

INDEX

Page numbers in italics indicate photographs. Page numbers followed by “n” indicate footnotes. Organizations are referred to by their full names, followed by their common acronyms or abbreviated forms.

A

Aaron, David, 199*n*
 Acheson, Dean, 18
 Afghanistan, 275
 Africa, 241
 Aldridge, Edward C., Jr. (“Pete”), 173
 Allen, Charles, 261
 Allen, Lew, Jr., 94, 97, 117–118
 Allen, Richard, 156–157
 al-Qa’ida, 258
American Intelligence: A Framework for the Future (Taylor Report, 1975), 101–105
 Ames, Aldrich, 229, 231–232, 246, 270
 Andrews, Duane, 187, 213, 215
 APEX, 146
 Armed Forces Communications Intelligence Board, 26*n*
 Armed Forces Security Agency, 26*n*
 Arms Control and Disarmament Agency (ACDA), 163
 Arms Control Intelligence Staff (ACIS), 189
 Armstrong, Anne, 163
 ASD/C3I, 165, 186
 Ash, Roy, 59
 Aspin-Brown Commission on the Roles and Responsibilities of the US Intelligence Community, 247, 282
 Association of Former Intelligence Officers, 258
 Atwood, Donald, 211, 215

B

Baker, James, 190, 196
 Bay of Pigs, 41
 Berger, Samuel, 229, 271
 Bin Ladin, Usama, 258
 biological and chemical weapons, 257, 268, 269
 Bissell, Richard, 32, 62
 Blair, Dennis, 237–238
 Blake, Jack, 137
 Board of National Estimates (BNE), 20
 Boland, Edward, 155
 Boren, David, 173, 179, 185–186, 202
 Bowie, Robert, 138, 139, 142–143
 Bremer, L. Paul, 273
 Bross, John, 44, 46, 56, 59
 Brown, Harold, 144–145, 164
 Brownell, Herbert, Jr., 27
 Brownell Report (1952), 31
 Bryant, Robert (Bear), 270–271
 Brzezinski, Zbigniew, 141, 143, 176
 Bumpers, Dale, 214
 Burkhalter, Edward A., Jr., 55, 167
 Bush, George H.W., 110, 111–127
 accomplishments as DCI, 126–127
 appointment to DCI, 105, 111–112
 Colby, comparison with, 112, 125, 127
 Committee on Foreign Intelligence and, 122–124
 community role as focus of, 119–120
 congressional initiatives, concern over, 200–202
 DCI Goals and Objectives (1976), 146
 Executive Order 11905 and, 115–118

- Bush, George H.W. (*continued*)
 intelligence community staff under, 120–122
 leadership challenges of, 125, 295
 manpower increases under, 140
 NSD-67 and, 240
 preparation for DCI office, 112–113
 taking over as DCI, 113–115
 “Team B” episode under, 125, 126*n*
 Turner, comparison with, 142
 unitary IC staff of, 160
 Webster, relationship with, 171, 176
- Bush, George W. *See also* Executive Orders 13354 and 13355
 Negroponte, selection of, 286–287
 9/11 commission's recommendations and, 282–283
 scrutiny of intelligence community, 274
 Tenet resignation tendered to, 277
- Byrnes, James F., 19, 23
- C**
- cabinet status of DCI, 113, 127, 151, 153, 171, 236*n*
- Cambone, Stephen, 277
- Camm, Frank, 138, 141
- Carlucci, Frank, 133, 138, 157, 164, 201–202
- Carns, Michael P. C., 235, 257
- Carter, Jimmy. *See also* Executive Order 12036
 DCI role under, 295
 election of, 127
 intelligence as campaign issue, 151
 Presidential Review Memorandum 11, 134
 Turner initiatives and, 136, 138
 Turner's selection as DCI, 132
- Carter, Marshall, 59
- Carver, George, 94*n*, 159
- Casey, William, 150, 151–168
 appointment by Reagan, 151–152
 budget responsibility, sharing of, 166–167
 choosing NSA director, 167–168
 on Colby and community role, 155
 community leadership style of, 159–160, 197
 community role and, 154–155, 251, 296
 congressional influence on, 296
 congressional relations with, 162
 Deutch, comparison with, 238
 Dulles, comparison with, 154–155, 160
 Executive Order 12333 and, 155–158
 executive relations with, 163
 McCone, comparison with, 160
 Pentagon, getting along with, 164–166
 resignation and death of, 168
 restoring intelligence staff, 160–162
 status and policy role of, 153–154
 transition period, 152
 transnational issues and, 230
 Turner, comparison with, 154
- Castro, Fidel, 41
- Central Imagery Office (CIO), 209–210
- Central Intelligence Group (CIG), 13
- Central MASINT Organization (CMO), 258
- chemical weapons. *See* biological and chemical weapons
- Cheney, Richard
 congressional initiatives, concern over, 201
 foreign intelligence relationships and, 200
 Gates, relationship with, 196, 197, 213–214
 imagery and, 209–210
 intelligence funding and, 179
 NRO reform and, 174
- Childs, Dan, 90, 183–185, 203–205, 207
- Childs Study Group, 183–185, 207

