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**Recall that CIA created publicly, most unsecret secret service**

**Held publicly accountable for actions**

**Media, academia, watchdog groups, special commissions, courts, all play roles in balancing democratic values with need for secrecy**

**CONGRESS most important**

**Days when oversight==overlook ended with series of scandals, disclosures starting in late 60s**

**Prompted establishment of permanent oversight committees**

**Accountability now routine part of CIA business**

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# NATIONAL SECURITY ACT


of 1947 established:

National Security Council

Secretary of Defense

U.S. Air Force

Central Intelligence Agency



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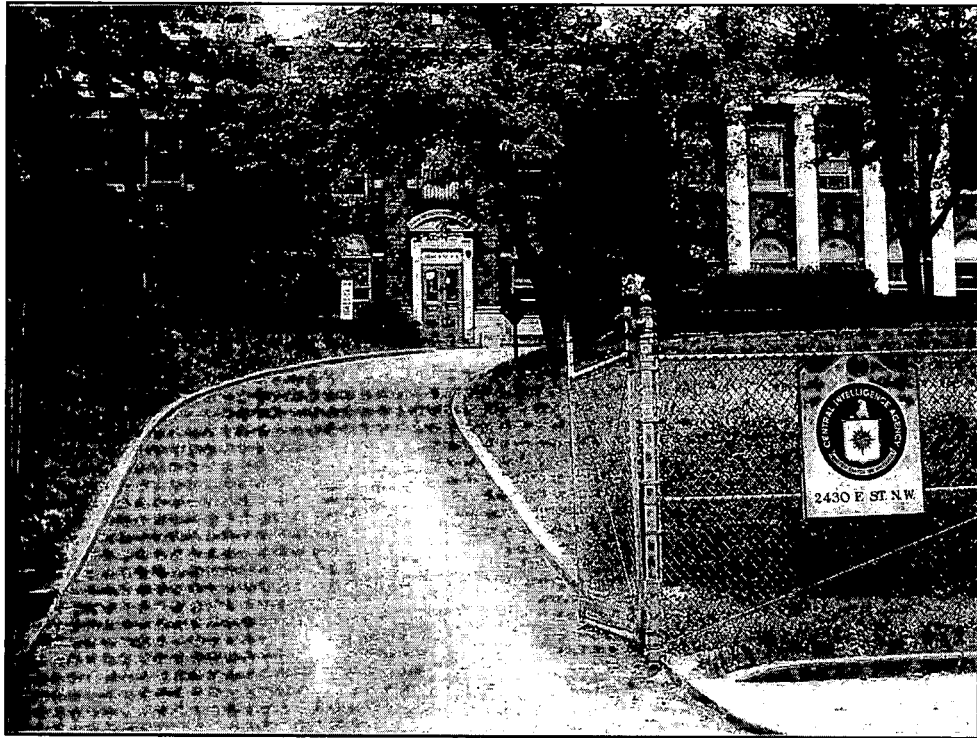
**Truman still felt need for collating and summarizing departmental intelligence reports**  
**Experimented with Central Intelligence Group, coordinating umbrella body, but found it wanting**

**1947 saw passage and signing of National Security Act**

### **TWO IMPORTANT TAKEAWAYS**

- 1. CIA created as part of national security architecture**
- 2. CIA created openly, first intell service publicized from birth; more on ramifications of legislative creation later**

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**CIA created in 1947, but origins go back to early years of WWII**

**Office of Strategic Services (OSS) model for CIA**

**CIA even inherited OSS buildings such as the one shown here**


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“Why reconstruct the **history** of a government agency?”

To further the **operational efficiency** of that agency.

This cannot be history for history’s sake. It must be history for the **improvement of today’s and tomorrow’s operations.**”

Sherman Kent



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**Why should we study this record of success, failure?**

