



PROFILES *in* LEADERSHIP

DIRECTORS OF THE CENTRAL INTELLIGENCE AGENCY & ITS PREDECESSORS

MCMXLVII



P R O F I L E S *in* L E A D E R S H I P



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DIRECTORS OF THE CENTRAL INTELLIGENCE AGENCY & ITS PREDECESSORS

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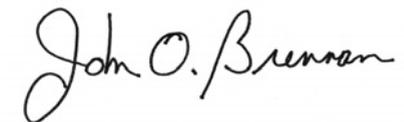
## FOREWORD

The men who have held the highest office in the Central Intelligence Agency are an eclectic group. They include two Rhodes Scholars and a college dropout, captains of industry and career public servants, Agency veterans and newcomers to the field of intelligence. More than 65 years after the Agency was founded, there is still no established road to the top.

This is just one of the many themes presented in this revealing look at the 23 leaders who have directed the CIA and its forerunners from 1941 to 2012. The publication opens with a profile of Major General William J. Donovan—the legendary intelligence chief who ran the Office of Strategic Services, a precursor of the CIA during World War II—and those of two other intelligence pioneers who, like Donovan, never served at the CIA but helped lay the groundwork for its foundation. The publication then traces the careers of my predecessors in the Director's office, who were known as Directors of Central Intelligence until that title was replaced in 2005 with Director of the Central Intelligence Agency, after the establishment of the Office of the Director of National Intelligence.

The profiles depict the 23 leaders in the context of their times, describing their triumphs and their setbacks not in isolation but as elements in a larger drama of domestic politics and foreign affairs. Their stories are inspiring, sometimes sobering, and always fascinating. They also feature, of course, the controversy that seems endemic to the sensitive and challenging work of intelligence.

Taken together, these profiles offer an illuminating account drawn from the full unclassified record. It is written in broad strokes but with enough detail to spark the kind of informed debate that has always been a hallmark of the CIA. Since its inception, our Agency has been rooted in a culture of inquiry and constant self-examination. This work stands as a fine example of that honorable tradition.