- Christopher, Warren, 250
Church, Frank, 101
CI-21, 271
Clapper, James, 214, 226–227
Clarke, Bruce, 143
Clark, Mark, 33
Clark, William, 164–165
Clements, William, 95, 124
Clifford, Clark
 on DCI community role, 15–16
 Eaton Report and, 59
 Helms letters to, 53–54
 on Truman and creation of intelligence agency, 11–12
Cline, Ray, 44–45, 55
Clinton, Bill
 intelligence budget issues, 225
 intelligence priorities of, 240–242
 intelligence transition team of, 216
 prioritized intelligence targets and, 297
 Woolsey, relationship with, 297
Cohen, William, 173, 179
Colby, William, 86, 87–108
 Bush (George H.W.), comparison with, 112, 125, 127
 community role of, 295, 297
 on community role staffing, 94–95
 on congressional reform proposals, 201
 consolidated budget of, 95–97
 creation of national intelligence officers (NIOs), 92–94
 dismissal of, 105
 future change after, 105–107
 Gates, comparison with, 195, 216–217
 Helms, comparison with, 87–88, 92
 immediate actions of, 88–89
 Key Intelligence Questions (KIQs), devising for focus, 89–92, 145
 NIOs, creation of, 92–93
 omnibus intelligence directive of, 97–98
 other initiatives, 98–99
 readiness for reform, 87–88
Colby, William (*continued*)
 reform after Watergate, 100–101, 296
 on revised requirements and priorities, 71*n*, 91–92
 Schlesinger, comparison with, 93
 Taylor Report and, 101–105
 Turner, comparison with, 142
 unitary IC staff of, 160
Cold War. *See also* Soviet Union (USSR)
 covert missions, 21*n*
 end of, 173
Collection Concepts Development Center (CCDC), 268
Colson, Charles, 74
Combest, Larry, 246
The Commanders (Woodward), 196
Commission on Protecting and Reducing Government Secrecy, 248
Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, 287
Commission to Assess the Ballistic Missile Threat to the United States, 272
Committee on Foreign Intelligence (CFI), 114–115, 122–124
Committee on Imagery Requirements and Exploitation (COMIREX), 54–55, 177
Committee on Overhead Reconnaissance (COMOR), 37, 54
committee work in Intelligence Community, importance of, 139*n*
communications intelligence, 25–27, 35–36
Community Management Staff (CMS), 202, 205, 206, 212–215, 221, 222, 227, 228, 232, 236, 237, 239, 241, 244, 261, 262, 268, 284, 297
Community On-line Information System (COINS), 99
Community Open Source Program Office (COSPO), 258

- Community Operational Definition of the Agile Intelligence Enterprise (CODA), 268
- Consolidated Intelligence Program Budget (CIPB), 72
- Consolidated Intelligence Resource Information System (CIRIS), 61
- CORONA satellite, 32, 37
- Correa, Mathias, 22
- COSPO (Community Open Source Program Office), 258
- Cotter, Donald R., 55
- counterintelligence, 229–231, 270–271
Casey and, 163, 165
Webster and, 186, 189
- Creager, William O., 55
- Crime and Narcotics Center, 230
- Critical Collection Problems Committee (CCPC), 37, 46
- Critical Intelligence Problems Committee, 161
- Cryptologic Senior Oversight Group, 258
- Currie, Malcolm, 99
- Cushman, Robert, 61
- D**
- daily intelligence products
Colby reformatting of, 98
National Intelligence Daily, 175
President's Daily Brief, 175n
Senior Executive Intelligence Brief, 175n
- DCI Counterterrorist Center (CTC), 242, 243
- DCI Goals and Objectives* (1976), 146
- DCI Guidance on Intelligence Priorities* (1997), 242
- DCI Nonproliferation Center (NPC), 243
- DeConcini, Dennis, 216, 231
- Defense Airborne Reconnaissance Office (DARO), 223
- Defense Intelligence Agency (DIA), 38
- Defense Intelligence Executive Board (DIEB), 224
- Defense Intelligence Management Council, 97
- Defense Mapping Agency (DMA), 209
- Dempsey, Joan
appointment to DDCI/CM, 259, 260
community business and, 262
on DOD, lack of coordination with, 270
Mission Requirements Board and, 266–267
strategic planning role of, 263–264
- Department of Defense (DOD)
Bush (George H.W.) and, 127
Casey and, 163, 164–166
Colby and, 98–99
Committee on Foreign Intelligence and, 114
Deutch, cooperation with, 249–250
Gates and, 213–214
Helms and, 57, 61, 72
imagery systems and, 4, 209–210
management issues of, 97
McCone and, 44
Mission Requirements Board role questioned by, 267
NIRB and, 58
reconnaissance operations, 47. *See also* imagery systems
Tenet and, 268–270, 276
Turner and, 144–145
unitary agency approach and, 103
war on terrorism and, 276–277
Webster and, 187–188
Woolsey and, 223–225
- Department of Homeland Security, 275
- Department of State
Deutch, cooperation with, 250–251
embassy security and, 189–190
NIRB role of, 58
Tenet and, 271–272
- dePoix, Vincent P., 55

