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My dear Colonel Donovan
In your capacity as Coordinator of Information, which position I established by Order of July 11, 1943, you will receive no compensation, but shall be entitled to actual and necessary transportation, subsistence, and other expenses incidental to the performance of your duties.
Sincerely yours,

Colonel William J. Donovan
State Department Building
Washington, D. C.



OFFICIAL EXHIBITION CATALOGUE



The Center for the Study of Intelligence (CSI) was founded in 1974 in response to Director of Central Intelligence James Schlesinger's desire to create within CIA an organization that could "think through the functions of intelligence and bring the best intellects available to bear on intelligence problems." The Center, comprising both professional historians and experienced practitioners, attempts to document lessons learned from past activities, explore the needs and expectations of intelligence consumers, and stimulate serious debate on current and future intelligence challenges.

To support these efforts, CSI publishes *Studies in Intelligence* and books and monographs addressing historical, operational, doctrinal, and theoretical aspects of the intelligence profession. It also administers the CIA Museum and maintains the CIA Library's Historical Intelligence Collection.

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OSS EXHIBITION CATALOGUE

*To the men and women of the Office of Strategic Services,
who showed us the way forward.*

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In the summer of 2011, the CIA Museum inaugurated a gallery dedicated to the Office of Strategic Services (OSS), the World War II outfit that was America's first centralized intelligence agency. The mission of the gallery was to bring the OSS legacy to life and suggest how it has been reflected in the Central Intelligence Agency. Usually for better and sometimes for worse, the members of OSS who joined CIA in the late 1940s brought what they had learned in World War II to the Cold War.

In 1941, the prominent New York lawyer William J. Donovan came to Washington to start assembling his team, first as the Coordinator of Information for President Roosevelt and then, in 1942, as the Director of OSS. OSS was in many ways a dream team. Among the first arrivals were some of the best minds in America—distinguished academics from the great universities of the Northeast. They would run the Research and Analysis Branch and establish precedents for today's Directorate of Intelligence. Then came the spies and paramilitary officers in the Secret Intelligence and Special Operations Branches, respectively. Among them were future CIA Directors Allen Dulles, Richard Helms, William Casey, and William Colby. Finally, many talented men and women ran the offices that make operations possible, like Research and Development, which created all manner of ingenious (and often lethal) devices for use in secret and special operations.

Most of these men and women had the kind of wartime experiences that shape people for the rest of their lives. The gallery begins by portraying the event that changed their lives in 1941: the Japanese attack on Pearl Harbor. It was the event that precipitated them into World War II and, at the same time, one of the greatest intelligence failures in American history, the kind of strategic surprise that OSS and later CIA would be tasked to prevent. Next, the gallery suggests how some officers came to join OSS and be trained for service in the foreign field. A simulated C-47 aircraft then transports visitors to the field where they meet some remarkable OSS officers in wartime context: Colby on skis in Norway to fight the Germans, Dulles monitoring the Third Reich from neutral Switzerland, and Virginia Hall behind German lines working alongside the French Resistance before D-Day.

Turning a corner, visitors enter a simulated OSS armory where they can see the broad variety of weapons, some rather unusual, that OSS assembled and deployed to the field. Turning more corners, visitors encounter other unusual artifacts such as an OSS spittoon used by highly skilled mapmakers; a one-of-a-kind portable printing press for producing black propaganda; and counterfeit skeletal Hitler postage stamps, secretly introduced into the German mails to undermine morale.

Finally, visitors find themselves in Donovan's office. Donovan was the spark and energy behind OSS. Without his entrepreneurial spirit, anything like OSS during World War II is hard to imagine. Roosevelt stands off to the side to remind visitors that without his support, Donovan probably would not even have come to Washington.

Symbolically, visitors then step from Donovan's office into a busy hallway of present-day CIA.

OFFICE OF STRATEGIC SERVICES

BREAKING NEW GROUND

“ I HAVE DIRECTED THAT ALL MEASURES BE TAKEN FOR OUR DEFENSE.... I ASSERT THAT WE WILL NOT ONLY DEFEND OURSELVES TO THE UTMOST, BUT WILL MAKE IT VERY CERTAIN THAT THIS FORM OF TREACHERY SHALL NEVER AGAIN ENDANGER US.”

*—President Franklin D. Roosevelt,
8 December 1941, the day after Pearl Harbor*

USS Shaw exploding after being hit by Japanese bombs at Pearl Harbor.



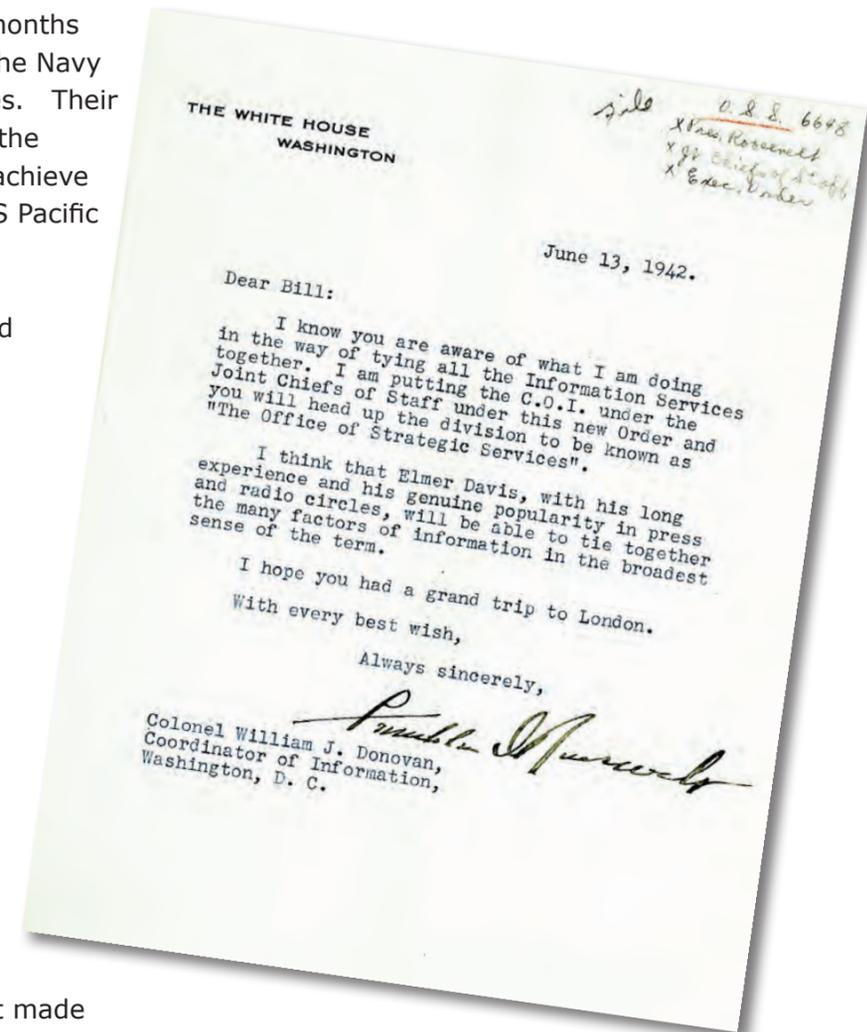
In the war against the Axis, the need for an organization like the Office of Strategic Services was clear after Pearl Harbor, one of the great American intelligence failures of modern times.