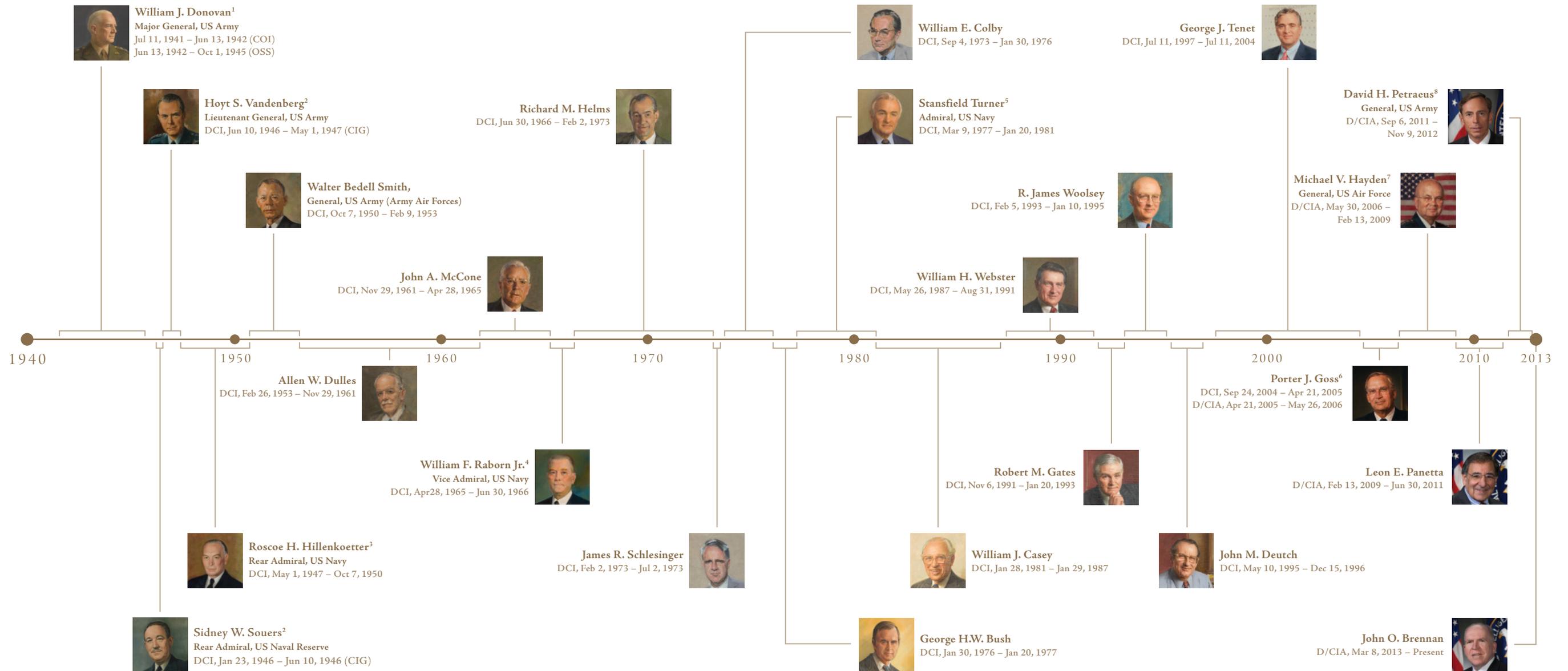
John O. Brennan

Director of the Central Intelligence Agency, September 2013

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# DIRECTORS TIMELINE



<sup>1</sup> President Franklin D. Roosevelt nominated Donovan to the position of Coordinator of Information (COI) on July 11, 1941, creating the nation's first peacetime, non-departmental intelligence organization. On June 13, 1942, COI was then superseded by the Office of Strategic Services, which had a mandate to collect and analyze strategic information and conduct counterintelligence operations during World War II.

<sup>2</sup> Before the National Security Act of 1947 established the CIA on September 18, 1947, the Director of Central Intelligence (DCI) served as a member of the National Intelligence Authority and head of the Central Intelligence Group (CIG) by authority of a Presidential Directive of January 22, 1946.

<sup>3</sup> The National Security Act of 1947, established the CIA, which replaced the CIG on September 18, 1947.

<sup>4</sup> Raborn retired from the US Navy on September 1, 1963.

<sup>5</sup> Turner retired from the US Navy on December 31, 1978, while serving as DCI.

<sup>6</sup> The Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004 abolished the position of DCI and created the position of Director of the Central Intelligence Agency (D/CIA).

<sup>7</sup> Hayden retired from the US Air Force on July 1, 2008, while serving as D/CIA.

<sup>8</sup> Petraeus retired from the US Army on August 31, 2011.



# WILLIAM JOSEPH DONOVAN

MAJOR GENERAL, US ARMY

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#### TENURE:

Director of the Office of the Coordinator of Information,  
July 11, 1941 – June 13, 1942

Director of Strategic Services, June 13, 1942 – October 1, 1945

#### PRESIDENTS SERVED:

Franklin D. Roosevelt

Harry S. Truman

#### APPOINTED:

July 11, 1941, by President Franklin D. Roosevelt as Coordinator of Information

June 13, 1942, by President Franklin D. Roosevelt as Director of Strategic Services

#### BORN:

January 1, 1883, Buffalo, New York

#### EDUCATION:

Attended Niagara College, 1903; Columbia University, B.A., 1905;

Columbia University Law School, LL.B., 1907

#### CAREER HIGHLIGHTS:

- ♦ Served with New York National Guard on Mexican border, 1916, and with 165<sup>th</sup> Infantry (69<sup>th</sup> New York) Regiment in World War I; awarded Medal of Honor in 1923 for bravery in 1918 Second Battle of the Marne
- ♦ Assistant US Attorney General, 1924-29
- ♦ Practiced law in New York, 1929-41
- ♦ Republican nominee for Governor of New York, 1932
- ♦ Placed on active duty and appointed Brigadier General in US Army, 1943
- ♦ Promoted to Major General, 1944
- ♦ Released from US Army, 1946
- ♦ Practiced law in New York, 1946-1953
- ♦ Ambassador to Thailand, 1953-54

Died February 8, 1959

As US involvement in World War II appeared increasingly likely, President Franklin D. Roosevelt recognized that America urgently needed to piece together the fragmented intelligence organizations across the US Government to bring focus, context and clarity to the information reaching the White House. To lead the effort, he turned to William J. Donovan, one of the most decorated US soldiers in World War I, asking him in July 1941 to begin laying the groundwork for what would become America's first centralized intelligence organization.

Donovan's military experience and keen interest in intelligence and foreign affairs made him uniquely qualified for the job. During World War I, Donovan led the 165th Regiment of the US Army, gaining the nickname "Wild Bill" for putting his men through grueling training drills to prepare them for battle. He was wounded in action three times and earned the Medal of Honor for bravery under fire during



"Wild Bill" Donovan's favorite picture of himself, taken in September 1918.

the Second Battle of the Marne in September 1918. He also was awarded the Distinguished Service Cross and two Purple Hearts.