- Deutch, John, 234, 235–253
 Clapper proposal and, 227
 commissions and studies, 246–248
 community approach of, 297
 coping with change, 236–237
 Defense Department, cooperation with, 249–250
 as deputy secretary of defense, 225
 executive branch role of, 251–252
 hard targets process of, 266
 intelligence priorities (PDD-35), 240–242
 issue coordinators and center chiefs under, 242–244
 national commission on proliferation and, 273
 National Imagery and Mapping Agency, 244–245
 new team of, 237–238
 post-9/11 reforms, response to, 277*n*, 285
 prioritized intelligence targets and, 297
 program of change, 238–240
 resignation of, 253
 State Department, cooperation with, 250–251
 Woolsey, relationship with, 236
- Dicks, Norm, 235*n*, 239, 259*n*
- Director of National Intelligence (DNI)
 criticism of position, 286, 298–299
 Intelligence Reform and Terrorism Prevention Act creating, 283–284
 Negroponte as first DNI, 286–287
 proposals to create position of
 under Carter, 138
 under Clinton, 216
 under Ford, 106
 informal proposal to Childs group, 185*n*
 Schlesinger's suggestion for, 84
 Specter's proposal for, 176, 184–186
 Taylor Report and, 103–105
 Turner on, 148
- Donnelly, William F., 180
- Donovan, William, 9–10, 13, 21*n*
- Downing, Jack, 270–271
- Duckett, Carl E., 68
- Dulles, Allen, 30, 31–38
 Casey, comparison with, 154–155
 community role of, 156, 293, 294
 as DCI, 31–33
 Helms, comparison with, 71, 74
 Kirkpatrick study group and, 37–38
 new board and directive under, 34–36
 pressure for coordination under, 33–34
 Tenet, comparison with, 260
 USIB system and, 36–37
- Dulles-Jackson-Correa Report (1949), 17, 22, 24, 25, 31
- Durenberger, David, 162–163
- E**
- Eagleburger, Lawrence, 272
- Eaton, Robert, 59–60
- Eberstadt, Ferdinand, 12
- Eisenhower, Dwight
 budget issues and, 37
 community role of DCI, 33–34, 260, 293
 DCI importance under, 27
 Dulles, relationship with, 31–32
 NIE success under, 20
 on strategic intelligence, 31
- Ellsworth, Robert, 122–124
- embassy security, 189–190
- Enduring Intelligence Challenges* (NIC), 241
- Enthoven, Alain, 60, 138
- Ermarth, Fritz, 121, 178
- Executive Order 11905 (United States Foreign Intelligence Activities), 115–118, 121, 138
- Executive Order 12036 (United States Intelligence Activities), 138, 143, 152

- Executive Order 12333 (United States Intelligence Activities), 155–158, 177, 179, 276, 296
- Executive Order 13354 (National Counterterrorism Center), 282
- Executive Order 13355 (Strengthened Management of the Intelligence Community), 158*n*, 282

F

- Faga, Marty, 211
- Federal Bureau of Investigation (FBI)
 cooperation with CIA, 25, 163, 270–271
 scrutiny by post 9/11 review panels, 298
- Fitzhugh, Gilbert W., 60–62
- Ford, Carl, 286
- Ford, Gerald
 Bush (George H.W.) as DCI under, 113, 126
 change options of, 134, 136
 intelligence reforms of, 87, 98, 105, 115–117, 132, 295
- Forrestal, James
 on being first secretary of defense, 3
 on individual vs. collective authority, 16
 on postwar intelligence structure, 9–10, 12
 on strengthening DCI authority, 26
- A Framework for US Intelligence in the 21st Century* (CMS, 1994), 222
- Freeh, Louis, 229, 270
- Froehlke, Robert F., 60–62
- G**
- Gannon, John, 261, 277
- Gates, Robert, 194, 195–217
 as acting DCI, 180–181
- Gates, Robert (*continued*)
 Bush (George W.), relationship with, 297
 Cheney, relationship with, 213–214
 Colby, comparison with, 216–217
 community management staff, 203–207
 community role of, 297
 complexity of bureaucracy and, 261
 congressional initiatives and White House concerns, 200–202
 as DDCI, 167, 172
 Deutch, comparison with, 238, 253
 ensuring White House support, 196–197
 foreign intelligence relationships, 199–200
 imagery, emphasis on, 208–210
 INT reforms and, 207–208, 211–212
 leading intelligence community change, 197–198
 leaving office, 168, 215–216
 “needs process” of, 266
 nomination as DCI, 168, 191
 NRO reforms and, 211
 NSD-67 and, 202–203
 post-9/11 reforms, response to, 285
 prioritized intelligence targets and, 297
 requirements reforms, 212–213, 228
 task forces appointed by, 198–199
 transnational issues and, 230
 Woolsey, comparison with, 221, 223, 227
- Gati, Toby, 250–251
- General Defense Intelligence Program (GDIP), 187, 214
- George, Douglas, 181
- Germany
 post-World War II, 21
 reunified, 173
- Gilpatric, Roswell, 47
- Gingrich, Newt, 235
- Glenn, John, 191
- Goldwater, Barry, 141, 152