Since the American Revolution, various groups in the US Government had collected and disseminated intelligence. In the months before Pearl Harbor, the Army and the Navy were reading various Japanese codes. Their failure to work together was one of the reasons the Japanese were able to achieve surprise and destroy much of the US Pacific Fleet.

The OSS became the first centralized intelligence agency of any note in American history, one which united various functions under one roof and enjoyed more than a degree of independence from any parent organization.

In the words of official historian Thomas Troy, OSS “would collect information, conduct research and analysis, coordinate information, print and broadcast propaganda, mount special operations, inspire guerrilla action, and send commandos into battle.”

OSS existed for a little more than three years, from 1942 to 1945, but made a marked contribution to victory, especially in the European Theater of Operations and to the future of American intelligence.



Seven months after the attack on Pearl Harbor, President Roosevelt created OSS under the direction of Colonel Donovan.

WILLIAM J. DONOVAN

General Donovan at his desk in OSS Headquarters, ca. 1943.



LIMITLESS IMAGINATION AND DRIVE

Originally from Buffalo, New York, Donovan studied law at Columbia University and joined the New York National Guard, eventually becoming the commander of the 1st Battalion of the famous 69th "Fighting Irish" Infantry Regiment. In World War I, he earned the Medal of Honor and many other awards for frontline valor.

By 1918, his distinctive leadership style had taken shape. He was an unorthodox yet inspiring leader who drove himself and his men hard. In battle, he displayed excellent military judgment and seemed both tireless and fearless. After the war, he served as Assistant Attorney General in Washington, started and ran a very successful Wall Street law firm, and ran unsuccessfully for Governor of New York in 1932 as a Republican. In the summer of 1940, Donovan traveled to Britain and returned with a report for Roosevelt on Britain's staying power in its war against Hitler, who by then dominated the European continent. Roosevelt liked what he saw and heard of his fellow New Yorker and Columbia alumnus.

In July 1941, Roosevelt brought Donovan into the Executive Branch as the Coordinator of Information, authorizing him "to collect and analyze all information...which may bear upon the national security." Focusing first on research and analysis, the analytic function,

and then on espionage and special operations, Donovan started building an intelligence service by energetic fits and starts.

On 13 June 1942, a few months after the United States entered the war, Roosevelt turned the Office of the Coordinator of Information into OSS. Now Donovan's limitless imagination, drive, and willingness to take risks were unleashed. OSS grew quickly, taking on responsibilities for various forms of unconventional warfare in many corners of the world. Reflecting the director's style, some of the growth was chaotic, but overall it enabled OSS to support the war effort.

Donovan created OSS as America's first centralized intelligence agency. Without Donovan, it is unlikely that there would have been anything like OSS in the United States during World War II.

"BILL DONOVAN IS THE SORT OF GUY WHO THOUGHT NOTHING OF PARACHUTING INTO FRANCE, BLOWING UP A BRIDGE...THEN DANCING ON THE ROOF OF THE ST. REGIS HOTEL WITH A GERMAN SPY."

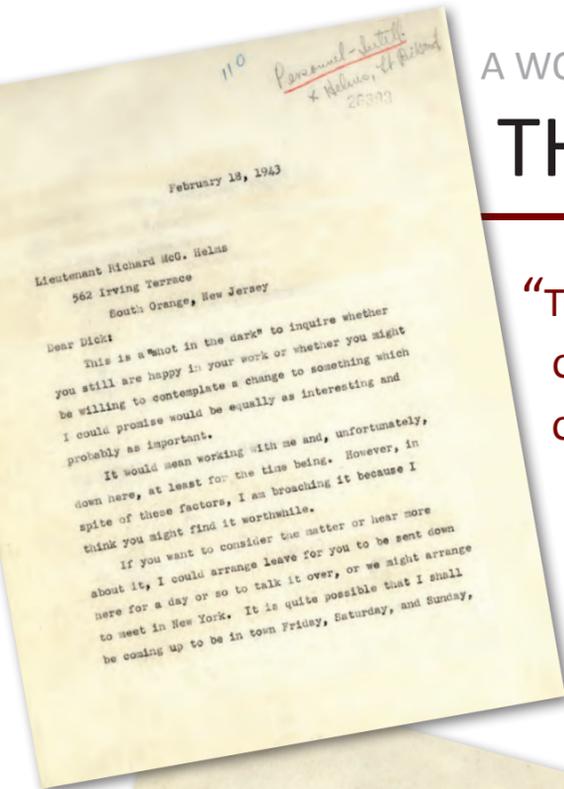
—John Ford,
Movie director (and wartime OSS officer)



General Donovan's desk, medals, and map case.

A WORKFORCE LIKE NO OTHER

THE OSS RANK AND FILE



“THROW ALL YOUR NORMAL LAW-ABIDING CONCEPTS OUT THE WINDOW. HERE’S A CHANCE TO RAISE MERRY HELL.”