In 1940, with Britain standing alone against Nazi Germany, President Roosevelt asked Donovan, his former classmate at Columbia Law School, to travel to England to determine if Britain would be able to withstand the Nazi onslaught. Donovan reported that the British could stand firm if given enough aid. While conducting his inquiry, Donovan developed a deep appreciation of British intelligence operations, which heightened his interest in establishing an American intelligence organization modeled on the British system.

President Roosevelt, impressed by Donovan's views on intelligence, asked him to take the lead in centralizing the nation's intelligence efforts. On July 11, 1941, he named Donovan to the position of Coordinator of Information (COI) to direct a small civilian intelligence unit that consolidated information collected abroad for review by the president. Within months, America's entry into World War II prompted a reassessment of the COI, and in June 1942 the bulk of its mission was transferred to a new intelligence organization, the Office of Strategic Services (OSS).

Donovan became director of the OSS, envisioning it as a strategic intelligence center encompassing collection, research and analysis, counterintelligence, and paramilitary activities. Throughout World War II, the OSS engaged in espionage and sabotage operations in Europe, the Middle East, North Africa and East Asia. Donovan's vision for the OSS formed the basis for the future CIA and it shaped the role, structure and doctrine of America's foreign intelli-

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*"ALL MAJOR POWERS EXCEPT THE UNITED STATES HAVE HAD FOR A LONG TIME PAST PERMANENT WORLDWIDE INTELLIGENCE SERVICES, REPORTING DIRECTLY TO THE HIGHEST ECHELONS OF THEIR GOVERNMENTS. PRIOR TO THE PRESENT WAR, THE UNITED STATES HAD NO FOREIGN SECRET INTELLIGENCE SERVICE. IT NEVER HAS HAD AND DOES NOT NOW HAVE A COORDINATED INTELLIGENCE SYSTEM."*

- OSS Director Donovan to President Harry Truman, August 25, 1945, quoted in *For the President's Eyes Only* (1995) by Christopher Andrew

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gence effort for decades to come. Four Directors of Central Intelligence (DCIs)—Allen Dulles, Richard Helms, William Colby and William Casey—were OSS veterans.

By war's end, Donovan was promoted to major general. He received the Distinguished Service Medal, the highest American military decoration for outstanding non-combat service. Although Donovan cautioned against it, President Truman disbanded the OSS in September 1945, folding some of its components into the War and State departments.

Donovan died on February 8, 1959, at the age of 76. President Eisenhower called him "the last hero," and Donovan remains an inspiration to the men and women of the CIA. Although he never directed the agency that was based on his ideas and initially staffed in large part by people he personally led, Major General William Donovan embodied the creativity, courage and can-do spirit that are the hallmarks of the CIA. Its officers regard him as the founder of both their agency and the American intelligence profession.



Major General William J. Donovan preferred to be in the field meeting with his officers instead of working behind a desk in Washington. It was said that if the American flag were raised and lowered every time Donovan came and went from OSS Headquarters, a Color Guard would have to be on hand 24 hours a day.



# SIDNEY WILLIAM SOUERS

REAR ADMIRAL, US NAVAL RESERVE

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**TENURE:**

Director of Central Intelligence, Central Intelligence Group,  
January 23, 1946 – June 10, 1946

**PRESIDENT SERVED:**

Harry S. Truman

**APPOINTED:**

January 23, 1946, by President Harry S. Truman; sworn in on that date

**DEPUTY DIRECTOR:**

Kingman Douglass, March 2, 1946, through the remainder of Souers's tenure

**BORN:**

March 30, 1892, Dayton, Ohio

**EDUCATION:**

Attended Purdue University; Miami University (Ohio), B.A., 1914

**CAREER HIGHLIGHTS:**

- Commissioned Lieutenant Commander, US Naval Reserve, 1929
- Volunteered for active duty, 1940
- Promoted to Rear Admiral and named Deputy Chief of Naval Intelligence, 1945
- Relieved from active duty, 1946
- Executive Secretary, National Security Council, 1947-50

Died January 14, 1973

As America took on a vastly expanded overseas role in the wake of World War II, President Harry Truman grew frustrated with the cables, dispatches and reports piling up at the White House and requested a systematic process for reviewing the information. In response, his administration established a small interdepartmental organization called the Central Intelligence Group (CIG), which was charged with consolidating intelligence reports into daily summaries for the president.

