Week 2: Origins and Functions of the Intelligence Community

A. Early use of Intelligence in conflicts

- Use of intelligence dates to American Revolution.


- 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”


- 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).

-1961. Bay of Pigs and Castro
-1972. ABM and SALT treaties. Intelligence to monitor and verify.
-9/11. Terrorism as the new threat.

E. Notable DCIs

-Dulles. 1953-61. Long serving Cold War DCI.
-Bush. 1976-77. First DCI to become President
-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.