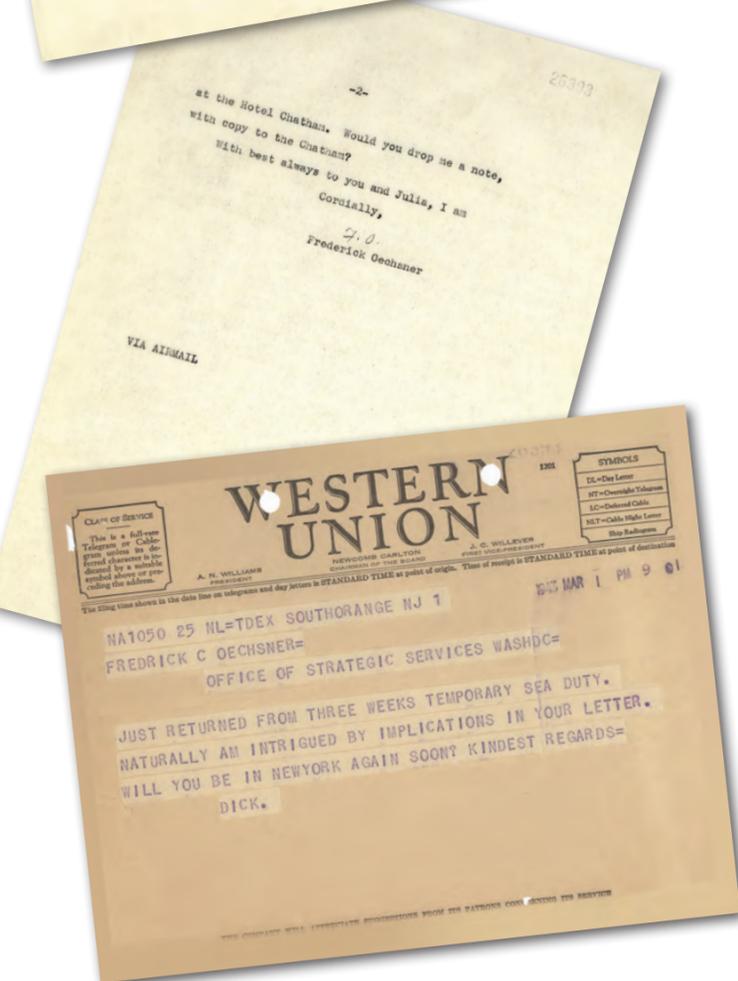
—Stanley P. Lovell

At its peak in late 1944, OSS employed almost 13,000 men and women. Many of the original members of OSS were Director William J. Donovan’s friends and colleagues. Among them were well-to-do New York lawyers and socialites—hence the joke that OSS really stood for “Oh So Social.”

But OSS was far more than a group of gentlemen spies. Along with some misfits, OSS attracted talented and adventuresome souls from many walks of life. Two-thirds of OSS personnel came out of the military, among them highly qualified volunteers for risky, unconventional missions not further described. The rest of the workforce was civilian and included many of the most prominent academics in America.

Some of the civilians were out-and-out socialists or communists, and at least five were later unmasked as clandestine Soviet agents reporting to Moscow. But Donovan did not discriminate against leftists who were open about their politics and well-suited for their jobs.

While not a champion of diversity for its own sake, Donovan was ahead of his time in offering opportunities to those with the right qualifications. Some 4,500 OSS employees were women. At least one prominent OSS analyst, Ralph Bunche, was African-American.



Future DCI Richard Helms received a mysterious pitch to join OSS from Frederick Oechsner, a pre-war boss. Within a few weeks, he had begun training for OSS.

TOP: At OSS Headquarters, General Donovan frowned upon those officers who forgot their badges. Their punishment was an extra large temporary badge.

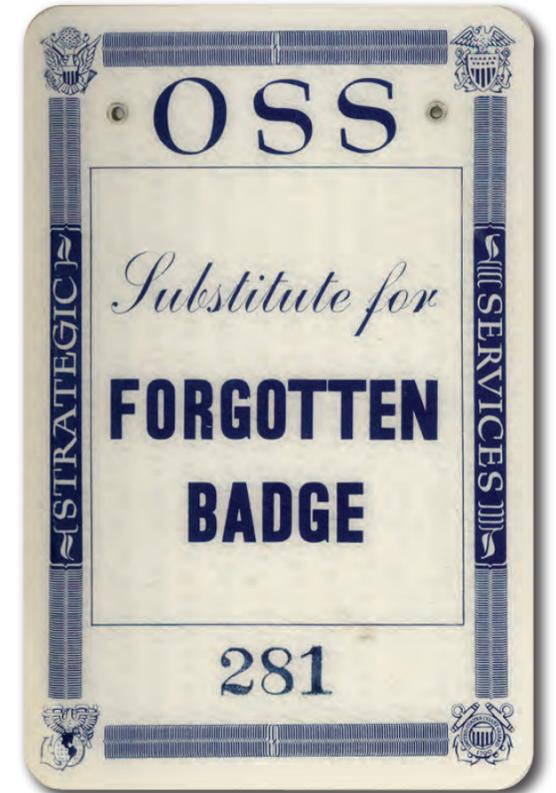
BELOW: OSS trained communications officers at a facility in Prince William Forest Park before deploying them to the field.

By the end of the war, about 7,500 OSS employees had served overseas, including 900 women.

New OSS employees fell very roughly into two categories: those who were hired to serve in Washington or New York and those who went into the overseas pipeline. The rule of thumb was to hire domestic employees for skills they already possessed.

This was especially true of the world-class academics in the Research and Analysis (R&A) Branch, the OSS analytic function. Its chief, Harvard historian William L. Langer, recruited some 900 historians, economists, political scientists, psychologists, and anthropologists, and ended up with a roster that was said to read like “a *Who’s Who* of two generations of scholars.” This meant that most new members of R&A received a minimum of orientation or training upon joining OSS and simply continued working in their areas of expertise, such as the government of Germany or its economic capacity.

The opposite was true for those going overseas, especially if they were destined for paramilitary operations or classic espionage. The governing assumption was that Americans knew little about such dark arts and needed to learn them in order to accomplish their missions. As one historian put it, “Such activities were not taught at West Point or Annapolis.”



FROM ALL WALKS OF LIFE

OSS PROFILES I



CONRAD LAGUEUX 1922–2001

Conrad LaGueux was an example of the many highly qualified young men who joined the Army and then found their way into OSS, the organization likely to make the best use of their skills. Capitalizing on his French language ability, OSS sent LaGueux to Casablanca, French Morocco, to command Operational Group PAT, a team of 15 men preparing to parachute into occupied France in the summer of 1944. Once on the ground, PAT linked up with the French Resistance to harass and disrupt the Nazi occupiers in the region of Tarn. The team's derailment of a troop train led to the surrender of some 5,865 German officers and soldiers and set the stage for the liberation of Tarn. After his successful tour in the European theater, LaGueux went on to a new assignment in China, where he served with Nationalist Chinese commandos fighting the Japanese. After the war, LaGueux worked in private industry before joining the fledgling CIA in 1949. There he served in senior positions within the Far East Division. As the Deputy Chief of Saigon Station in 1975, LaGueux undertook a hazardous personal reconnaissance mission along the front lines north of Saigon. Judging the North's victory to be imminent, he then led the successful evacuation of American officials and key South Vietnamese leaders as the city was falling to the communists.