President Truman chose Rear Admiral Sidney Souers, the deputy chief of Naval Intelligence at the end of World War II, to lead the CIG, making Souers the first person to hold the title of Director of Central Intelligence (DCI). Souers, a wealthy businessman, wanted to return home after the war but accepted the job reluctantly, saying that he would serve no more than six months. At the swearing-in ceremony in January 1946, Truman added some levity to the proceedings by presenting Souers with a black hat, black cloak and wooden dagger, declaring him “Director of Centralized Snooping.” When asked not long after his appointment what he wanted to do, Souers responded, “I want to go home.”

The CIG was staffed and funded by the State, War and Navy departments because it was not receiving separate Congressional appropriations. Souers’s role was to enable the CIG to gain more control of intelligence collection and analysis since it had no capacity to collect information from agents in the field or to produce estimates.

Truman regarded the CIG as his personal intelligence service and became an avid consumer of its work. The CIG provided a comprehensive intelligence summary for Truman by consolidating reports and cables from other government departments. The CIG’s first Daily Summary was produced on February 15, 1946, and a Weekly Summary was added on June 7, 1946. As the president’s demands for intelligence increased, the group began conducting interdepartmental studies across intelligence elements.

When Souers left the CIG in June 1946, he submitted a progress report stating that it was ready to expand its mission into new areas, such as collecting foreign intelligence by clandestine methods, producing intelligence studies of foreign countries, and engaging in basic research and analysis. The CIG also needed to grow its professional and clerical staff, which numbered approximately 100 when Souers departed. Despite Souers’s begrudging acceptance of the post of DCI, he succeeded in establishing the framework for what would become the CIA.



President Truman awards the Distinguished Service Medal to Admiral Sidney Souers on December 1, 1952. (Picture courtesy of the Harry S. Truman Presidential Library)

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*“THE EVALUATION OF INFORMATION IS NOT AN EXACT SCIENCE AND EVERY SAFEGUARD SHOULD BE IMPOSED TO PREVENT ANY ONE DEPARTMENT FROM HAVING THE OPPORTUNITY TO INTERPRET INFORMATION IN SUCH A WAY AS TO MAKE IT SEEM TO SUPPORT PREVIOUSLY ACCEPTED POLICIES OR PRECONCEIVED OPINIONS.”*

- Rear Admiral Sidney Souers’s letter to presidential aide Clark Clifford before his appointment as DCI, December 27, 1945

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# HOYT SANFORD VANDENBERG

LIEUTENANT GENERAL, US ARMY (ARMY AIR FORCES)

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**TENURE:**

Director of Central Intelligence, Central Intelligence Group,  
June 10, 1946 – May 1, 1947

**PRESIDENT SERVED:**

Harry S. Truman

**APPOINTED:**

June 7, 1946, by President Harry S. Truman; sworn in, June 10, 1946

**DEPUTY DIRECTOR:**

- ♦ Kingman Douglass, until July 11, 1946
- ♦ No Deputy Director from July 11, 1946 – January 20, 1947
- ♦ Brigadier General Edwin Kennedy Wright, US Army, January 20, 1947, through remainder of Vandenberg's tenure

**BORN:**

January 24, 1899, Milwaukee, Wisconsin

**EDUCATION:**

US Military Academy, B.S., 1923; attended Army War College, 1939

**CAREER HIGHLIGHTS:**

- ♦ Pilot, flight commander, flying instructor in Army Air Corps, 1924-36
- ♦ Commanded 9th Air Force in Europe during World War II
- ♦ Assistant Chief of Staff, G-2, War Department General Staff, 1946
- ♦ Appointed Vice Chief of Staff of US Air Force with rank of General, 1947
- ♦ Chief of Staff, US Air Force, 1948-53
- ♦ Retired from Air Force and Joint Chiefs of Staff, 1953

Died April 2, 1954



Lieutenant General Hoyt Vandenberg (standing second from the left) commanded the 9th Air Force in Europe during World War II. Commanding General of First Army and future DCI Walter Bedell Smith is standing to the left of Vandenberg and (future US President) General Dwight D. Eisenhower is seated in the center.

During the summer of 1946, US military forces quickly demobilized, and many military components were transferred to civilian government entities. Lieutenant General Hoyt Vandenberg, who succeeded Rear Admiral Sidney Souers as Director of the Central Intelligence Group (CIG), moved aggressively to claim some of the components for the CIG, obtaining the Foreign Broadcast Information Service and the intelligence portion of the Manhattan Project, the program that produced the atomic

bomb. The acquisitions helped Vandenberg carve out a more significant role for the new organization.