Goldwater-Nichols Act of 1986, 184, 185, 239, 285, 297
 Gorbachev, Mikhail, 172–173
 Gordon, John, 238, 272
 Gore, Al, 222, 243
 Gorelick, Jamie, 236–237, 271
 Goss, Porter, 280, 281–283
 Government Performance and Results Act of 1993, 263
 Graham, Daniel O., 91, 94
 Gray, Gordon, 42–43, 58
 Great Britain, 10
 Gulf War. *See* Persian Gulf War

H

Hadley, Stephen, 270
 Haiti, 241
 Hall, Albert C., 72, 100
 Hall, Keith
 congressional influence on, 296
 defense cooperation with DCI, 249
 as director, intelligence community affairs, 237, 239
 “needs process” and, 227–228
 NIMA, creation of and, 244
 Halloween massacre, 111
 Hamre, John, 286
 “hard targets” effort, 265–266
 Harriman, W. Averill, 126
 Hart, Gary, 274
 Haver, Richard L.
 community management review by, 215
 selection to head CMS, 213
 task force on community role, 204–205
 as top community aide, 221–222
 on Woolsey's budget struggles, 225
 Hayden, Michael, 287
 Heinz, Edward, 178, 180–181
 Helms, Richard, 52, 53–75, 55
 Colby, comparison with, 87–88, 92
 Helms, Richard (*continued*)
 community role of, 75, 294–295
 departure of, 74–75
 Dulles, comparison with, 71, 74
 Eaton Report and, 59–60
 Froehle and Fitzhugh Reports, 60–62
 as inheritor and coordinator of CIA, 53–54
 NIRB, creation by, 58–59
 Nixon and, 60, 63–65, 69–73, 203, 276
 organizational progress report by, 73–74
 “requirements” setting by, 56–57
 Schlesinger study, 65–69, 75
 strategic planning by, 62–63
 Tenet, comparison with, 276
 USIB-centered process of, 54–56
 White House attention to, 63–65
 working with DOD resources, 57–59
 Hill, Jimmie, 207–208
 Hillenkoetter, Roscoe, 8
 on CIA covert operations, 21*n*
 coordination role of, 14, 292
 on individual vs. collective authority, 16
 National Security Act of 1947 and, 23
 on USCIB, establishment of, 26
 Hoover, J. Edgar, 11
 Houston, Lawrence, 18
 Huddleston, Walter, 155, 158
 Huffstutler, Rae, 215
 Hughes, Thomas L., 132
 Hughes-Ryan Act of 1974, 100*n*
 Huizenga, John, 68, 87
 human source intelligence (HUMINT), 197, 211, 275
 Hutchinson, Fred, 190

I

imagery systems
 centralizing management of, 176–177
 Cheney and, 209–210

- imagery systems (*continued*)
 DOD placement of, 4, 209–210
 Gates's emphasis on, 208–210
 McCone and, 46–48
 Powell and, 209
 sale on open market, 200, 272
- India's surprise nuclear testing, effect of, 272
- individual collection disciplines (INTs), 54, 162, 207–208, 211–212
- Inman, Bobby Ray
 Casey, conflict over authority and, 167–168
 on congressional reform proposals, 201
 departure in 1982, 296
 Executive Order 12333 and, 157
 on intelligence reform, 186
 organizational integration and, 146
 on proposed director of national intelligence, 176
 rejection for DCI, 152
 on tasking, 156
- Intelink, 222
- Intelligence Advisory Board (IAB), 13, 17, 19ⁿ
- Intelligence Authorization Act of 1995, 232
- Intelligence Authorization Act of 1997, 246, 259
- Intelligence Community Assignment Program (ICAP), 239
- Intelligence Community chief of information officer, 262
- Intelligence Community Multi-intelligence Acquisition Program (ICMAP), 268
- Intelligence Community Quality Council, 222
- Intelligence Community senior acquisition executive, 263
- Intelligence Community Staff, 71–72, 160–162, 181–183, 203–207
- Intelligence-Law Enforcement Policy Board, 236–237
- Intelligence Oversight Board (IOB), 117, 118, 158
- Intelligence Producers Council (IPC), 161
- Intelligence Reform and Terrorism Prevention Act (2004), 283
- Intelligence Resources Advisory Committee (IRAC), 70
- Interagency Advisory Committee (IAC), 17–18
- Iran-Contra scandal, 153, 168, 171, 195
- Iraq War of 2003, 277
 misestimates of weapons of mass destruction prior to, 287
- J**
- Jackson, Henry, 158
- Jacobs, Eli, 189
- Jeremiah, David, 272–273, 273–274, 276
- Johnson, Lyndon, 48–49, 53
- Joint Military Intelligence Program (JMIP), 224
- Joint Security Executive Committee (JSEC), 231
- K**
- Karramessines, Thomas H., 68
- Kaufman, William, 64
- Keegan, George, 117, 118ⁿ
- Keliher, Jack, 216
- Kennedy, John F., 4, 41–43, 53, 153
- Kent, Sherman, 20, 27
- Kerrey, J. Robert, 259–260
- Kerr, Richard
 on defense intelligence reform, 187
 foreign intelligence relationships and, 200
 IC staff reform and, 121, 182

