THAT THE UNITED STATES AIR

FORCE POSSESSES THE KNOWLEDGE AND CAPABILITY TO CARRY OUT WARTIME AND PEACETIME MISSIONS, AND TO SUPPORT U.S. POLICYMAKERS AT ALL LEVELS -- COMPLEMENT THE GOALS OF OTHER MEMBERS OF THE INTELLIGENCE COMMUNITY.⁵

AND I CANNOT STRESS ENOUGH THE IMPORTANCE OF INTERAGENCY COOPERATION IN ACHIEVING THESE GOALS. MY BACKGROUND WITH THE FBI HAS PROVIDED ME WITH AN EXCELLENT EXAMPLE OF COOPERATION BETWEEN THE AIR FORCE AND THE FBI ON AN COUNTERINTELLIGENCE OPERATION -- THE CASE OF VLADIMIR MAKAROVICH IZMAYLOV.

THE IZMAYLOV CASE DEMONSTRATES THE LENGTHS TO WHICH THE SOVIETS WILL GO TO COLLECT INTELLIGENCE ON U.S. MILITARY AND TECHNICAL CAPABILITIES. IZMAYLOV WAS A COLONEL IN THE G.R.U. -- SOVIET MILITARY INTELLIGENCE -- AND A SOVIET AIR ATTACHE ASSIGNED TO WASHINGTON, D.C. HE APPROACHED A U.S. AIR FORCE OFFICER AND OFFERED HIM "THOUSANDS OF DOLLARS" FOR SENSITIVE CLASSIFIED INFORMATION ON STEALTH TECHNOLOGY AND S.D.I. TO HIS CREDIT, THE OFFICER WORKED

CLOSELY WITH THE AIR FORCE OFFICE OF SPECIAL INVESTIGATIONS AND THE FBI TO TRAP IZMAYLOV. THE RESULT WAS A VERY SUCCESSFUL U.S. COUNTERINTELLIGENCE OPERATION WHICH EXPOSED G.R.U. METHODS AND OBJECTIVES. THIS OPERATION WAS MADE POSSIBLE BY INTERAGENCY COOPERATION.⁶

IN ADDITION TO PROVIDING OPERATIONAL SUPPORT, AIR FORCE INTELLIGENCE ALSO PERFORMS ANALYSIS THAT IS ESSENTIAL TO OUR NATIONAL SECURITY. THIS ANALYSIS IS CONDUCTED BY HIGHLY SKILLED ANALYSTS AT THE PENTAGON AND IN THE FIELD. AIR FORCE INTELLIGENCE PROVIDES OUTSTANDING SUPPORT TO NATIONAL OPERATIONS AND POLICY. ONE EXAMPLE IS THE WORK DONE IN SUPPORT OF DEVELOPMENTS IN THE MIDDLE EAST. THE EXEMPLARY WORK IN THIS REGION HAS INVOLVED MANY DIFFERENT INTELLIGENCE DISCIPLINES, AS WELL AS ALL-SOURCE ANALYSIS.

SUCH EXAMPLES OF COOPERATION AND SUPPORT TO NATIONAL POLICY OBJECTIVES ARE FREQUENT WITHIN THE INTELLIGENCE COMMUNITY -- AND OUR CONTINUED EFFECTIVENESS DEPENDS ON CONTINUED INTERAGENCY COOPERATION.

THE NATIONAL INTELLIGENCE ESTIMATE PROCESS, FOR EXAMPLE, RELIES ON THE OPEN EXCHANGE OF VIEWS FROM MEMBERS OF THE INTELLIGENCE COMMUNITY. NATIONAL INTELLIGENCE ESTIMATES REFLECT THE BEST ESTIMATE OF THE COMMUNITY AS A WHOLE -- NOT THE LOWEST COMMON DENOMINATOR OF OPINION. ESTIMATES ARE ASSEMBLED IN AN OBJECTIVE WAY. DISSENTING OPINIONS ARE NOT CAST TO THE BACK OF THE REPORT IN SMALL-PRINT FOOTNOTES, BUT ARE CLEARLY REFLECTED IN THE TEXT OR IN FOOTNOTES DIRECTLY BELOW THE TEXT, SO THAT THOSE READING THE ESTIMATES -- PARTICULARLY THE PRESIDENT -- WILL UNDERSTAND WHERE DIFFERENCES OF OPINION EXIST.⁷ THE COOPERATION INHERENT IN THE NATIONAL ESTIMATE PROCESS EXEMPLIFIES THE CLOSE COMMUNITY RELATIONSHIP THAT WE ALL DESIRE AND SUPPORT.

