

Remarks by Lieutenant General C. P. Cabell
Deputy Director of Central Intelligence
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It is indeed a pleasure to have an opportunity to visit here with you this morning in this Conclave of the Arnold Air Society. General Arnold in my mind is one of the great ~~Air~~ men of history. His leadership in the establishment of the United States Air Force is a matter of record. His personal greatness is clear to those of us who had the high privilege of associating with him, and working under his direction. I, personally, profited much from my close association with that great man during World War II. It was my privilege to have formed, along with General Norstad, his Advisory Council. This was a fancy name for a couple of personal assistants, advisors, leg-men, kibitzers--or whatever you want to call it. One could not serve in such an intimate capacity with a man and not come out as either a great admirer or a severe critic. As for Norstad and me, we came out as admirers. If I were asked what I consider the outstanding characteristic of the "old man", I would point to his strong insistence that the expression, quote: "It can't be done." unquote, has no place in the American language. He was most insistent too that he be provided with the "facts" in order to make proper decisions. You can see that General Arnold was one of my favorite persons, and it is proper that this Society, which is dedicated to Air Force

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activities and training, should bear his name!

I have been asked to speak to you today on the subject of the American Intelligence Officer. This is a favorite topic of mine, and I believe that it should be of interest to you here. As a matter of fact, my service with General Arnold, before he turned me loose to go out and fight the war, was essentially my first introduction to Intelligence.

America today is faced with the great chore of leading the world, from the menace of Communism, into the camp of freedom, where the dignity of the individual can be preserved and all men protected from all forms of oppression. To do this, we must remain strong in purpose and in spirit. We must spread our ideology through its voluntary acceptance by free people; and we must be ready to defend ourselves and our way of life with all the forces of strength required.

Now, I am not going to suggest that the world is in such terrible shape that nothing can save it except the Cadets of the Arnold Air Society. But it is going to take everything all of us have, to come out in front. You here this morning--and your classmates--are already involved. We are all on the team. The team is playing for conference leadership. The opposition has no rules. It is without scruples. We in America have faith in the dynamic influence of a free society, and we are determined to play the game--but from a position of strength, not weakness. One of the primary requirements for maintaining a position of strength, is a strong, effective and

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well-functioning Intelligence Service, so that, at all times, our Government officials will be furnished with good information. Or to put it another way, we must be sharp in detecting the other fellow's play--in fathoming his strong and weak spots, his intentions--so that we can adapt our own plays in such a way as to win the game. This is the task of Intelligence today.

Intelligence is never more at war than in periods of normal peace. As a matter of fact, Intelligence has already played a great role in the process of unmasking the present world-wide Communist conspiracy, and so pointing-up this menace. We have opened many eyes--not only in this country, but among people all over the world.

Until comparatively recent times, there had been no continuity of Intelligence doctrine or organization in the United States. On the other hand, history is replete with colorful examples of the importance of Intelligence, and with stories of the part that good Intelligence has played in final victory.

When G. W. Custis, adopted son of George Washington, was told by friends that Washington's secret service had cost 2,000 pounds in gold, he wrote, quote: "It was cheap, a dog cheap bargain. For, although gold was precious in the days of the Continental currency, yet the gold paid for the secret service was of inestimable value when it is remembered how much it contributed to the safety and success of the Army of Independence." Unquote.

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Turning to another war, we can find colorful accounts of the Intelligence activity of Jeb Stuart, Confederate Cavalry leader. Twice he raided completely around the opposing Union Armies, not only gathering information, but also cutting communications lines, sabotaging supplies, spreading confusion, and generally misleading the enemy. You'll recall that as a result of the first circuit dash, General Lee confidently sent Stonewall Jackson to fall on McClellan's rear and flank in the Seven Days' Battle, with the result that the panicky powers in Washington ordered McClellan unnecessarily to evacuate his army by water.

Of course, most of you from Manhattan College are well aware of the dedication to Intelligence demonstrated by Major William V. Holohan, for whom you have named your Squadron. From the records pertaining to the mission and death of Major Holohan, and out of all the confusion and legal uncertainty which surrounds the story, one thing is clear. Major Holohan was selected personally by General Donovan to undertake the mission on which he was killed, because of his demonstrated loyalty, honesty, and integrity. These qualities are a must to the business of Intelligence. Major Holohan was well aware of the dangers before him from the enemy, and of those behind him and around him, from his supposed comrades in arms. Nevertheless, he never questioned his assignment. He carried it out with ability. He disregarded completely the danger to his person, and as we know, he met his death in the cold waters of Lake Orta, Italy. His name

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always will be honored in the history of Intelligence.