BETTY LUSSIER 1922–

OSS was made for people who did not fit elsewhere—like Betty Lussier. Among her many talents, she was a qualified pilot. Though born in Canada, she had moved with her family to Maryland and had both American and Canadian passports. In 1942 she used her Canadian passport to travel to England and offer her services to the Royal Air Force, which put her to work as a ferry pilot. When she became frustrated with the restrictions on women fliers, she reverted to her US persona and turned to OSS. OSS placed her on an X-2 team charged with disseminating ULTRA radio intercepts—while disguising their source—to US Army field commands. (The Allies were enormously successful at breaking German codes but had to be equally successful at protecting the source.) Though technically a clerical employee, Lussier soon applied her talents outside the office. In the words of an OSS evaluation, she came to be “accepted as an officer whose ability had gained respect.” In the late summer and fall of 1944, she worked on small teams to uncover and capture German stay-behind agents in southern France, employing a mix of street smarts, common sense, and insider tips. In one memorable case, after French and British interrogators had failed to make headway, she and her partner persuaded the paymaster for a German spy network to divulge the names of his 35 agents. In 1945, she married that partner, Ricardo Sicre, a man with a colorful past as a fighter for the Loyalists during the Spanish Civil War and a bright future in international business.

FRANK HOLCOMB 1917–1991

In May 1941, Frank Holcomb found himself in Marine uniform working in the Office of Naval Intelligence, on his way to becoming an intelligence professional. Seven months later, Holcomb was in Tangier, Morocco, serving as assistant naval attaché under the warrior-scholar William Eddy, who reported to Donovan. The young Holcomb soon taught himself the art of espionage and ran agents to prepare for Operation Torch, the US invasion of North Africa in late 1942. Over the next year, Holcomb formally joined OSS and became part of the highly secretive X-2 Branch. He began to lead an extremely active life as a manager and practitioner of the arts of counterintelligence and counterespionage, first in Algeria and then in Sicily and France. During the Battle for Paris, his special counterintelligence (SCI) teams engaged a range of German intelligence targets in the capital. Holcomb continued this work at the Supreme Headquarters of the Allied Expeditionary Force, standing up SCI teams on a broader scale and conducting deception operations against the Germans. For having been “largely instrumental in the destruction of a large portion of the German espionage network...in France,” Holcomb received awards usually reserved for senior officers, to include the American Legion of Merit and the French Legion of Honor. After the war, Holcomb continued his career in intelligence, making the transition from OSS to the follow-on element known as the Strategic Services Unit.



JAMES LUCE 1911–1989

James Luce's story reads like fiction, some young man's dreams of barely credible wartime derring-do. A US Navy doctor who was wounded during the Japanese attack on Pearl Harbor, Luce was detailed in 1943 to OSS Detachment 101 in the China-Burma-India Theater. The plan was for him to set up and run a clinic at a forward operating base in North Burma, an extremely challenging task that he was able to accomplish with apparent ease. He studied local diseases, developed treatment protocols, and personally treated all manner of wounds and diseases, to include operating on the wounded himself, at a location never farther than 9 miles from Japanese positions. As a kind of additional duty, for six months he conducted special operations and amassed a record that any infantry officer would envy. In Donovan's words, “Armed native soldiers and agents under him gave excellent intelligence...of enemy activities...when this information was of greatest benefit....They also harassed the Japanese by forming road blocks, attacking patrols, and laying down mortar fire....Before he was through, Commander Luce though not [a trained] Army man...was in charge of a fighting force the size of a battalion.” His next assignment was only slightly less stressful: to take charge of medical services for all of Detachment 101.



FIGHT IN THE GUTTER AND SURVIVE

OSS TRAINING



“YOU’RE GOING TO BE TAUGHT TO KILL, TO CHEAT, TO ROB, TO LIE, AND EVERYTHING YOU LEARN IS MOVING YOU TO ONE OBJECTIVE—JUST ONE, THAT’S ALL—THE SUCCESS OF YOUR MISSION.”

—James Cagney,
in the World War II spy film 13 Rue Madeleine

LEFT: The OSS training manual.

BELOW: The OSS training schedule for commando units focused on weapons, tactics, parachuting, and intelligence tradecraft.



LEFT: In late 1940, British paramilitary officers William Fairbairn and Eric Sykes developed this specialized fighting knife, which was widely distributed to OSS officers. It is shown here with its unique scabbard, a modified spatula.

RIGHT: Fairbairn’s specialty in hand-to-hand combat stemmed from combining methods of judo and Chinese boxing and made him an ideal instructor for OSS in self-defense tactics.

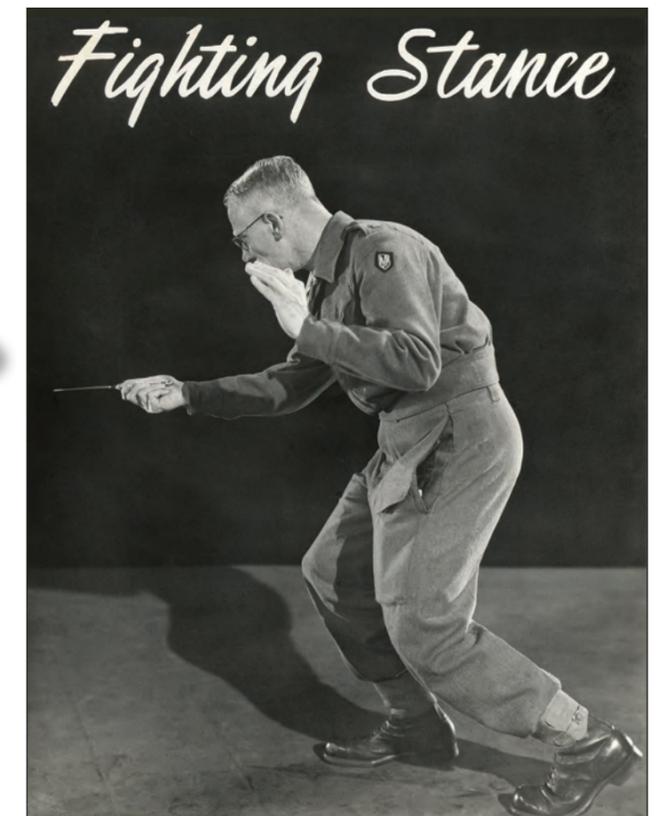
At its best, OSS training produced officers who were fit and confident, able to think for themselves, and act decisively under enormous stress.