Vandenberg was hesitant to accept the Director of Central Intelligence (DCI) position, hoping instead to secure a leadership role in what would become the US Air Force. But Souers persuaded him to accept the DCI position, saying it was a wiser career move and would help him build relationships with senior officials.

Vandenberg reformed the CIG by creating new roles and responsibilities and by seeking additional authorities. He established four major offices during his short tenure: the Office of Special Operations, responsible for clandestine collection; the Office of Reports and Estimates (ORE), which conducted research and analysis; the Office of Collection and Dissemination, which coordinated the flow of intelligence; and the Office of Operations, which collected unclassified information from open sources. Covert action—operations designed to conceal a US role—remained outside the CIG’s portfolio. The CIG also received increased funding and person-

nel authorization, which permitted Vandenberg to grow the organization to some 1,800 officers by the end of 1946, reducing the group’s dependency on government departments.

When President Truman asked the CIG to provide an assessment of the strength and capabilities of the Soviet Union, Vandenberg oversaw the production of the CIG’s first intelligence estimate,

ORE-1, the predecessor of the CIA’s National Intelligence Estimate. Released on July 23, 1946, the estimate concluded that Soviet leader Joseph Stalin did not have the capability or desire to wage war with the Western powers.

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*“STRATEGIC AND NATIONAL POLICY INTELLIGENCE IS THAT COMPOSITE INTELLIGENCE, INTERDEPARTMENTAL IN CHARACTER, WHICH IS REQUIRED BY THE PRESIDENT AND OTHER HIGH OFFICERS AND STAFF TO ASSIST THEM IN DETERMINING POLICIES WITH RESPECT TO NATIONAL PLANNING AND SECURITY IN PEACE AND IN WAR AND FOR THE ADVANCEMENT OF BROAD NATIONAL POLICY.”*

- DCI Hoyt Vandenberg’s proposed definition of intelligence for the Central Intelligence Group, approved by the National Intelligence Authority on February 12, 1947

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Vandenberg wanted the CIG to become a permanent organization with additional authority to collect foreign intelligence and conduct independent research and analysis. To achieve this, he advocated the establishment of a new organization, the CIA, which would be independent from the Department of State and the military. This required legislation, and Vandenberg—the nephew of a prominent Republican senator—

had the contacts to foster the necessary political support. On July 26, 1947, President Truman signed the National Security Act of 1947, creating the CIA and overhauling the country’s outdated national security structure. The Act was not approved until shortly after Vandenberg left the CIG, but his efforts were pivotal in securing its passage and establishing the CIA.



# ROSCOE HENRY HILLENKOETTER

REAR ADMIRAL, US NAVY

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## TENURE:

- ♦ Director of Central Intelligence, Central Intelligence Group, May 1, 1947 – November 23, 1947
- ♦ Director of Central Intelligence, Central Intelligence Agency, November 24, 1947 – October 7, 1950

## PRESIDENT SERVED:

Harry S. Truman

## APPOINTED:

- ♦ April 30, 1947, by President Harry S. Truman; sworn in, May 1, 1947
- ♦ Reappointed under the National Security Act by President Truman, November 24, 1947; confirmed by the Senate on December 8, 1947

## DEPUTY DIRECTOR:

- ♦ Brigadier General Edwin Kennedy Wright, US Army, until March 9, 1949
- ♦ No Deputy Director for remainder of Hillenkoetter's term

## BORN:

May 8, 1897, St. Louis, Missouri

## EDUCATION:

US Naval Academy, B.S., 1919

## CAREER HIGHLIGHTS:

- ♦ Assistant Naval Attaché, France: 1933-35, 1938-40, 1940-41 (Vichy regime), and 1946-47
- ♦ Officer in Charge of Intelligence, on the staff of Commander in Chief, Pacific Ocean Area (Admiral Chester W. Nimitz), 1942-43
- ♦ Promoted to Rear Admiral, 1946
- ♦ Commander, Cruiser Division 1, Cruiser–Destroyer Force, Pacific Fleet, 1950-51
- ♦ Promoted to Vice Admiral, 1956
- ♦ Inspector General of the Navy, 1956
- ♦ Retired from Navy, 1957

Died June 18, 1982

The CIA was created on July 26, 1947, as part of a broad reorganization of the nation's intelligence structure. The new system, which was mandated by the National Security Act of 1947, established the CIA to coordinate intelligence collection and analysis across the US Government. The act also created the National Security Council (NSC) to advise the president on national security and foreign policy matters. With this new arrangement in place, the Director of Central Intelligence (DCI), Rear Admiral Roscoe Hillenkoetter, was directed to oversee the development of the CIA.