I could go on and give you many more illustrations, but when these were all added up they would point to the fact that today Intelligence is a recognized and honored profession, worthy of the career decision of the highest type person--this includes you.

Now, when I speak of Intelligence as a career, you may well ask--What kind of a person is this so-called Intelligence Officer? What are the things he does, and what kind of experience or training must he have to do the job well?

In some ways, the Intelligence Officer is a throwback to the ideal of the Sixteenth Century when Sir Francis Bacon declared, quote: "All knowledge is my province." Unquote. In the broadest sense, the Intelligence Officer is engaged constantly in gathering and studying information, and he is called upon to report on the meaning of events, all over the world. In another way, he is the product of the Twentieth Century, and of the age of specialization. He is a member of an Intelligence team composed of scientists, economists, political analysts, librarians, statisticians, agriculturalists, engineers, accountants, doctors, business executives, lawyers, anthropologists, military specialists, and communications specialists--to name but a few. The team reaches to every discipline, and the composite of these skills adds up to Bacon's ideal of, quote: "All knowledge." Unquote. In this context, I think it is interesting to note that one Air Intelligence outfit which is a part of a

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world-wide Air Force collection network, has as its motto, quote: "Knowledge is power." Unquote.

The Intelligence Officer must possess imagination. He must have new ideas. He must be able to follow-through and apply his ideas. He must have insight into the motivations of people and nations. He must maintain a balance in the application of his knowledge, for oftentimes it is more useful to know the short cut through a difficult piece of terrain, than all of the detailed histories of great wars.

What are the things an Intelligence Officer does? The answer to this question, I believe, can be found in citing a few recent events which have required Intelligence. We all remember that the past year has been one of aggressive activity on the part of the Soviets. While they have been pushing what they call a "peace" offensive, there was at the same time, marked intensifications of Soviet efforts toward economic penetration into the so-called underdeveloped countries. We have watched the unfolding of a well-organized Soviet Bloc campaign in the Middle East, including the provision of arms to Egypt and Syria. At the same time, we have seen the brutal butchery by the Soviet war machine on the freedom loving people of Hungary. The timely and accurate reporting and interpretation of these types of Soviet activities, as well as those of other countries, is essential to our Government's policy planning. The Intelligence Officer must be ready to answer such questions as:

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What is the strength and disposition of the Egyptian Army? How much military aid is reaching Syria and Egypt from Russia? What are the levels of trade and commerce between China and Western Europe and the Soviet Satellites? Is the infection in the Communist bloodstream that grew out of Hungary apt to spread? What are its ingredients?

To get answers to these and thousands of questions like them, requires considerable information and study. This task falls on Intelligence. Specifically, it falls upon what we call the United States Intelligence Community. This consists of all the elements of those major departments of Government which are concerned with Intelligence matters--the Central Intelligence Agency, the Intelligence activities of the three Military Services, the State Department, the Atomic Energy Commission, and the Federal Bureau of Investigation. The task falls on the U. S. Intelligence Officer serving his place in that Community.

The National Security Act of 1947, which gave birth to the Central Intelligence Agency and to the U. S. Air Force, provided the framework within which the well integrated National Intelligence structure of today has evolved. As the present Deputy Director of Central Intelligence, and as a former Director of Intelligence for the Air Force, I can attest to the fact that this evolution has taken hard work on the part of all of the Departments concerned. Take Air Intelligence for example. At the beginning of World War II,

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Air Intelligence consisted of a small Air order of battle Section within the G-2 Staff of the War Department. There were no basic Air Intelligence concepts or doctrines. In fact, the doctrine of modern air power had itself still to come into full focus. The early Air Intelligence methods and procedures did little more than to transpose ground doctrine to Air Force operations.

You know--some Air Force Officers consider that Noah was the first Air Force Intelligence Officer. We find in Genesis, Chapter 8, Verse Eleven, that Noah sent forth a dove to see whether the waters which had covered the earth were abated, and the dove returned with an olive leaf. From this information gathered by air, Noah knew that dry land was near. Now, there are those who will argue that this first instance represented the takeoff from a carrier, and therefore, was really Naval Intelligence, but I believe this stretches a little beyond what I care to admit.