WE IN THE INTELLIGENCE COMMUNITY PLAY AN IMPORTANT ROLE IN OUR COUNTRY'S FOREIGN POLICY, BUT WE MUST UNDERSTAND THIS ROLE CLEARLY AND HANDLE IT CORRECTLY. WE DO NOT MAKE POLICY, NOR DO WE HAVE OUR OWN FOREIGN POLICY. TO THE EXTENT THAT WE ARE INVOLVED IN

SUPPORTING AND IMPLEMENTING A FOREIGN POLICY, IT IS THE FOREIGN POLICY OF THE UNITED STATES. WE MUST PRESERVE OUR OBJECTIVITY -- EVEN IN THE FACE OF PRESSURE FROM POLICYMAKERS. WE MUST CONTINUE TO TELL IT LIKE IT IS, AVOIDING BIAS AS MUCH AS WE CAN. ON THE OTHER SIDE OF THE COIN, POLICYMAKERS MUST RECEIVE FROM US INFORMATION THAT THEY CAN USE -- INFORMATION THAT IS BOTH ACCURATE AND TIMELY. THIS IS NOT ALWAYS EASY, BUT IT IS ALWAYS NECESSARY.⁸

YOU IN AIR FORCE INTELLIGENCE ARE TO BE CONGRATULATED FOR YOUR EFFORTS IN MEETING THESE CHALLENGES. I HAVE SEEN THE RESULTS OF YOUR LABORS ON FAST-BREAKING WORLD EVENTS, ANALYSIS OF THE SOVIET THREAT, AND MANAGEMENT OF INTELLIGENCE RESOURCES.

AND I AM KEENLY AWARE THAT THE KEY TO CONTINUED SUCCESS IN INTELLIGENCE IS OUR PEOPLE. THE AIR FORCE HAS PROVIDED OUTSTANDING INTELLIGENCE OFFICERS AT ALL LEVELS AND IN AN ALL DISCIPLINES. I AM PLEASED TO SEE GREATER RECOGNITION OF THE IMPORTANT ROLE CIVILIAN PERSONNEL PLAY IN AIR FORCE INTELLIGENCE. YOUR EFFORTS TO

ESTABLISH A CIVILIAN INTELLIGENCE PERSONNEL MANAGEMENT SYSTEM WILL ENABLE US TO RECRUIT AND RETAIN WELL-QUALIFIED CIVILIAN PERSONNEL FOR YEARS TO COME.

AIR FORCE MILITARY AND CIVILIAN INTELLIGENCE OFFICERS ARE A VITAL PART OF THE INTELLIGENCE COMMUNITY. I AM GRATIFIED BY YOUR ACCOMPLISHMENTS AND YOUR COMMITMENT TO EXCELLENCE. AND I LOOK FORWARD TO YOUR CONTINUED COOPERATION. I KNOW THAT IF WE WORK TOGETHER, AS A UNIFIED TEAM, WE CAN MASTER THE MANY CHALLENGES THAT LIE BEFORE US AND ENSURE THE SECURITY OF OUR NATION.

TONIGHT, AS I CLOSE MY REMARKS, I WOULD LIKE TO TALK BRIEFLY ABOUT A MAN WHO HAS BEEN A SIGNIFICANT PART OF OUR UNIFIED TEAM -- GENERAL SCHUYLER BISSELL. EARLIER THIS EVENING, YOU REFLECTED ON MANY OF GENERAL BISSELL'S CONTRIBUTIONS TO INTELLIGENCE, AND I WOULD LIKE TO ADD MY OWN OBSERVATIONS.

FOR MANY YEARS, GENERAL BISSELL HAS BEEN A LEADER, INNOVATOR, AND DEVELOPER IN THE FIELD OF INTELLIGENCE -- BE IT AS DIRECTOR OF A.F.I.S., DEPUTY DIRECTOR OF D.I.A., OR IN HIS CURRENT POSITION AS ASSISTANT CHIEF OF STAFF FOR INTELLIGENCE, HEADQUARTERS U.S.A.F. HIS COMMITMENT TO INTELLIGENCE PLANNING, ADVANCED TECHNOLOGY AND TRAINING, AND EFFICIENT USE OF RESOURCES WILL HAVE A LASTING IMPACT ON OUR NATION'S INTELLIGENCE CAPABILITIES.

GENERAL BISSELL IS A STRONG ADVOCATE OF GREATER INTERAGENCY COOPERATION. HE HAS PLAYED AN EXTREMELY ACTIVE ROLE IN THE NATIONAL FOREIGN INTELLIGENCE BOARD AND COUNCIL, WHERE HIS KEEN INTELLECT AND SOUND JUDGMENT WERE INVALUABLE ASSETS.

HE HAS OFTEN SERVED AS AN ELOQUENT AND EFFECTIVE SPOKESMAN ON BEHALF OF THE INTELLIGENCE COMMUNITY, DEFENDING OUR RESOURCES AND REQUIREMENTS IN THE DEPARTMENT OF DEFENSE AND CONGRESSIONAL ARENAS.