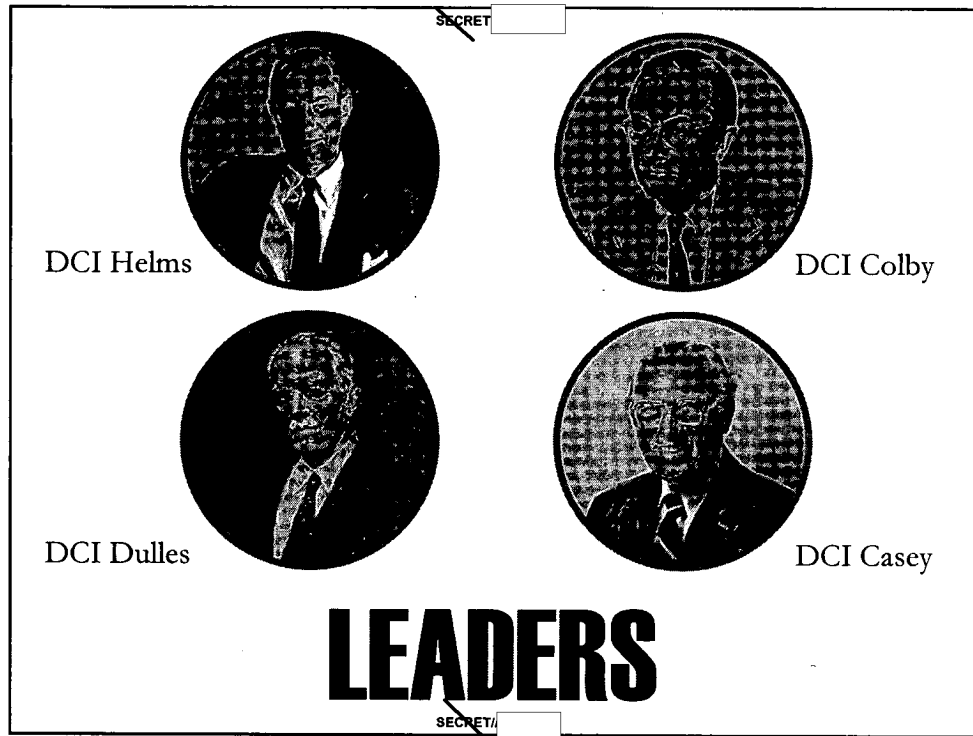
**Best summed up by Sherman Kent**

**Learning about heritage valuable b/c use lessons of past to guide decisionmaking today and in future**

**Understanding how predecessors coped with crises, changes, what choices they made and why, will help you become more effective intelligence officer**



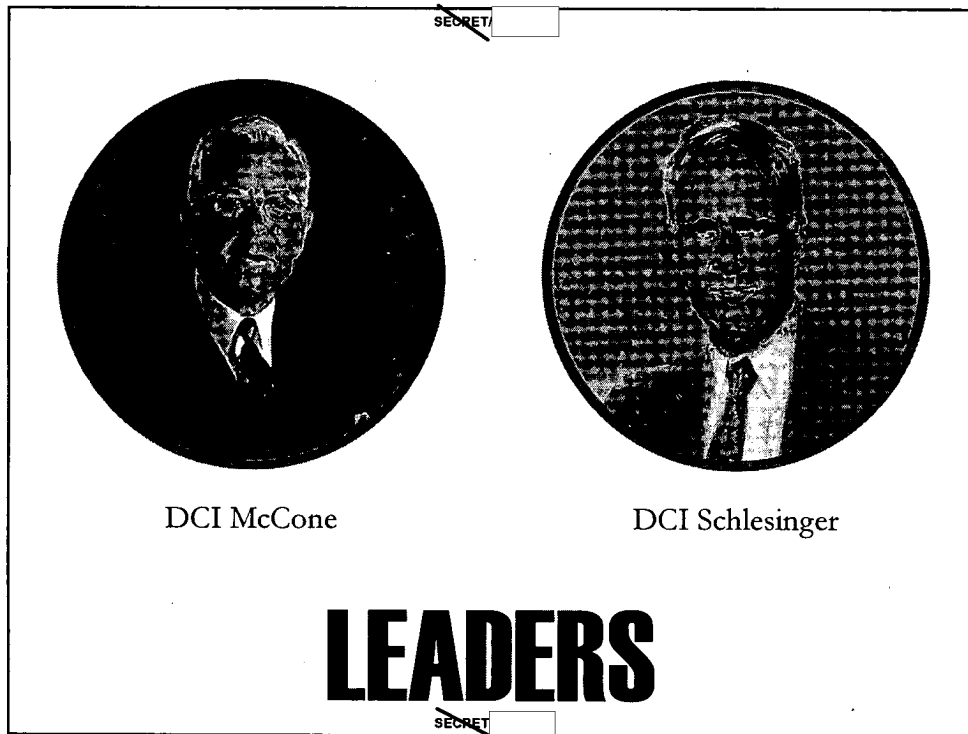
**All Directors face the challenge of walking fine line:**



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**Four had served in OSS**

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**Others, like McCone and Schlesinger, were hands-on reformers brought in to shake things up, alter what Agency did and how it did it**