- Kerr, Richard (*continued*)
 NSA and CIA bridge-building, 174–175
 post-Sept. 11 reforms, response to, 286
 on proposed changes to IC staff, 162
 on proposed director of national intelligence, 176
 report on collection programs, 212
 on working under Webster, 172
- Kerry, John, 281–282
- Key Intelligence Questions (KIQs), 89–92, 145
- Killian, James R., Jr., 32, 33
- Kirkpatrick, Lyman, 37–38
- Kissinger, Henry
 on budget issues, 67
 Bush (George H.W.), relationship with, 126
 Ford administration and, 105, 115
 memorandum to Helms, 64
 request for guidance to Helms, 74
- Knoche, E. Henry (Hank)
 Bush, George (H.W.) and, 120–121, 123, 127
 control issues and, 135
 on Turner, 132, 142
 Turner, transition with, 133
- Koehler, John
 Bowie, dispute with, 139
 on budget issues, 155, 166
 on CIA relations with Pentagon, 164
 as director of IC staff, 160–161
 as resource management chief, 138, 140
 on Turner's relationship with Brown, 145
- Korean War, 21*n*
- Kvetkas, William
 NFIP formation and, 121
 under Turner, 140, 143
 on Turner's legacy, 142, 144
- L**
- Lackman, William, 177–178, 183
- Laird, Melvin, 60–61, 72, 73, 74
- Lake, Anthony, 237, 257
- Langer, William, 20
- Laquer, Walter, 4, 291
- Latham, Donald, 176, 186, 208*n*
- Lauder, John, 257
- Leahy, William D., 11
- Lebanon, US embassy bombings (1983), 189
- Lehman, Richard
 on broad DCI responsibilities, 119
 intelligence proposals of, 114–115
 NIC chair, appointment to, 143
 on overcentralization of staff activities, 139
- Lincoln, Franklin B., Jr., 68
- Little, Arthur D., 140
- Lovett, Robert, 16
- Lowe, Bruce A., 55
- Lowenthal, Mark, 246
- Lugar, Richard, 286
- M**
- Mahon, George, 65, 125
- Manhattan Project, 20
- Mannheim, Karl, 291
- Marsh, Jack, 105
- Marshall, Andrew, 62, 64, 88
- Marshall, George, 18
- May, Earnest, 291–292
- McBride, Donald B., 94–95
- McBride Report (1974), 94–95
- McCone, John, 40, 41–49
 cabinet membership and, 153
 community role of, 4, 41–43, 66, 294
 focus on resources, 43
 Helms, letter to, 64
 national programs evaluation staff of, 43–46

McCone, John (*continued*)
 Raborn selected as successor to, 48–49
 science and technology focus of, 46–48
 Taylor Report and, 103
 McCurdy, David, 180, 202
 McFarlane, Robert, 167
 McGaffin, John, 270–271
 McGinnis, John J., 55
 McLaughlin, John, 283
 McMahan, John
 on budget issues, 166–167
 on Casey, 159
 deputy selection of, 121
 on proposed NRO merger, 164
 Turner and, 134, 140
 McNamara, Robert (CIA general counsel under George Tenet), 259
 McNamara, Robert S.
 Eaton Report and, 59
 McCone and, 42, 43, 46
 measurement and signature intelligence (MASINT), 211–212
 Meese, Edwin, 157, 158, 164
 Middendorf, J. William, 152
 Middle East, 92
 peace process, 263*n*
 Military Intelligence Board (MIB), 226
 Mission Requirements Board (MRB), 266–267
 Mondale, Walter, 132
 Montgomery, Hugh, 200
 Morrison, John, 142
 Moynihan, Daniel Patrick, 158, 191, 248
 Murphy, Daniel
 Carter, briefing on intelligence and, 127
 as community deputy, 119–120, 121–122
 Ellsworth, conflict with and, 124
 Turner and, 140, 141, 144
 Murphy, Robert D., 100
 Murphy Commission, 100, 115

