

Week 2: Origins and Functions of the Intelligence Community

A. Early use of Intelligence in conflicts

- Use of intelligence dates to American Revolution.
- George Washington big believer in intelligence as force multiplier. Seige of Boston. Nathan Hale. Spies and counterespionage.
- When President, 12% of federal budget for intelligence. No oversight.
- Later use in Mexican, Civil and Spanish American Wars
- Early military intelligence units (1882-1885), FBI (1908), State Dept.
- World War One and role of intercepted communications and overhead reconnaissance

B. World War Two as Turning Point

- Pearl Harbor and aftermath. Surprise attack. Intelligence failure?
- Formation of OSS; Bill Donovan, father of CIA.
- Role of intercepted communications. "Magic" and "Ultra"
- Later role of "Venona". Beginnings of Cold War. "Iron Curtain".

C. National Security Act of 1947.

- Driven by Pearl Harbor and beginnings of Cold War.
- Desire to form independent national intelligence agency, not part of FBI, State or military.
- Desire to unify military services. DOD, JCS
- Created CIA and NSC. DCI had vague powers, a plus and minus. Three hats.
- CIA focus on foreign intelligence. No Gestapo. No spying on Americans.
- CIA begins own collection and analysis. DO and DI, later DS&T
- CIA and DOD as rivals on collection. CIA and State rivals on analysis. CIA and FBI as rivals on counterespionage.

D. Key Dates Since 1947 (History 101).

- 1950. Korean War. Surprise attacks. Intel failures. Board of National Estimates formed.
- 1953. Coup in Iran. Covert action. Fear of Communism. Oil diplomacy. Shah
- 1954. Coup in Guatemala. CIA in Latin America. Led to Bay of Pigs.
- Late 50s. Missile gap. U-2 and Corona. Gary Powers shootdown.
- 1961. Bay of Pigs and Castro
- 1962. Cuban missile crisis.
- 1964-1975. Vietnam War. Tet. OB debate. Vickers joins CIA (1969).
- 1972. ABM and SALT treaties. Intelligence to monitor and verify.
- 1973. Arab-Israeli War. Intel failure.
- 1975-76. Intel investigations. Church and Pike Commissions. HPSCI and SSCI. Oversight.
- 1979. Fall of Shah. Intel failure of regime change.
- 1986-87. Iran- Contra. Tower Commission.
- 1989-91. End of Cold War. Fall of Soviet Union. Intel failure? Vickers law of warning.
- 1990-91. Iraq and Desert Storm. Support for military operations. Use of imagery.
- 1994 and 2001. Russian spies still active. Ames and Hansen. CI rules.
- 9/11. Terrorism as the new threat.

E. Notable DCIs

- Dulles. 1953-61. Long serving Cold War DCI.
- Helms. 1967-73. Intel professional. DO background.
- Colby. 1973-76. Vietnam and Congress.
- Bush. 1976-77. First DCI to become President
- Turner. 1977-81. First political appointee.

- Casey. 1981-87. Controversial Cold Warrior
- Webster. 1987-91. First ex-FBI Director.
- Gates. 1991-93. First ex-DDI.
- Deutch. 1995-96. MIT. Least liked (by me.).
- Tenet. 1997-2004. Popular, but will history be kind?

F. Intelligence Functions.

- The Intel cycle. How many steps? For you process gurus.
- Requirements. Beginning of the process. In theory, set by consumers. Tiers and matrix. Competing priorities. ROW issue. Lack of flexibility. Ad hoc vs standing.
- Collection. The INTs. Tech very costly. DOD and Industry drivers. Analyst input often lacking. “Stovepipes” Separate clearances. Codewords.
- Processing and Exploitation. TPED. Collection vacuum cleaners. Much data never exploited. Storage and retrieval issue.
- Analysis and production. Types: basic, current, long term, estimative, warning. Current dominates. Long term is 2-3 years, except for military-technical.
- Dissemination and feedback. Written and oral. PDB briefers. Vickers and others. New DNI IC briefings. Consensus and differences. Role of NSC and PPGs.