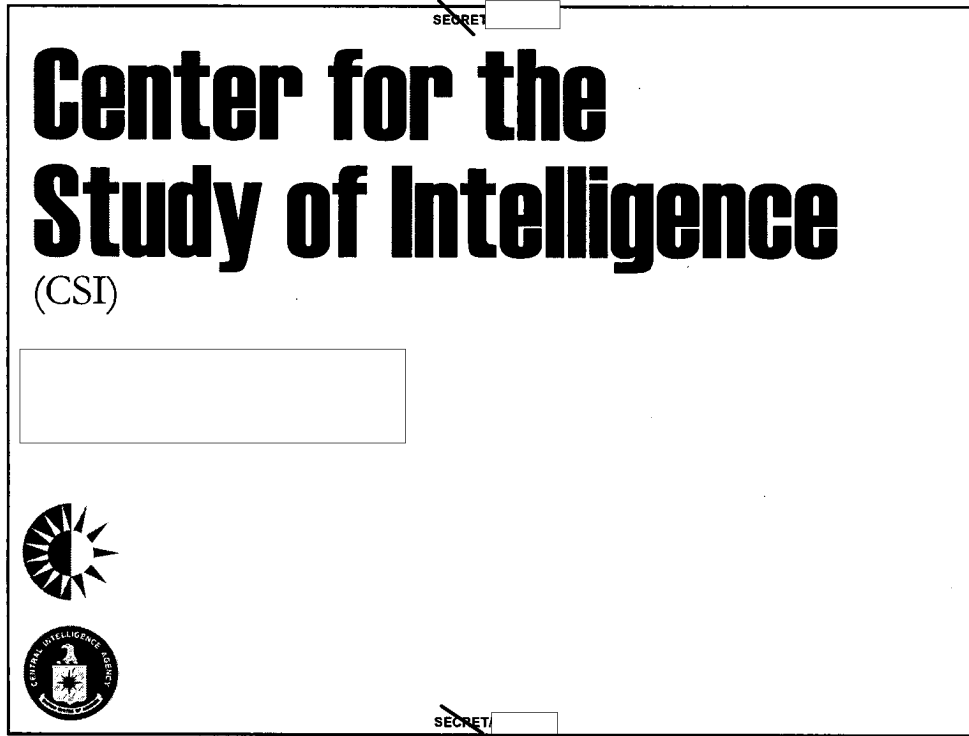
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**Also needed officers who could:**

- **Launch commando raid and fight alongside resistance groups**
- **Analyzed enemy strengths and weaknesses, identify key bombing targets**
- **Develop special weapons and tradecraft devices**





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**Encourage all of you to take note of the many resources and activities of CSI**

**Check out online courses and videos, read Studies, and don't hesitate to ask History Staff if you have a question!**



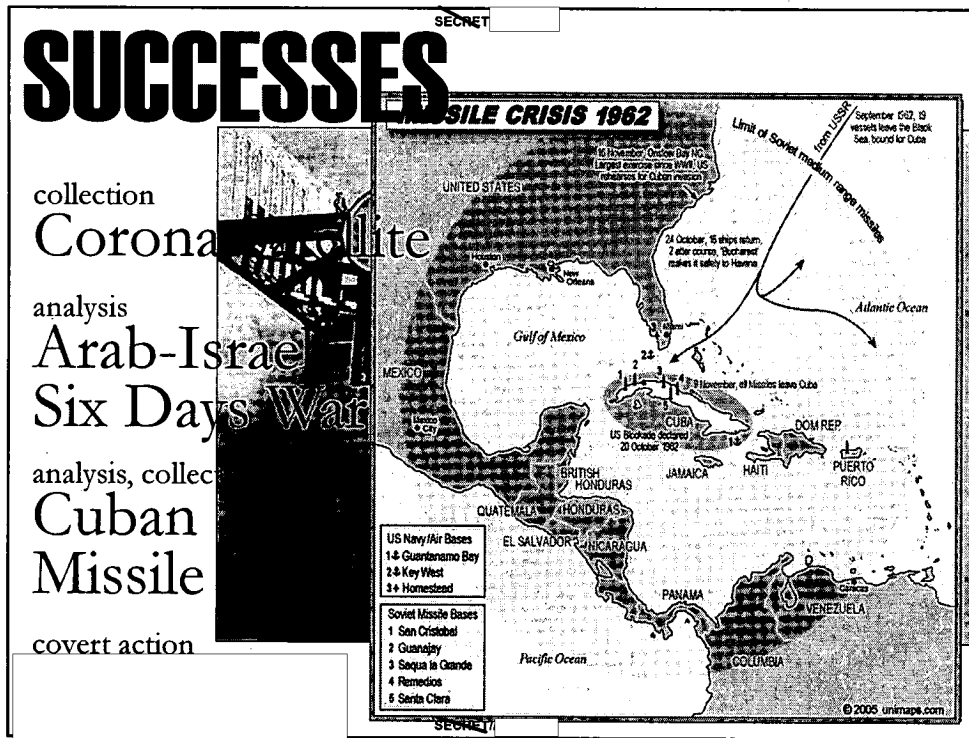
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**End of Cold War, symbolized by collapse of Berlin Wall, led some to question need for CIA**