N

narcotics and security issues, 186, 188, 214, 251, 255
 National Commission on Terrorism, 273
 National Commission on Terrorist Attacks Upon the United States (9/11 Commission), 281, 298
 National Counterintelligence Policy Board, 230
 National Counterterrorism Center (NCTC), 282, 285
 National Foreign Assessment Center (NFAC), 142
 National Foreign Intelligence Board (NFIB), 107, 116, 159
 National Foreign Intelligence Council (NFIC), 155, 159, 184
 National Foreign Intelligence Program (NFIP), 116, 166–167
 National HUMINT Requirements Tasking Center (NHRTC), 211
 National Imagery and Mapping Agency (NIMA), 244
 National Intelligence Authority, 284
 National Intelligence Collection Board (NICB), 205
 National Intelligence Council (NIC), 143
National Intelligence Daily, 175
 National Intelligence Estimates (NIEs)
 Casey and, 153*n*, 160, 163
 as central to CIA mission, 292*n*
 CIA's seal on, 222*n*
 Colby and, 125
 Gates and, 198*n*, 199, 206
 political nature of, 118*n*
 signing of DCI on cover, 228*n*
 Smith and, 20, 27
 started under Vandenberg, 19
 Turner and, 142, 143
 National Intelligence Officers (NIOs), 92–94, 122, 143, 217, 228, 242
 National Intelligence Priorities for Planning, 45

- National Intelligence Priorities Framework (NIPF), 276
- National Intelligence Production Board (NIPB), 206
- National Intelligence Program (NIP), 284
- National Intelligence Programs Evaluation (NIPE) Staff, 44, 45, 47, 56, 57, 61, 65, 66, 68, 71–72
- National Intelligence Resources Board (NIRB), 58–59
- National Intelligence Tasking Center (NITC), 141
- National Performance Review, 222
- National Photographic Interpretation Center (NPIC), 32–33, 244
- National Reconnaissance Office (NRO), 47, 49, 173–174, 197, 211
- National Reconnaissance Program (NRP), 123
- National Reconnaissance Review Board (NRRB), 174
- National Security Act of 1947
 DCI coordination duties under, 15, 56
 DCI creation by, 3
 DCI role, limitations under, 13–14
 DCI services, functions, and duties under, 21
 Hillenkoetter and, 23
 national security adviser's role in distributing information, 175*n*
- National Security Agency (NSA), 27
 picking director under Reagan, 167–168
- National Security Council Intelligence Directive (NSCID), 25, 97–98, 158*n*
- National Security Council Operational Advisory Group, 117
- National Security Directive (NSD)-67 (March 1992), 202–203, 240
- National Security Review (NSR)-29, 196
 “needs process,” 227–229, 266
- Negroponete, John, 186–187
- 9/11 terrorist attacks
 demise of DCI post and, 287
- 9/11 terrorist attacks (*continued*)
 intelligence failures and, 275, 291
 National Commission on Terrorist Attacks, 281, 298
 as watershed event, 274, 298
- Nitze, Paul, 58, 60
- Nixon, Richard M.
 change options of, 134, 136
 Colby initiatives and, 89, 95
 Colby, nomination of, 87
 Helms and, 60, 63–65, 69–73, 203, 276
 intelligence reforms of, 102, 113, 114, 294, 295
 memorandum "Organization and Management of the US Foreign Intelligence Community," 69–71
 Taylor Report and, 102–103
- nuclear weapons intelligence, 20
 in pre-war Iraq, 287
- Nye, Joseph, 143*n*, 227
- O**
- Odom, William
 on congressional reform proposals, 201
 IC staff reforms and, 162
 on intelligence reform, 186
 on proposed director of national intelligence, 176
 selection to direct NSA, 167–168
- Office of Management and Budget (OMB), 64–65, 72, 89, 95–96, 102, 143, 166–167, 225.
- Office of National Drug Control Policy, 230
- Office of National Estimates (ONE), 20, 44, 45, 87, 92
- Office of Political Research, 98
- Office of Strategic Services (OSS), 9, 11
- Ogilvie, Donald, 105

omnibus National Security Council
Intelligence Directive, 97–98
open source intelligence (OSINT), 212
Overhead National User Exchange
Group, 258
Owens, William A., 244

P

Packard, David, 61–62
Panetta, Leon, 223, 225
Pearl Harbor, Japanese attack on, 10, 275,
287, 291
Perry, William, 224, 227, 247, 249
Persian Gulf War, 188, 208–209, 214,
297
Pforzheimer, Walter, 18
Phillips, Samuel C., 55
Pickering, Thomas R., 271–272
Policy Review Committee (Intelligence),
143, 144, 145
politicization of intelligence, 126*n*
Posner, Richard, 286
Potts, William E., 55
Powell, Colin
embassy security issues and, 190
Gates, consultation with, 213
imagery and, 209
Webster, relationship with, 172
Powers, Thomas, 75
Presidential Decision Directive/NSC-35
(PDD-35), 240–242
Presidential Review Memorandum 11,
134
President's Daily Brief, 175*n*
President's Foreign Intelligence Advisory
Board (PFIAB), 42, 45, 53, 54, 58, 59,
64, 64*n*, 67, 68, 69, 89, 100, 101, 122–
126, 132, 151, 152, 154, 158, 163, 164,
173, 176, 228*n*, 241, 243, 264
priority national intelligence objectives
(PNIOS), 56–57, 60*n*
Proctor, Edward, 66