Hillenkoetter was a career naval officer who served as an assistant naval attaché in Vichy France from 1940-41. Later assigned to the battleship USS West Virginia at Pearl Harbor, Hillenkoetter was the most senior officer of his crew to survive the Japanese

attack on December 7, 1941. As the US entered World War II, Hillenkoetter became the officer in charge of intelligence for the Pacific Fleet Staff. In the spring of 1947, President Truman asked him to become DCI.

Eight months into Hillenkoetter's tenure as DCI, the NSC created a survey group to review the intelligence system's progress since World War II and to determine how the NSC should oversee the CIA's activities. The NSC Survey Group—of which future DCI Allen Dulles was a member—submitted a report to the NSC that was highly critical of Hillenkoetter and the CIA, identifying a failure to coordinate the efforts of the Intelligence Community (IC) and a lack of organizational structure as key problems. The NSC directed Hillenkoetter to reform the CIA based on the report's suggestions, but

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*“THE SERVICES HAVE A TENDENCY TO REFLECT THEIR OWN INTERESTS IN THEIR INTELLIGENCE ESTIMATES. FOR THIS REASON, CIA STRIVES TO MAINTAIN IN ITS ESTIMATES AN OBJECTIVE, BALANCED VIEW, AND TO KEEP US NATIONAL SECURITY, RATHER THAN DEPARTMENTAL INTERESTS, AS THE DOMINANT CONSIDERATION.”*

- DCI Roscoe Hillenkoetter in a 1950 letter to President Truman, quoted in *The Agency* (1986) by John Ranelagh

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Hillenkoetter failed to implement the requested changes, in large measure because of resistance from other federal agencies.

A major concern during Hillenkoetter's tenure was the spread of communist regimes, which led him to establish an interagency committee to prepare estimates on East Bloc capabilities—the first time that intelligence estimates were conducted as an interagency effort. Despite the focus on communist expansion, however, the IC failed to provide sufficient warning about North Korea's invasion of South Korea in June 1950, a major intelligence failure that contributed to Hillenkoetter's departure as DCI later that year.



DCI Roscoe Hillenkoetter (pictured top left) attends a National Security Council meeting with President Harry Truman on August 19, 1948. (Picture courtesy of the Harry S. Truman Presidential Library)



# WALTER BEDELL SMITH

GENERAL, US ARMY

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TENURE:

Director of Central Intelligence, October 7, 1950 – February 9, 1953

PRESIDENT SERVED:

Harry S. Truman

APPOINTED:

August 21, 1950, by President Harry S. Truman; confirmed by the Senate, August 28, 1950; sworn in, October 7, 1950

DEPUTY DIRECTOR:

- ♦ William H. Jackson, October 7, 1950 – August 3, 1951
- ♦ Allen W. Dulles, August 23, 1951, through remainder of Smith's tenure (served as Acting Director, February 9 – 26, 1953)

BORN:

October 5, 1895, Indianapolis, Indiana

EDUCATION:

Attended Butler University; Army Command and General Staff School, 1935; Army War College, 1937

CAREER HIGHLIGHTS:

- ♦ Commissioned into US Army, 1917; served in France in World War I; received regular commission, 1920
- ♦ Served during World War II as General Eisenhower's Chief of Staff, first in European Theater, 1942; then for Allied Forces in North Africa and Mediterranean, 1942-43; and during 1944-45 at Supreme Headquarters, Allied Expeditionary Forces
- ♦ Promoted to Lieutenant General, 1944
- ♦ Ambassador to Soviet Union, 1946-49
- ♦ Commanding General of First Army, 1949-50
- ♦ Retired from US Army, 1953
- ♦ Under Secretary of State, 1953-54

Died August 6, 1961

Often referred to as Dwight D. Eisenhower's "hatchet man," General Walter Bedell Smith was described by many as even-tempered—he was always angry. At his first staff meeting as Director of Central Intelligence (DCI), Smith opened by saying, "It's interesting to see all you fellows here. It will be all the more interesting to see how many of you are here a few months from now." Although Smith could be brusque, his great skill as an administrator and his renown as a formidably talented Washington insider made him one of the CIA's most successful directors.

At a young age, Smith, nicknamed "Beetle," envisioned himself as a soldier fighting on the front lines. His upbringing emphasized the family's record of serving in every American war since the Revolution. Smith received a high school education but never graduated from college. In 1911, at the age of 16, he enlisted in the Indiana National Guard and was promoted quickly to company sergeant, later serving as an officer in World War I. He was wounded by shrapnel on his second day in combat in France and was sent back to Washington, where he worked on the War Department General Staff in the newly established Bureau of Military Intelligence.