**If Communism main target and Communist threat gone, what threats do we need a CIA to address?**

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collection  
Corona

analysis  
Arab-Israeli  
Six Days War

analysis, collec  
Cuban  
Missile

covert action

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**Much public discussion of CIA centers on performance balance sheet, successes and failures**

**Fair to say have had our share of both in all core mission areas**

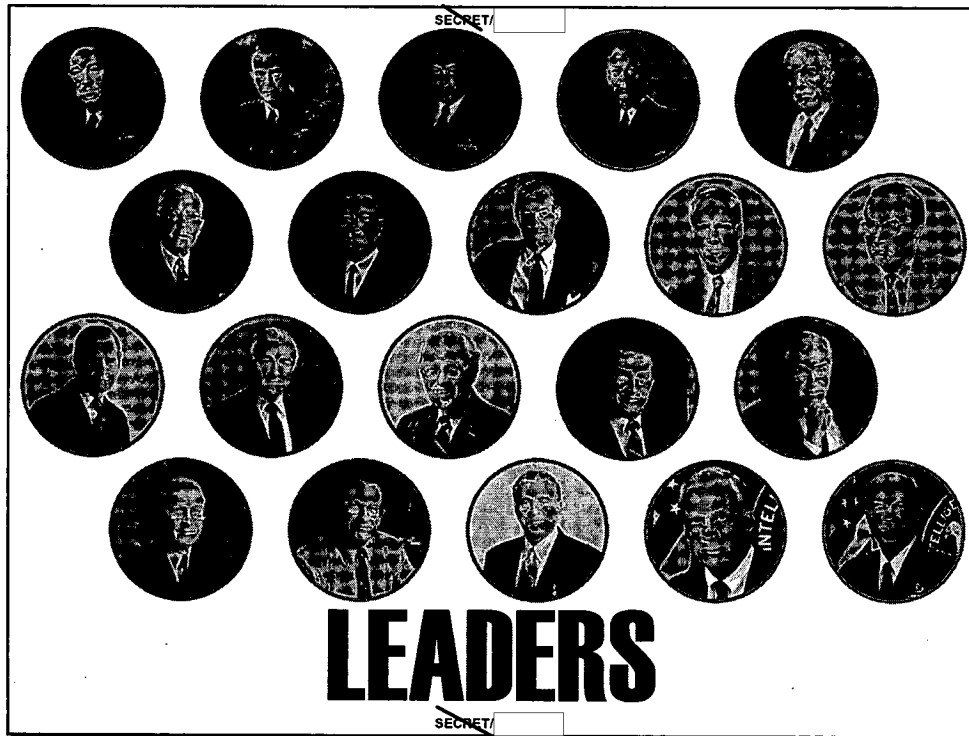
**Successes often less public**

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**US needed a centralized intelligence agency that could:**

- Run spy networks, as future DCI Allen Dulles did from neutral Switzerland**
- Report from occupied territory and train resistance fighters, as Virginia Hall did in France**