R

Raborn, William F., Jr., 48, 48–49
Reagan, Ronald. *See also* Executive
Order 12333
Casey, selection of, 151–152
intelligence as campaign issue, 151
intelligence funding compromise of,
179
Reno, Janet, 252, 270, 271
Rockefeller, Nelson, 111
Rockefeller Commission, 100, 115, 157
Rogovin, Mitchell, 119
Roosevelt, Franklin D., 12, 13
Rostow, Eugene, 163
Rostow, Walt, 59
Rudman, Warren B., 274
Rumsfeld, Donald
appointment by Ford, 105
Bush (George H.W.), meetings with,
124
on CIA approach to missile threats,
272
DNI, relationship with, 287
DOD coordination issues under, 270
post-9/11 reforms and, 274, 276

S

satellite reconnaissance systems, 4, 43,
47, 66, 272. *See also* CORONA
satellite; imagery systems
Saunders, Harold, 145
Schlesinger, James, 78, 79–84
Allen, appointment of and, 94
Colby, comparison with, 92, 93
Colby initiatives and, 89
community role of, 295
Ermarth, Fritz, and, 121
as Helms's successor, 75
1971 study by, 65–69, 75, 79, 131
optimistic start as DCI, 79–80
removal by Ford administration, 105

- Schlesinger, James (*continued*)
 reorganization of CIA, 82–83
 strengthening community staff, 80–82
 Taylor Report and, 104
 unitary IC staff of, 160
 Watergate scandal and, 83–84
- Scowcroft, Brent
 appointment to national security
 advisor, 105
 Bush (George H.W.), relationship
 with, 126
 congressional initiatives, concern over,
 201
 opposing Glenn legislation, 191
 recommending post-9/11 reforms, 274
 supporting Gates, 196
- Security Policy Board (SPB), 271
- Senior Executive Intelligence Brief*, 175*n*
- Senior Interagency Group for Intelligence
 (SIG-I), 153, 165
- Shalikashvili, John, 244
- Shelby, Richard, 259–260
- Showers, Donald M. (Mac), 163
- Shultz, George, 72, 153, 189–190
- signals intelligence (SIGINT), 4, 25, 27,
 36, 42, 54–57, 59, 60, 81, 91, 95, 106,
 116, 118, 120, 139, 142, 146, 152, 160,
 161, 162, 167, 200, 207, 208, 210, 275,
 294, 297
- Simon, James, 265–267, 286
- Slatkin, Nora, 237, 239, 245
- Smith, Howard P., 55
- Smith, Jeffrey, 230, 286
- Smith, Walter Bedell, 8
 centralization and coordination under,
 22
 community role of, 24–25, 156, 292–
 293
 creation of NSA and, 27
 DCI role, influence on, 27–28, 102*n*
 Helms, comparison with, 54
 on individual vs. collective authority,
 17–18
- Smith, Walter Bedell (*continued*)
 intelligence capabilities, focus under,
 24
 Taylor Report and, 103
- Snider, Britt, 259
- Sorenson, Theodore, 132
- Souers, Sidney, 8
 on individual vs. collective authority,
 16
 staff vs. operational organization, 23
 Truman, relationship with, 292
 on USCIB, establishment of, 26
 Webster, relationship with, 171
- Soviet Union (USSR)
 as CIA focus, 172, 293, 294
 as DOD focus, 43
 fall of, 173
 missile treaty with, 172
 NIEs on, 125, 126*n*, 142, 198*n*
 Turner's opinion on, 142*n*
 US embassy in, 189
- Specter, Arlen
 proposing director of national
 intelligence, 176, 184, 185
 Tenet letter to, 260
- Spiers, Ronald, 190
- Sporkin, Stanley, 156–157
- Srodes, James, 18
- Stilwell, Richard, 156, 165
- Strategic Intent for the US Intelligence
 Community* (1999), 263
- Strategic Plan for International Affairs,
 272
- strategic planning
 Dempsey and, 263–264
 Helms and, 62–63
 Tenet and, 263–264
- Strengthening US Intelligence
 Capabilities against the Soviet Military
 in the 1990s* (IC Staff report), 172
- Studeman William
 as acting DCI, 232, 235–237, 249
 community management review by,
 215

Studeman William (*continued*)
 continuation under Clinton, 216
 on intelligence reform, 185
 NSA and CIA bridge-building, 174–175
 selection as DDCI, 203
 study of community components, 222–223
 total quality management and, 222
 Sununu, John, 179