Geared primarily toward employees going overseas, OSS training emphasized skills for special operations and espionage: shooting, demolitions, close combat, and clandestine communications, along with agent-handling, information-gathering, and report-writing skills. Training was mostly at locations around Washington, DC, like Prince William Forest Park, Catoctin Mountain Park, and Bethesda’s Congressional Country Club, whose greens were said to have been ruined by OSS practice grenades.

At least initially, the instructors tended to have law-enforcement backgrounds, which led to some friction with the individualists who joined OSS seeking to escape military drudgery and wreak havoc on the enemy. Virtually everyone long remembered William “Dangerous Dan” Fairbairn, a former British policeman with a

colorful past on the streets of Shanghai. He took what was literally a hands-on approach to teaching his trainees how to fight in the gutter and survive.

Quickly improvised to meet wartime needs, training in OSS was forever in a state of flux and change. It could, at one and the same time, seem haphazard and deadly serious. After 1945, some former OSS members described the training as bewildering or pointless. Others remembered it as physically challenging and surprisingly professional, especially toward the end of the war, when it reflected lessons learned from the field and increasing standardization.



WHO DID WHAT OVERSEAS?

OSS IN THE FIELD

“IT IS ONE THING TO BE PART OF A MASSIVE INVASION FORCE, BUT IT IS QUITE ANOTHER TO WORK IN HOSTILE TERRITORY...[ON] A SMALL TEAM WORKING...WITH LOCAL RESISTANCE FORCES.”

—OSS Officer Franklin Lindsay

Detachment 101 officers in Burma using an alternate means of transportation.



BELOW: A semisubmersible unit modeled after the canoe, *Sleeping Beauty* was developed by the British but also used by OSS.

OSS operated primarily in the European Theater of Operations against German and Italian forces and to a lesser extent in Asia against the Japanese. The most important OSS components that operated overseas were:

Secret Intelligence (SI)

As OSS's classic espionage branch, SI recruited and trained case officers, set up field stations overseas, and ran agent operations. Future CIA Directors Allen W. Dulles, Richard M. Helms, and William J. Casey all worked for SI.

Special Operations (SO)

SO ran paramilitary guerilla operations in Europe and Asia. It included the Jedburghs, a code name for small detachments of OSS officers (and their British or French counterparts) who supported and advised French resisters in 1944; the various Operational Groups of American commandos who ran missions behind enemy lines in a number of countries; and Detachment 101, which famously operated against the Japanese in Burma. Future CIA Director William E. Colby was in SO.

Morale Operations (MO)

Charged with performing the "black propaganda" mission, MO created and disseminated information that looked and sounded like it originated with the enemy. For example, it ran false German newspapers and radio stations, spreading defeatist rumors and various other kinds of disinformation.

X-2

X-2 was the counterintelligence arm of OSS that had access to the ULTRA secret decrypts of German military communications and vetted SO and SI operations, sometimes exercising what amounted to veto power. Future CIA counterintelligence chief James Angleton started his career in X-2.



WILLIAM E. COLBY



In 1945, William E. Colby (standing) led a special operations team into Norway (under the codename "Operation RYPE") to sabotage German rail links and prevent any German efforts to reinforce the homeland from the north. According to Colby, this team "was the first and only combined ski-parachute operation ever mounted by the US Army" during World War II.

A GREAT CRUSADE AGAINST A TERRIBLE ENEMY

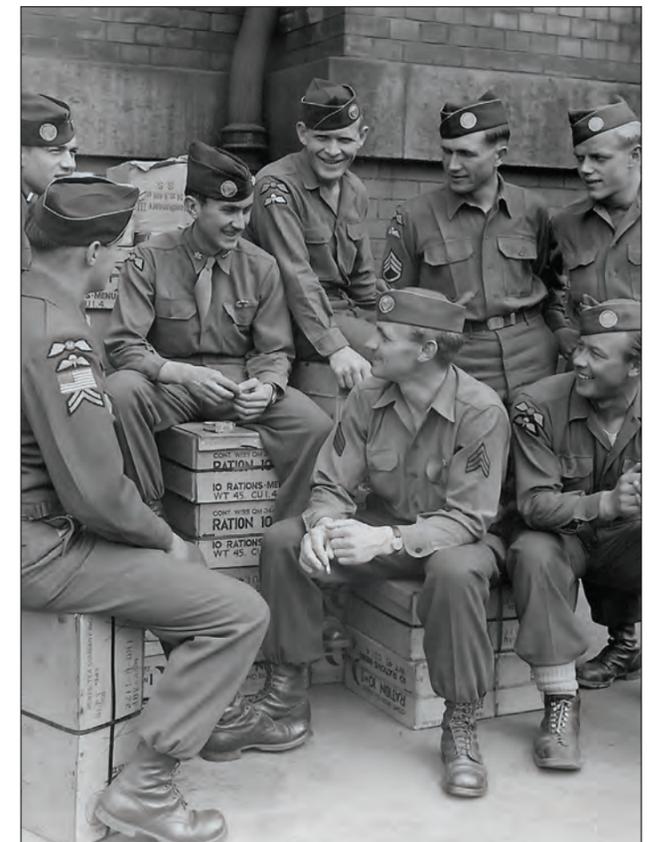
Colby, the son of an Army officer, attended Princeton and Columbia. He overcame poor eyesight to become a paratrooper. Jump school along with French language skills made him a good candidate for OSS. In August 1944, at the age of 24, he led a Jedburgh team into occupied France. Although he more than once came within a hair's breadth of losing his life, 50 years later he described the mission casually as "to harass the Germans as much as possible...ambushes on the road, blowing up bridges, that sort of thing."

"SURPRISE, KILL, AND VANISH."

—Motto of the Jedburgh teams,
the joint British-American commando program

In March 1945, he led the OSS Norwegian-American special operations team into occupied Norway. He spent the rest of the war in a grueling campaign to interdict a major north-south rail line that Allied planners feared the Germans would use to move forces from north Norway to Germany to help defend the homeland.

Although awarded the Silver Star by Donovan in September 1945, Colby was modest about his wartime achievements. He was simply proud to have served on "a great crusade against a terrible enemy," working for an organization that "had been remarkably free of...procedures." It was an experience that shaped his approach to fighting communist totalitarianism when he joined CIA and started on the road to eventually becoming the Director of Central Intelligence from 1973 to 1976.