As World War II began, Smith was promoted to work for Army Chief of Staff General George C. Marshall. Smith was known for his organizational skills and became a key aide to Marshall. Smith later became General Dwight D. Eisenhower's Chief of Staff in Europe, where he negotiated and signed the terms of surrender with Italy in 1943 and Germany in 1945. After the war, President Truman appointed Smith ambassador to the Soviet Union, where he served until 1949.

In 1950, after the CIA's failure to warn of the outbreak of the Korean War, President Truman asked Smith to take over as DCI. Smith moved quickly to make changes and quell infighting among Agency officers, using a report submitted a year earlier by the National Security Council Survey Group—of which future DCI Allen Dulles was a member—as a blueprint for reforming the Agency.

Smith divided the Agency's main activities into three directorates: one for espionage and covert actions, one for analysis, and one for administrative functions. The Directorate for Administration was formed in 1950 to centralize support elements such as finance, logistics, medical services and security. Smith later consolidated the offices responsible for covert action and intelligence collection into



Lieutenant General Walter Bedell Smith.

the Directorate of Plans—a predecessor of today's National Clandestine Service. In January 1952, the Directorate of Intelligence (DI) was formed to conduct basic, current, and estimative analysis.

The DI also performed a liaison function, collecting information from other intelligence services including the Department of State, the Armed Forces Security Agency—a predecessor of today's National Security Agency—and Army, Navy and Air Force intelligence agencies. Smith also appointed the Agency's first inspector general to increase accountability within the organization.

Smith continued the practice of sending a daily intelligence brief to the president and established regular Friday briefings at the White House. Smith also launched the Current Intelligence Bulletin and the Current Intelligence Weekly Review to provide President Truman and senior

policy makers a customized review of the intelligence collection and analysis conducted at the CIA. After Truman received the first Bulletin, he wrote, "Dear Bedell, I have been reading the intelligence bulletin and I am highly impressed with it. I believe you have hit the jackpot with this one." The Bulletin evolved

into the President's Daily Brief, a report the president continues to receive today. Smith also established the practice of providing intelligence briefings to presidential candidates and presidents-elect.

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*"THE DIRECTOR OF CENTRAL INTELLIGENCE IS ONE OF THOSE JOBS WHERE ONE CAN NEVER BE RIGHT, AS THE AMERICAN PEOPLE EXPECT THE INCUMBENT TO PREDICT WITH ACCURACY JUST WHAT STALIN IS LIKELY TO DO THREE MONTHS FROM TODAY AT 5:30 A.M. AND, OF COURSE, THAT IS BEYOND THE REALM OF HUMAN INFALLIBILITY."*