T

Taft, Will, IV, 166, 173
 Talbott, Strobe, 250
 Taliban, 275
 Taylor, James, 101–105, 120, 135, 175–176
 Taylor, Maxwell, 54, 58
 Taylor Report (1975), 101–105
 “Team B” episode, 125, 126*n*
 Tenet, George, 256, 257–277
 ADCIs and DDCI/CM positions added
 by Congress and, 258–261
 CMS and ADCI input, 268
 community business and, 261–263
 community priorities and, 264–266
 congressional influence on, 296
 on crime, security, and
 counterintelligence, 270–271
 as DDCI, 241, 249
 Department of Defense and, 268–270
 Department of State and, 271–272
 end to long tenure of, 276–277
 fresh start in DCI role, 257–258
 hard targets process and, 265–266
 Helms, comparison to, 276
 intelligence transition under Clinton,
 216
 Mission Requirements Board and,
 266–267
 “needs process” and, 227–228, 266
 Tenet, George (*continued*)
 post-9/11 pressure for change, 274–275
 prioritized intelligence targets and, 297
 reform, commissions calling for, 272–274
 strategic planning of, 263–264
 terrorism. *See also* 9/11 2001, terrorist attacks
 as main focus, 242, 298
 military role in war on, 276–277
 National Commission on Terrorism,
 273
 National Counterterrorism Center
 (NCTC), 282, 284–285
 Tenet efforts and, 273–274
 Terrorist Threat Integration Center, 275
 Thayer, Paul, 166
 Thomas, Jack, 62
 “Three Vice Presidents” approach under
 Turner, 137–138, 140, 147
 total quality management, 222
 Treverton, Gregory, 145
 Truman, Harry
 DCI role under, 21, 22, 292
 Department of Defense, creation of, 3
 intelligence organization, creation of,
 10–16
 Roosevelt, comparison with, 12
 Smith, accessibility to, 27
 Truscott, Lucian, Jr., 34, 44*n*
 Turner, Stansfield, 130, 131–148
 analysis, impact on, 134, 142–143
 Bush, George (H.W.), comparison
 with, 133
 cabinet attendance and, 153
 Carter's selection to be DCI, 132
 Casey, comparison with, 154
 change options of, 134–136
 CIA, relationship with, 132–133
 collection tasking initiative of, 141–142, 148
 community priorities of, 145–146
 community role of, 295

Turner, Stansfield (*continued*)
 confrontational style of, 133
 decentralization approach of, 139
 Deutch, comparison with, 238
 DOD, relationship with, 144–145
 frustrations upon leaving office, 147
 future vindication of, 147–148
 Gates, comparison with, 208, 216
 new management plan of, 138–141
 NSA, seeking control over, 26
 post-Sept. 11 reform, response to, 285
 proposing new DCI authority, 48
 resource management by, 143–144
 security compartmentation, 152
 “Three Vice Presidents” approach of,
 137–138, 140, 147
 turnover of DCI appointment at change of
 president, 151*n*
 Tweedy, Bronson, 67–68, 71

U

United Nations, 9
 United States Commission on National
 Security/21st Century, 274
 United States Communications
 Intelligence Board (USCIB), 25, 34–35
 United States Intelligence Board (USIB),
 34–35, 36–37
 under Bush (George H.W.), 116, 117
 under Helms, 54–56
 U-2 planes, 32, 37, 47

V

Vance, Cyrus, 49, 57
 Vandenberg, Hoyt, 8
 coordination authority of, 14
 increasing intelligence capabilities, 27
 on individual vs. collective authority,
 16

Vandenberg, Hoyt (*continued*)
 operational organization under, 23
 research and analysis under, 19
 Vessey, Jack, 167
 Vietnam, 57, 107, 294
 Voice of America, 111

W

Walters, Vernon, 55, 87, 120
 Warner, John, 232
 Watergate scandal
 CIA reform after, 100–101, 295
 national impact of, 87, 107
 Schlesinger and, 82, 83–84
 Webster, William, 170, 171–191
 bridge building by, 174–176
 budget issues, 179–180
 Bush (George H.W.) as president and,
 176–177
 Childs Study Group and, 183–185
 community role and, 296
 community staff support and, 180–181
 coping with change, 172–173
 DOD relationship, 187
 early months as DCI, 171–172
 embassy security and, 189–190
 establishing DCI centers, 188–189,
 251
 as FBI director, 158, 164
 foreign intelligence relationships and,
 200
 IG report on IC staff, 181–183
 Lackman's plea for community
 leadership to, 177–178
 leaving office, 190–191
 military operations support and, 187–
 188
 national foreign intelligence strategy,
 178
 NRO reorganization and, 173–174
 prioritized intelligence targets and, 297

Webster, William (*continued*)
 reforms, congressional push for, 185–
 186
 on statutory inspector general, 180
 transnational issues and, 230
Weinberger, Caspar, 157, 164–166
Welch, Larry, 271
White, John, 249, 269
White, Lawrence K. ("Red"), 38, 66
Wilson, Samuel, 94, 99, 112
Wisner, Frank, 22
Wolfowitz, Paul, 270
Wood, Norman, 182–183, 187
Woolsey, R. James, 220, 221–232
 Ames case and, 231–232
 Clinton, relationship with, 297
 community management of, 221–223
 Defense Department and, 223–225

 Deutch, comparison with, 238, 253
 “needs process” of, 227–229, 266
 opposing military intelligence director,
 226–227
 organization of DOD intelligence, 214
 post-9/11 reforms, response to, 285
 prioritized intelligence targets and, 297
 resignation of, 231–232
 selection as DCI, 215, 216
 study of National Reconnaissance
 Program, 212
World Bank, 9
World War II, 9, 26

Z

Zelikow, Philip, 285