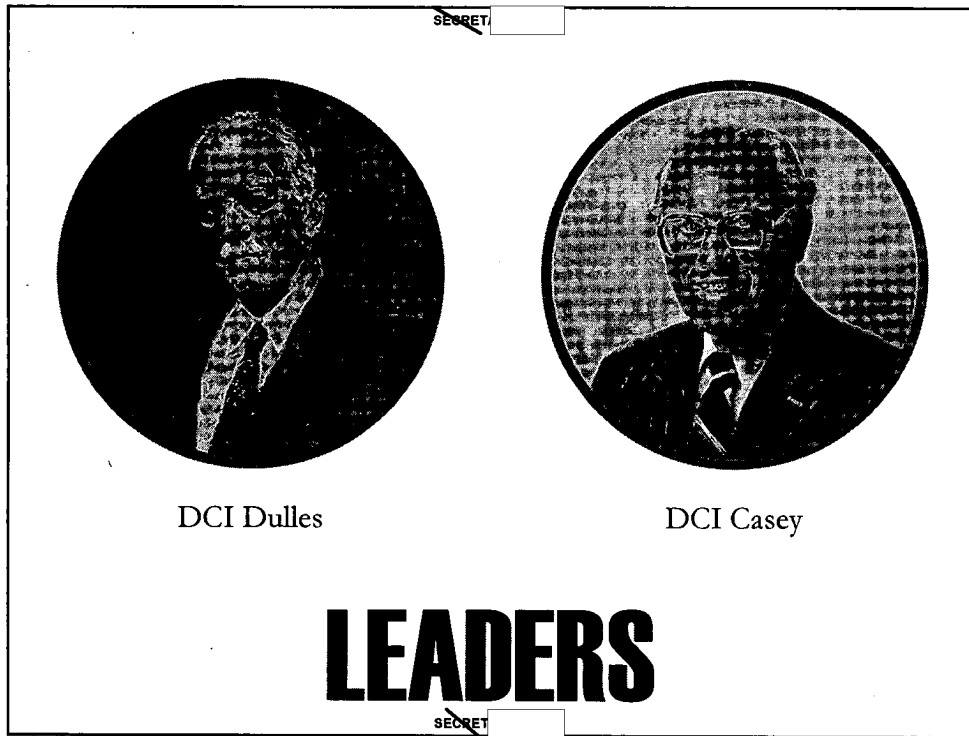


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**Tough task of fighting for and allocating resources to address these challenges has fallen to men who have served as DCI and D/CIA**

**Come from variety of backgrounds, experiences; most had some experience with intelligence before getting job**

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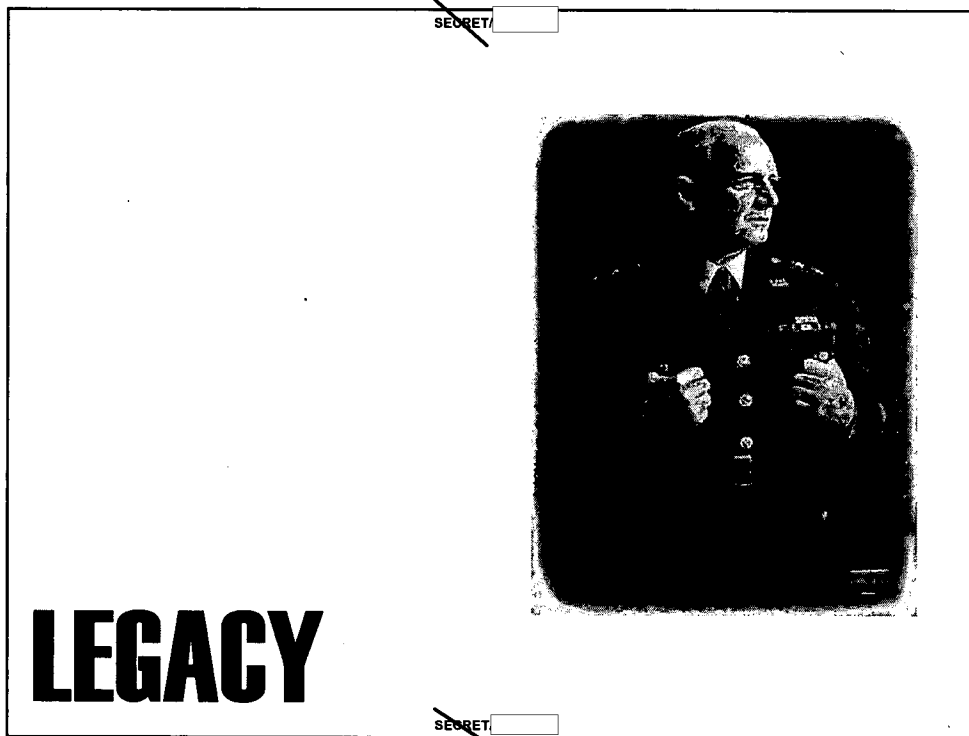


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**Some , like Dulles and Casey, focused more on waging clandestine warfare in response to presidential concerns about Communist threat**

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**Under leadership of MGEN William "Wild Bill" Donovan, OSS demonstrated value of full-service, centralized intelligence organization**