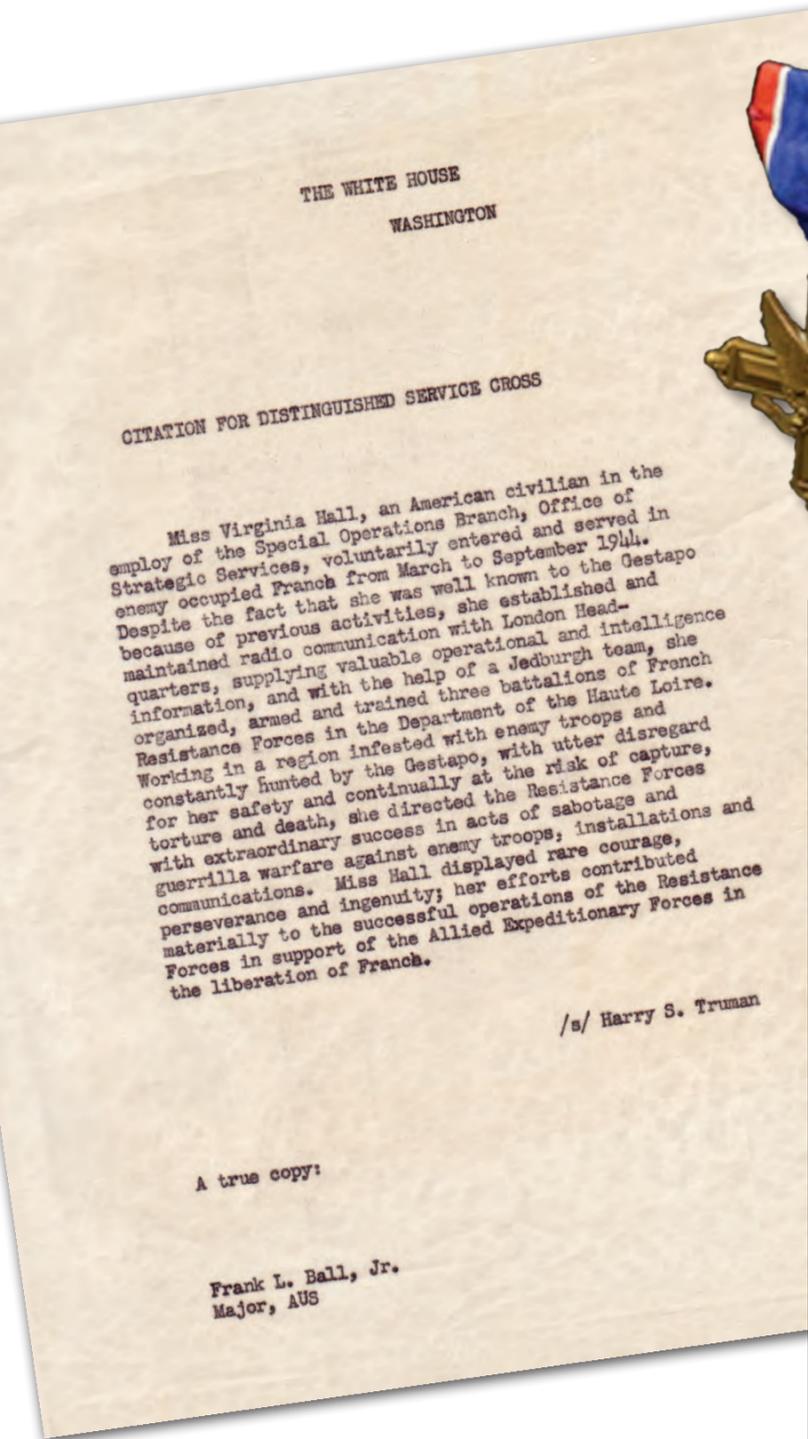
TOP: The airplane fuselage recreated in the OSS Gallery.

BOTTOM: Colby speaking with other OSS paratroopers.

THE LYNCHPIN OF HER SECTION'S ACTIVITIES THE LIMPING LADY

“MANY OF MY FRIENDS WERE KILLED FOR TALKING TOO MUCH.”

—Virginia Hall



LEFT: Citation awarding the Distinguished Service Cross to Virginia Hall by order of President Harry S. Truman.

BELOW: The Virginia Hall display in the OSS Gallery.



Virginia Hall's passports

Virginia Hall was not the only female OSS officer who risked her life behind German lines, but she was the most successful and highly decorated.

In the 1930s, she worked for the Department of State overseas until a hunting accident led to the amputation of her left leg at the knee. In 1941 and 1942, she worked under cover in France for the British Special Operations Executive (SOE), supporting paramilitary operations. SOE historian M.R.D. Foot described her as “the lynchpin of her section’s activities.” In 1944, she transferred from SOE to OSS, and, although known to the Gestapo, insisted on returning to occupied France. Often working alone, she reported how she spent her time “bicycling up and down mountains, checking drop zones, visiting various contacts, doing my wireless transmissions and then...[at night] out waiting, for the most part in vain, for deliveries” from England.

During her missions to France, Hall lived and worked under enormous pressure, narrowly escaping capture more than once. The

Gestapo had a reasonably good idea of what she was up to and what she looked like and was said to have offered a large reward for the capture of “the limping lady.”

Soon after the war, she returned to France to do what she could for the civilians who had sheltered her and suffered at the hands of the Gestapo as a result.

In September 1945, Donovan awarded the Distinguished Service Cross to Hall, the only civilian woman to earn that decoration in World War II.

She went on to join CIA and served until 1966. Despite her obvious qualifications, she encountered frustrations with superiors who did not use her talents well.

Like many OSS veterans, she found the habit of wartime security impossible to shake and, even in retirement, never said much about her exploits in France.

ALLEN W. DULLES

Allen Dulles behind his desk in Bern, Switzerland.



A REMARKABLE WARTIME RECORD

Bern Station showed just how much OSS could accomplish in the realm of espionage. The station produced a remarkable stream of intelligence about Nazi Germany in addition to orchestrating a major covert action.

Bern's success would have been inconceivable without the leadership of its chief, Allen W. Dulles, a man with a keen sense of opportunity and the ability to find and make friends in all the right places. Starting virtually from scratch, with a handful of employees and little support of any kind, he built a network of contacts and established himself as the man to see to pass secrets to the United States.