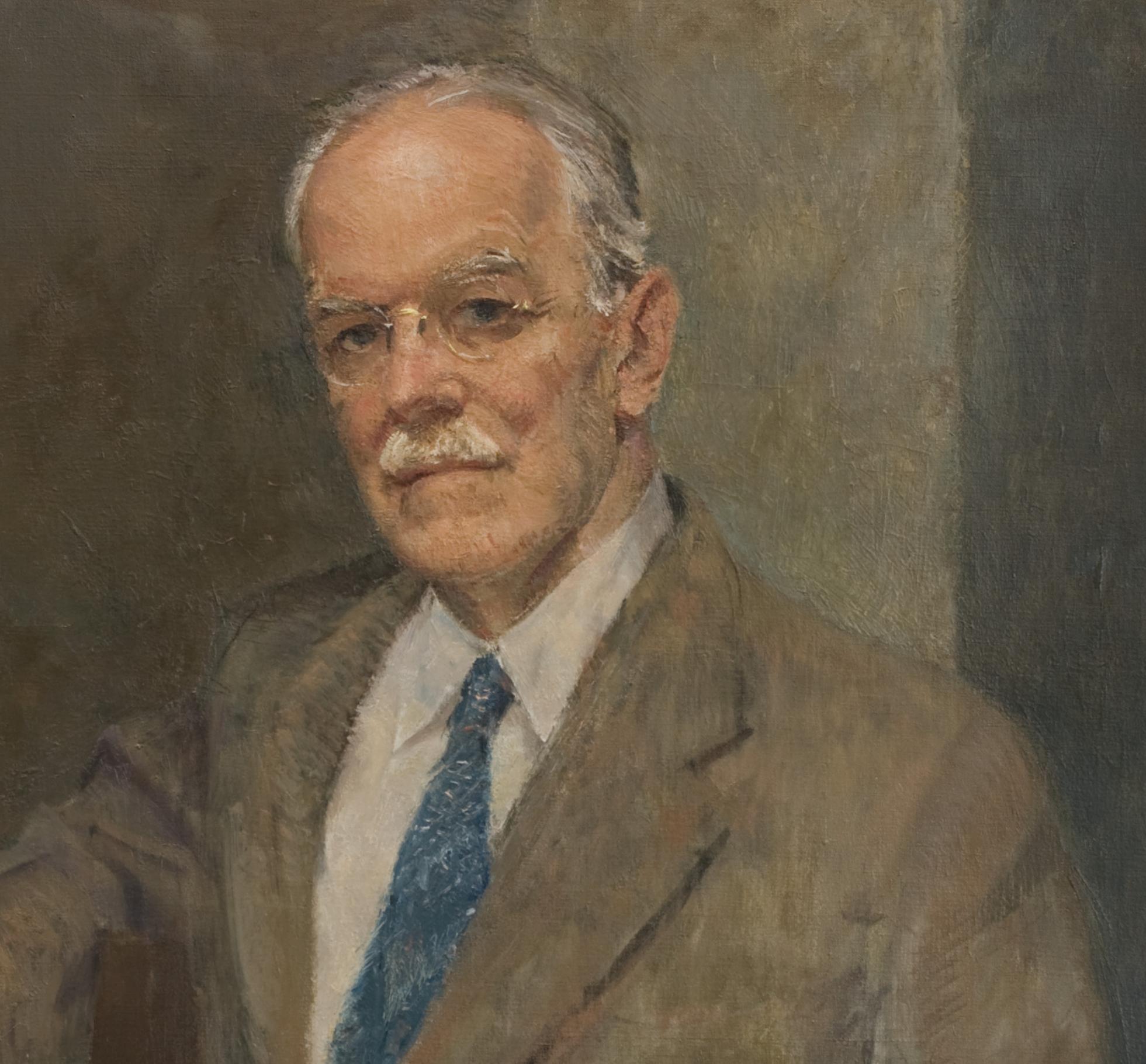
- General Walter Bedell Smith, August 1950 before becoming DCI, quoted in *The CIA and American Democracy* (1989) by Rhodri Jeffreys-Jones

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To improve analysis, Smith recruited Harvard professor William Langer—a veteran of the Office of Strategic Services (OSS), the predecessor of the CIA—to organize the Office of National Estimates. Langer persuaded another OSS veteran, Sherman Kent, to leave his teaching position at Yale and join him in Washington as his deputy. Langer and Kent developed a process to produce national estimates by reaching out to all the intelligence agencies to ensure that estimates were fully coordinated. Smith personally reviewed the estimates before sending them to the president.

Smith saw himself as a manager not only of the CIA but

of the entire Intelligence Community. He is remembered as being one of the most effective DCIs because of his ability to lead and to revolutionize how intelligence was gathered, processed, analyzed and disseminated.



# ALLEN WELSH DULLES

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## TENURE:

- ♦ Acting Director of Central Intelligence, February 9 – 26, 1953
- ♦ Director of Central Intelligence, February 26, 1953 – November 29, 1961

## PRESIDENTS SERVED:

- ♦ Dwight D. Eisenhower
- ♦ John F. Kennedy

## APPOINTED:

- ♦ February 9, 1953, by President Dwight D. Eisenhower; confirmed by the Senate, February 23, 1953; sworn in, February 26, 1953
- ♦ Asked by President-elect John F. Kennedy to continue as Director of Central Intelligence, November 10, 1960

## DEPUTY DIRECTOR:

General Charles Pearre Cabell, US Air Force, April 23, 1953, through remainder of Dulles's tenure

## BORN:

April 7, 1893, Watertown, New York

## EDUCATION:

Princeton University, B.A., 1914, M.A., 1916; The George Washington University, LL.B., 1926

## CAREER HIGHLIGHTS:

- ♦ US Diplomatic Service, Department of State, 1916-26
- ♦ Practiced law in New York, 1926-42 and 1946-50
- ♦ Head of Office of Strategic Services post in Bern, Switzerland, 1942-45
- ♦ Deputy Director for Plans, CIA, 1951
- ♦ Deputy Director of Central Intelligence, 1951-53
- ♦ Private pursuits including writing several books
- ♦ Served on President's Commission on the Assassination of President Kennedy, 1963-64

Died January 28, 1969

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