**Donovan argued OSS should continue after end of war**

**BUT**

**Resistance from War, State, Navy, FBI**

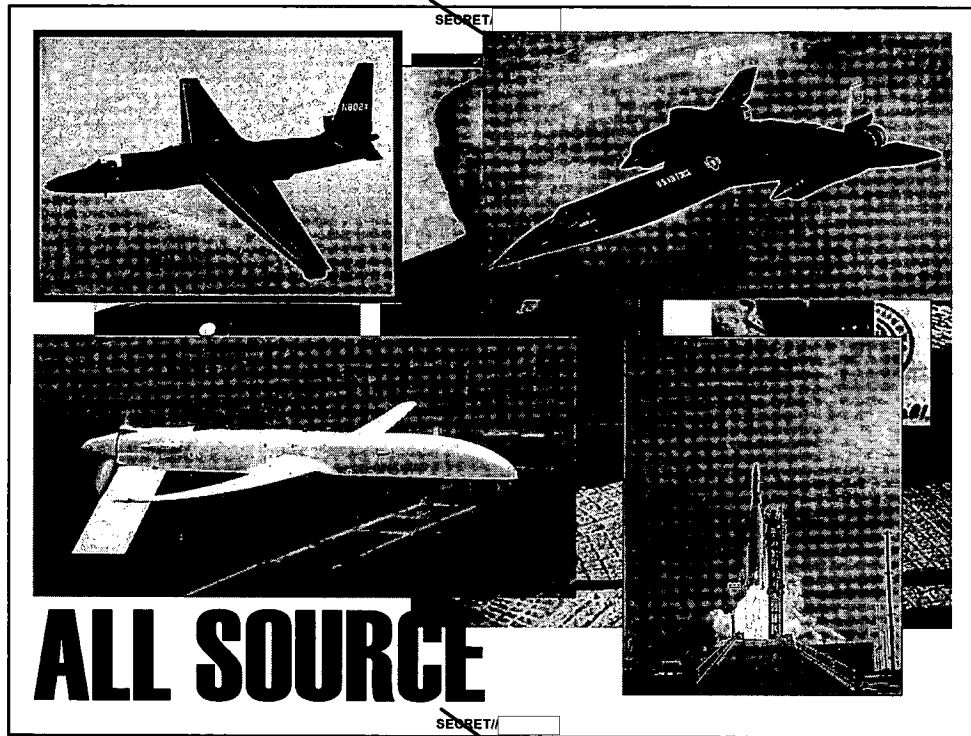
**Personality clashes (w/ Army G-2, Truman)**

**Zeitgeist (fear of creating American Gestapo)**

**SO**

**Truman disbands OSS, sending some to War Department (as SSU), some to State**





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**In multi-threat world, CIA draws on experience against Communist hard target**

**Use of all-source intelligence key; need:**

- **Sources like defectors, recruited assets, walk-ins like Penkovskiy, Polyakov, Kuklinski**
- **Also need imagery collected by pioneering platforms such as U-2, A-12 and then Corona satellite and UAVs**
- **Open Source—media, internet, etc.**



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**Second area where POTUS-Director relationship is important is covert action**

**Only intelligence function in which CIA is implementer, rather than informer, of policy**

**Often politically controversial, but has been used by every president since CIA created**

**Agency has conducted wide range of CA over the years**



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**Notion of success and failure complex, especially in world of intelligence**

**Berlin Tunnel example**

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# FAILURES

operations  
Bay of Pigs

counterintelligence  
Aldrich Ames

analysis  
First Soviet  
Nuclear Test

analysis, collection  
Islamic Takeover  
in Iran



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**Failures tend to make it into press more quickly**