One of his prize contacts was Fritz Kolbe, a German anti-Nazi with direct access to German Foreign Office traffic, who brought documents to Switzerland. This made him the Western

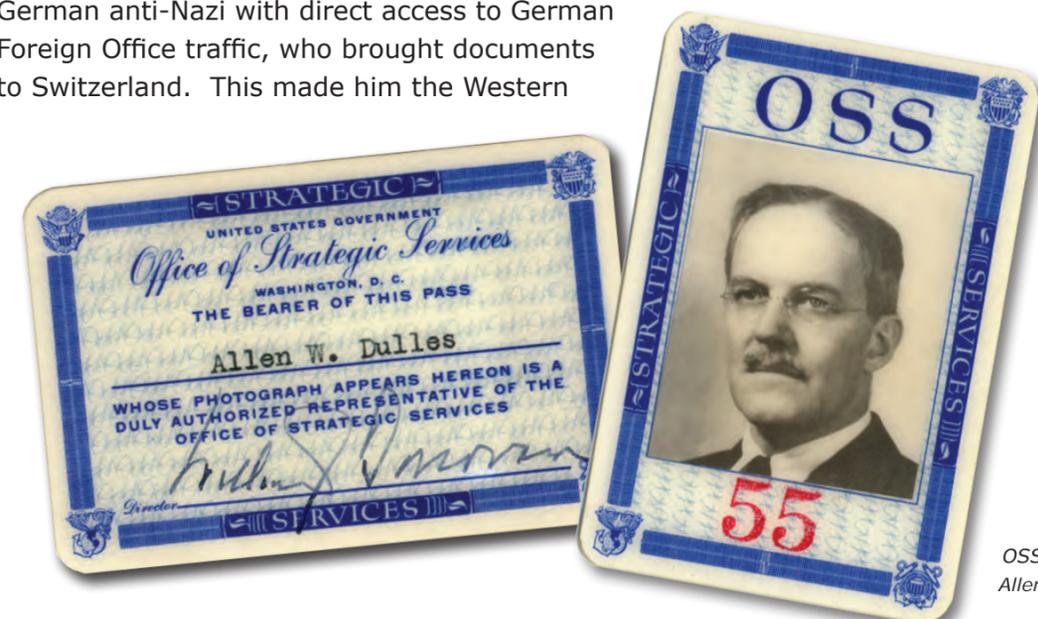
Allies' single best human source on German plans and intentions. Another prize contact was Hans Bernd Gisevius, a renegade German intelligence officer assigned to Switzerland who kept Dulles abreast of political developments inside the Reich. In the waning weeks of the war, Dulles embarked on a series of negotiations with SS General Karl Wolff and, with Washington's approval, engineered an early surrender of Axis forces in Italy.

Dulles's wartime record stood him in good stead and confirmed his predilection for intelligence work.

Although he returned to his law practice in New York after the war, he could not resist the lure of secret service and joined CIA in 1951. Two years later, he became DCI and served in that position until 1961.

“WHEN THE FATE OF A NATION AND THE LIVES OF ITS SOLDIERS ARE AT STAKE, GENTLEMEN DO READ EACH OTHER’S MAIL.”

—Allen Dulles



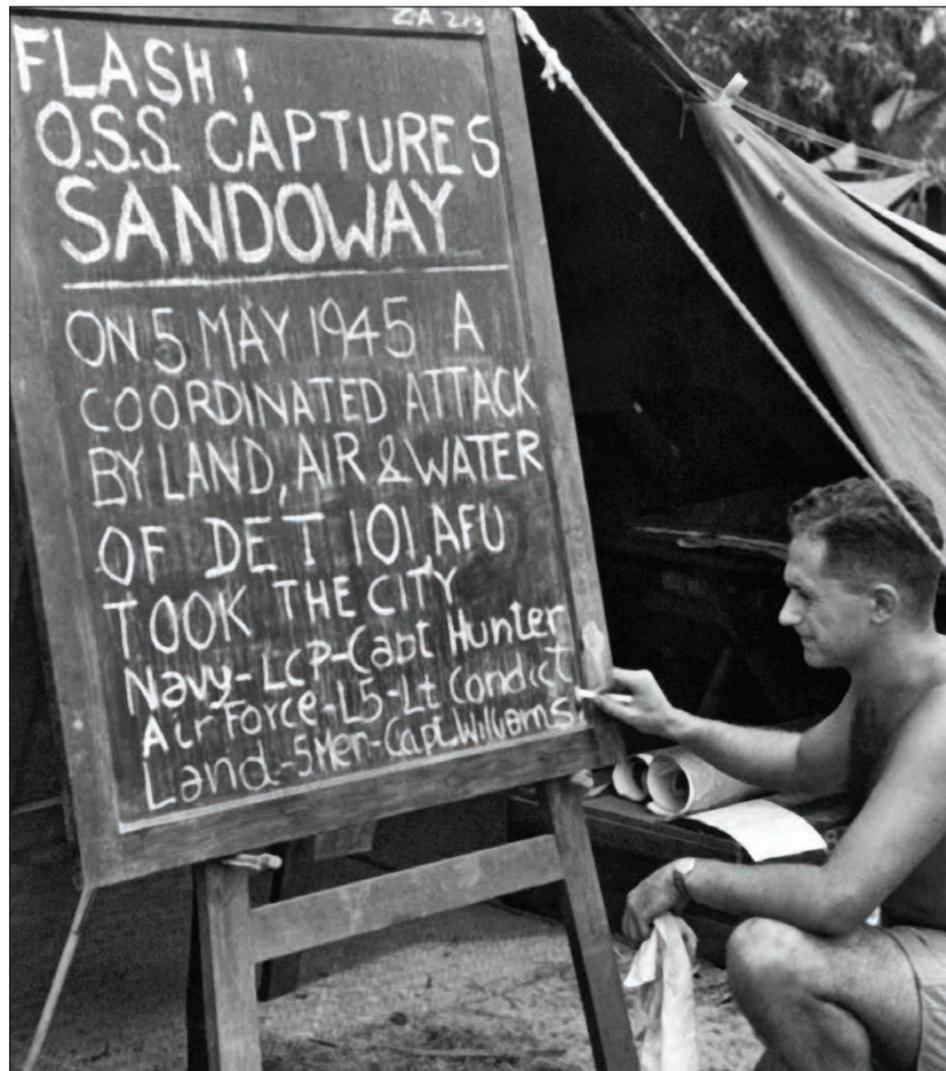
OSS identification card of Allen Dulles.

BEHIND JAPANESE LINES

OSS IN ASIA

“WORKING IN VERY SMALL GROUPS MADE IT EASIER TO KEEP A LOW PROFILE. CULTIVATING THE CONFIDENCE OF THE PEOPLE IN THE FIELD, TREATING THEIR SICK, SUPPLYING THEIR NEEDS, PRESSING THEM INTO SERVICE, AND SENDING THEM TO GATHER ALL TYPES OF INFORMATION WERE ESSENTIAL TO OUR MISSION.”