The task of developing the basic concepts of Air Intelligence was one of the first challenges faced by the newly created Department of the Air Force. During the period ¹⁹⁴⁷~~1948~~-1950, much was done in this regard. One of the most important steps was to gather a ^{cadre}~~corps~~ of competent personnel with backgrounds in operations, planning and logistics, and assign them to an organized Intelligence effort. This effort in ten short years is now paying off. The Air Force has a well-defined Intelligence mission. It has established a world-wide network of Air Intelligence collection. It has an analytical force

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constantly engaged in providing integrated Air Intelligence contributions to National Estimates. Recognizing the importance of success in the first phase of a Nuclear war--that is the early air phase-- Air Intelligence has geared itself to sharply focus on a potential enemy's air power capabilities and intentions. This chore is a highly technical one. It is one which must be accomplished effectively if U. S. forces and policy makers are to be kept informed and alerted to the dangers that are poised against us.

Considerable satisfaction--although little if any acclaim-- comes to the Intelligence Officer from a job well done. I know that the U. S. Intelligence Community has not been asleep on its job. The success enjoyed by the Intelligence Community comes because we can draw on a vast amount of Intelligence derived from a wide range of skills and knowledge. It comes because there is a National Intelligence structure which operates smoothly to bring all the facts in a situation into timely focus.

Recently the events of Suez and Eastern Europe have held the spotlight. These events are but single scenes on the panorama of the present world situation. Intelligence Officers are constantly watching many matters which never hit the headlines. For example, we know that one of the most critical economic objectives in the Soviet Union, is to raise per capita food production. We know that unless the Soviets succeed in improving their agricultural output, their long-range growth will be impeded by an imbalance of their over-all economic structure.

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We see that one of the principal measures to raise production is the cultivation of new lands in the arid regions of Central Asia, and one of the major steps to increase livestock yields is to expand corn production in the older agricultural areas. Intelligence Officers are watching these events with much interest, and are making studies of rainfall, length of growing seasons, soil fertility, and the like, in order to be able to answer a question of the future-- can the Soviets succeed in this effort and what are the consequences of success or failure?

Take oil as another example. We have seen that oil is not always a lubricant when applied to international affairs. In fact, it has acted as the prime abrasive in the case of Suez, in causing much of the problem there. Western Europe depends upon this essential strategic material from the Middle East. Now as a general matter, Intelligence is concerned with the status of petroleum reserves and stockpiles, both because of their economic importance and because they are indicators to a nation's capability to launch a war. And so, constant attention has been given to the status of petroleum reserves, the development of petroleum machinery, the exploitation of new fields, the construction and output of refining facilities, and the application of engineering skills in general in this important area of economic activity. These studies pay off when the information gleaned therefrom is applied to the total picture.

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To undertake studies of this kind, whether they concern agriculture, petroleum, transportation, population, or industrial production of military end-items, and to gather the significant information on which they are based, Intelligence must rely primarily on the skills which most of you here today are acquiring in your studies and your Military training.

Intelligence Officers also focus on trends which have possible consequences for the United States. For example, with the advent of the Nuclear Age, we must be alert to the shifts in economic and commercial patterns taking place throughout the world. We must watch carefully the emergence of the industrially underdeveloped countries of Asia and Africa, and its meaning in terms of world balance. We must be prepared to gauge changes which occur in strategic concepts, particularly if such changes have an impact on Military planning. The basic information gathering and analysis required to make meaning of trends of this kind, are essential. One of the hardest jobs for the Intelligence Officer is to keep a steady view of these trends over a period of time, and of their relationships with the events of the moment. He must be able to identify the seeds which can grow into an international crisis, or even a war--and this identification must be in time to allow our policy makers to take preventive action. Thus, in the collection and production of Intelligence, a clear view of the forest, and of every tree in the forest, must be maintained.

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I have tried this morning to point out to you in positive terms some facts about the Intelligence business. It is not necessarily only the thing you find depicted in movies and mystery thrillers, such as the famous story of Operation Cicero which many of you will remember was portrayed in the motion picture, "Five Fingers." I hope we shall always be able to find our share of secret agents, but in Intelligence, as in other professions, there is a great need for many people of varied professional backgrounds and interests.

Intelligence needs young people who combine interest, imagination, and common sense with the most advanced technical knowledge. We need people who recognize that their personal security depends upon the adequate protection of our National security. We need people who are dedicated to the propositions that knowledge is a powerful weapon, and that service to one's country is a high and noble duty. Superficially, the rewards are slight, but I can think of no other game with higher stakes.

The history of American Intelligence, though not one continuous story, has many glorious chapters. The most glorious chapters, however, are yet to be written and they will be written by young people like yourselves.

Thank you very much.