**Quickly emerged that there were many of these threats**

**Terrorism**

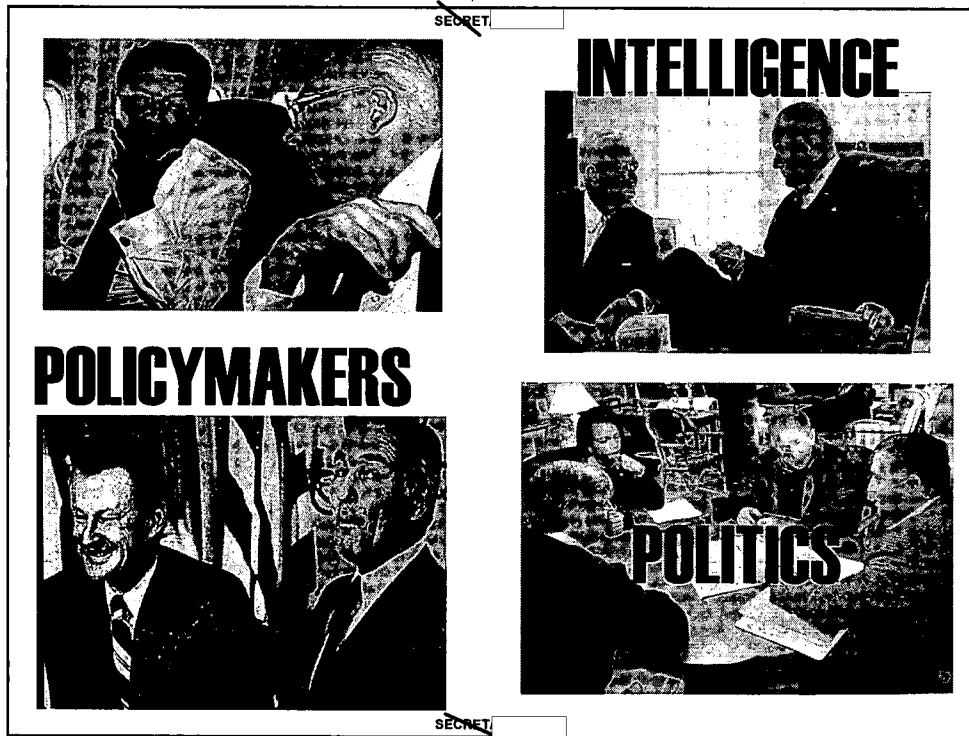
**Proliferation**

**Narcotics**

**Regional warfare**

**Rogue states**

**9/11 underscored very real nature of these threats, reminder of dangers of complacency in post-Communist world**



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**Our history suggests that who runs Agency is important -- particularly evident in two areas**

**First—nexus of intelligence and policy**

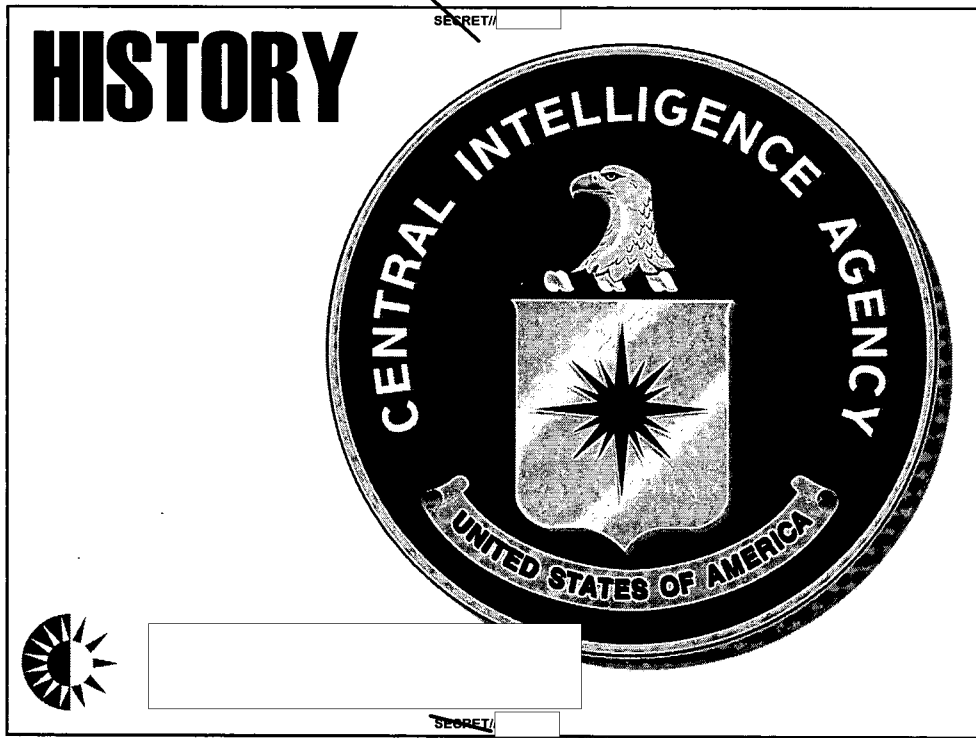
**CIA collects and analyzes intelligence to inform policymakers and so it is inevitable that politics and personalities will affect activities, relationships**