GENERAL BISSELL HAS ALSO CONTRIBUTED MUCH TO THE FIELD OF

INTELLIGENCE PLANNING. HE HAS BEEN INSTRUMENTAL IN THE EFFORT TO ESTABLISH SUBSTANTIVE INTELLIGENCE REQUIREMENTS THAT ARE GEARED TOWARD SUPPORTING U.S. FORCES IN FUTURE PEACETIME AND WARTIME INTELLIGENCE EFFORTS.⁹

BUT THE TRUEST TEST OF GENERAL BISSELL'S LEADERSHIP COMES NOT IN MANAGING PLANS, PROGRAMS, OR BUDGETS, BUT IN GUIDING PEOPLE. THE GENERAL'S PROFESSIONALISM AND DEDICATION HAVE ATTRACTED MANY TALENTED MEN AND WOMEN TO INTELLIGENCE, AND HIS STRONG LEADERSHIP HAS ENCOURAGED MANY TO REMAIN IN THE FIELD. THOSE OF US GATHERED HERE RECOGNIZE THAT GENERAL BISSELL'S GREATEST LEGACY TO THE INTELLIGENCE COMMUNITY IS THE CADRE OF HIGHLY SKILLED, HIGHLY DEDICATED, AND HIGHLY EFFECTIVE INTELLIGENCE OFFICERS HE HAS HELPED TO DEVELOP -- A CADRE FROM WHICH THE INTELLIGENCE LEADERS OF TOMORROW WILL BE DRAWN.

AND SO TO RECOGNIZE THESE MANY CONTRIBUTIONS, I AM PLEASED TO PRESENT GENERAL BISSELL WITH THE NATIONAL INTELLIGENCE DISTINGUISHED SERVICE MEDAL, WHICH IS GIVEN IN RECOGNITION OF HIS 35 YEARS OF EXEMPLARY SERVICE TO THE UNITED STATES AIR FORCE, THE NATIONAL INTELLIGENCE COMMUNITY, AND HIS COUNTRY.

PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
AFTER ACCEPTANCE OF GIFT
AT THE
AIR FORCE INTELLIGENCE AGENCY DINING-IN
ANDREWS AIR FORCE BASE, MARYLAND
APRIL 15, 1988

I AM HONORED TO ACCEPT THIS GIFT ON BEHALF OF THE CENTRAL INTELLIGENCE AGENCY, AND I APPRECIATE THE KIND WORDS OF COLONEL LOTZ.

THIS GIFT WILL SERVE AS A LASTING SYMBOL OF THE SPIRIT OF COOPERATION BETWEEN THE AIR FORCE INTELLIGENCE AGENCY AND THE CENTRAL INTELLIGENCE AGENCY. I WILL DISPLAY IT PROMINENTLY, SO THAT ALL EMPLOYEES OF THE CENTRAL INTELLIGENCE AGENCY WILL APPRECIATE ITS SIGNIFICANCE.

THANK YOU.

FOOTNOTES

1 The background on General Vandenberg was drawn from the following sources: DONOVAN AND THE CIA: A HISTORY OF THE ESTABLISHMENT OF THE CENTRAL INTELLIGENCE AGENCY, by Thomas F. Troy (University Publications of America, Inc., Frederick, Maryland, 1984); THE RISE AND DECLINE OF THE CIA, by John Ranelagh (Simon and Schuster, New York, 1986); and THE WASHINGTON PAPERS/105, U.S. INTELLIGENCE: EVOLUTION AND ANATOMY, by Mark M. Lowenthal (Praeger Publishers, 1984). Relevant passages from Troy's book are attached.

2 The background on General Cabell was drawn from the same sources cited in the above footnote, and from a 1986 Air Force Intelligence Service (AFIS) memorandum: "1986 Cabell and Gilligan Awards." The memorandum is attached.

3 The diversity of challenges facing US intelligence were drawn from US MILITARY POSTURE FY 1989, by the Joint Staff, et al, National Foreign Intelligence Strategy, 1986. The excerpts used in the speech have been sanitized. Documentation is attached.

4 Comments regarding Judge Webster's testimony to Congress on the INF Treaty were drawn from extemporaneous remarks Judge Webster made in his address to the American Business Conference on 23 March 1988. Relevant passages are attached.

5 The principal goals of Air Force Intelligence were drawn from "Goals of Air Force Intelligence," an article which appeared in THE INTELLIGENCER in January 1988. Documentation is attached.

6 Details on the Vladimir Makarovich Izmaylov counterintelligence case were taken from "An Analysis of a Successful Offensive Counterintelligence Operation," COUNTERESPIONAGE SPECIAL REPORT, prepared by the HQ Air Force Office of Special Investigations, Counterintelligence Directorate, Operations Division, Bolling Air Force Base, Washington, D.C., July 1986. Documentation is attached.

7 Judge Webster described the cooperative effort behind National Intelligence Estimates in extemporaneous remarks made in an address to the American Business Conference on 23 March 1988. Relevant passages are attached.

8 Judge Webster described the role of intelligence in supporting and implementing US foreign policy in his remarks to the American business Conference on 23 March 1988. Relevant passages are attached.

9 Highlights on the career of Major General Schuyler Bissell were drawn from a 1988 Department of the Air Force memorandum: "Nomination of Major General Schuyler Bissell for the National Intelligence Distinguished Service Medal" and from the "Point Paper on General Bissell's Impact on the Acquisition Process," prepared by Chris S. Ferguson of AF/INEGT, on 18 February 1987. The memorandum and point paper are attached.