**As result, Agency influence waxes and wanes**

**Some DCIs close to POTUS (e.g., Tenet and Casey, though recent research shows Casey closeness exaggerated).**

**Some more businesslike, some had only infrequent contact**

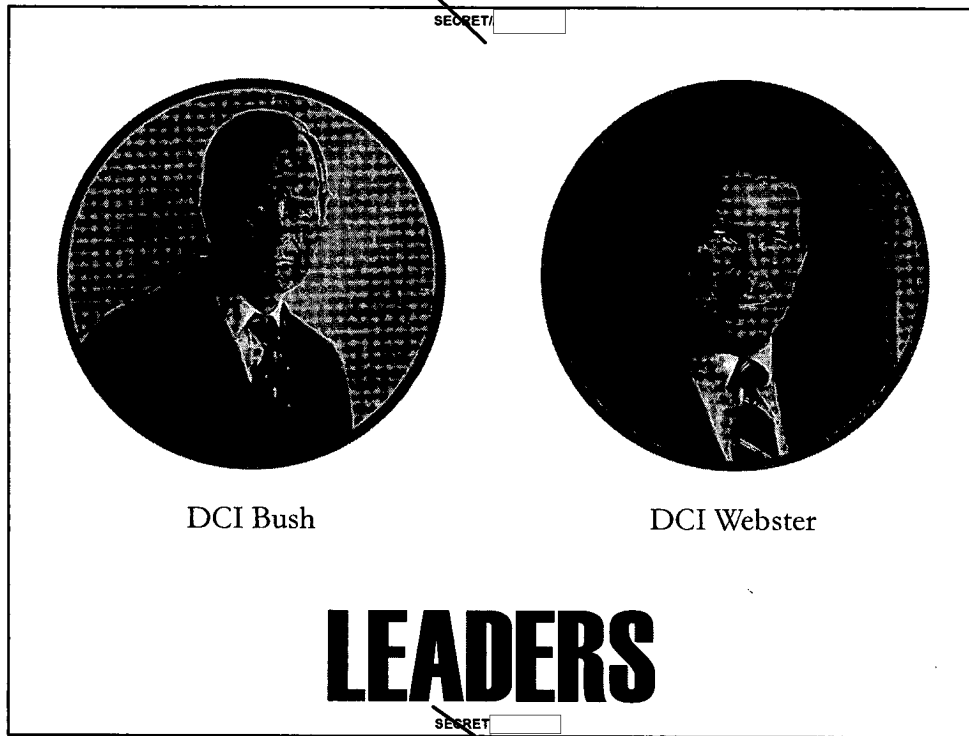
**Historically, if DCI is POTUS intell advisor, we have clout; if not, hard to get access**



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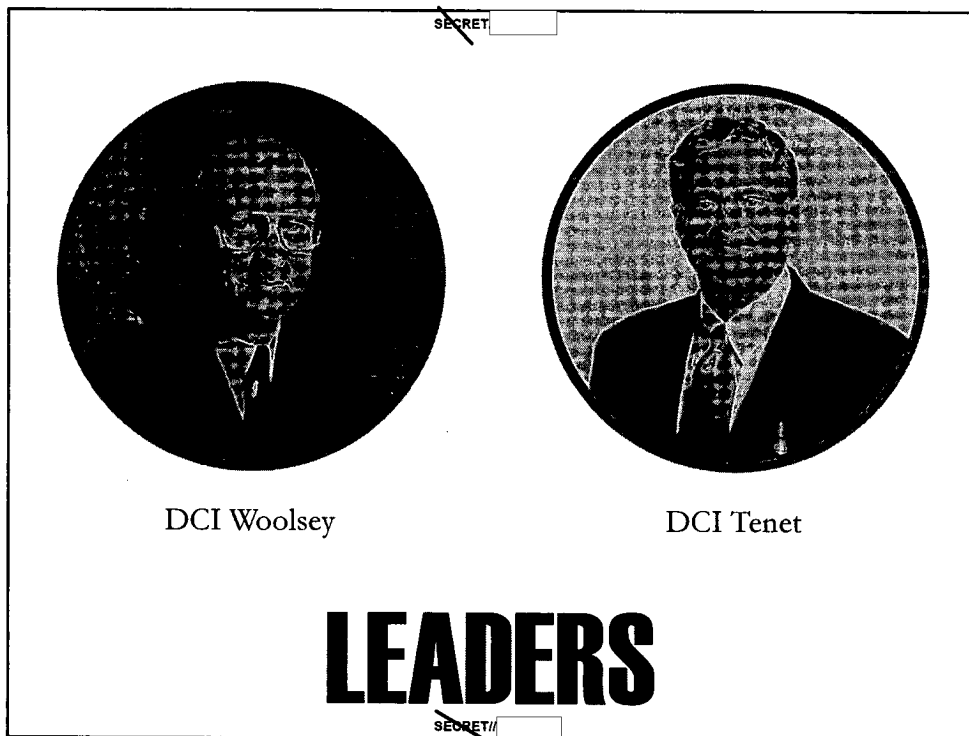


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**Others, like Bush and Webster, tapped to restore CIA image, morale after periods of political controversy**

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**Presidents choose directors to accomplish different missions at different times**

**Some, like Woolsey and Tenet, were primarily administrators, technocrats who fine-tuned existing activities, made modest changes**

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