—Harry “Skittles” Hengshoon, a civilian with Detachment 101, on its work to recruit and train Burmese forces to fight the Japanese.



FAR LEFT: Posting the latest news at Kyaukpyu Camp, Burma.

TOP: Personnel in the China-Burma-India Theater wore this patch on their left sleeves.

LOWER LEFT: Detachment 101 officers display their machine guns in Burma.

LOWER RIGHT: The OSS Gallery's "In the Field" section.

From 1942 to 1945, Detachment 101 was one of the few OSS units to operate in Asia. With never more than 120 Americans on the ground, the unit recruited and trained thousands of indigenous fighters to operate behind the Japanese lines in Burma, where they gathered tactical intelligence, rescued downed fliers, and attacked the enemy when and where he was vulnerable. At the end of the war, the detachment received a well-deserved Presidential Unit Citation.

Other OSS detachments operated in China and Thailand. While the mission in China was to fight the Japanese, OSS had to overcome numerous practical and political obstacles before it could collect intelligence and train guerrillas. Thailand was technically allied with the Japanese but home to a resistance movement with the potential to stage an uprising against the Japanese. Promising arms and training, OSS officers nurtured contacts with the Free Thai under the noses of Japanese occupiers.

When the Japanese surrendered, OSS detachments played an important role in saving the lives of thousands of Allied prisoners of war by parachuting into their camps, keeping them safe from rogue Japanese, and arranging for medical care and evacuation.

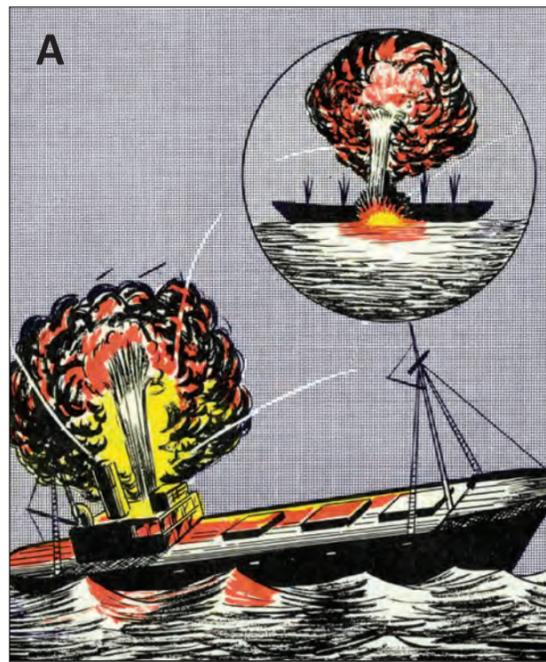


CATCH OF THE DAY

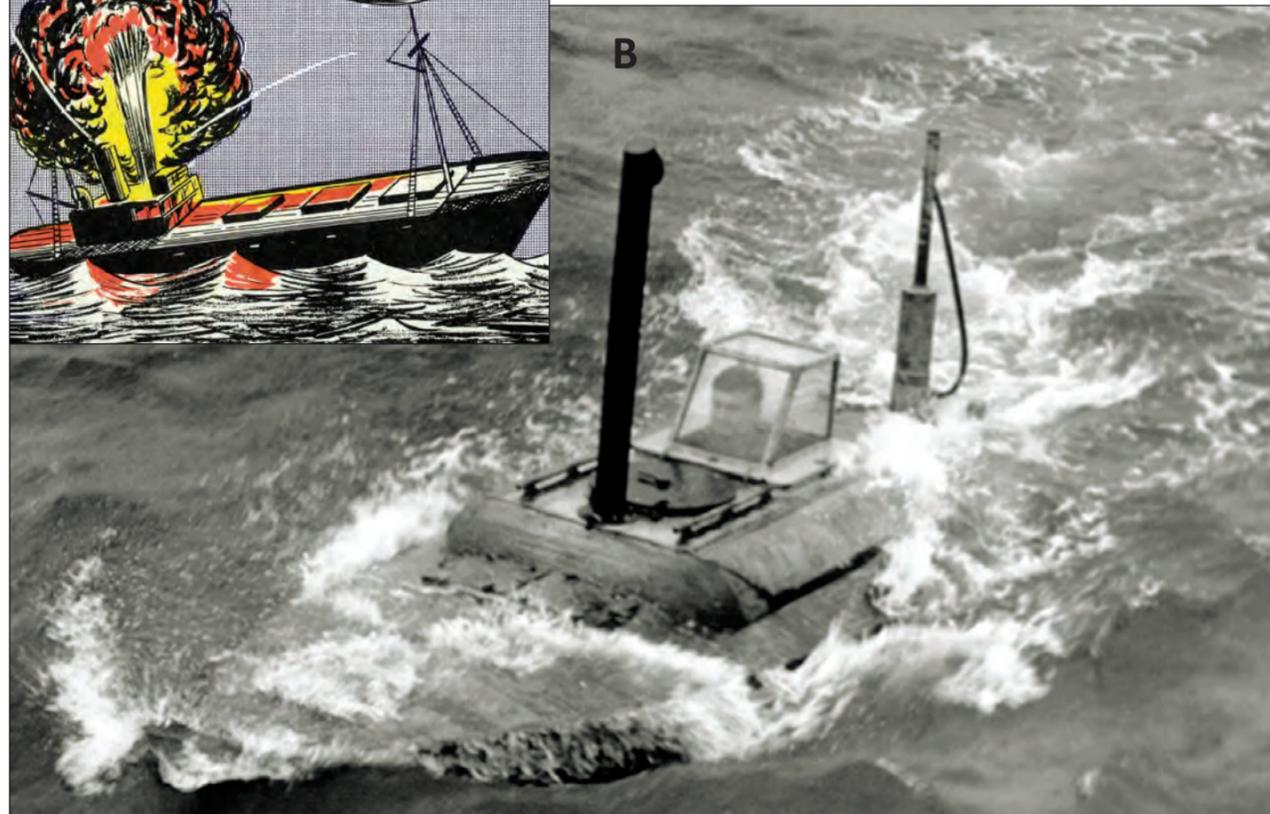
MARITIME OPERATIONS

“A SPECIAL WEAPON OF THE SABOTEUR IS THE ‘LIMPET,’ NAMED AFTER A SHELLFISH WHICH ADHERES TO ROCKS. BY MEANS OF A MAGNET OR RIVETS, THE LIMPET ANCHORS TO A SHIP BELOW THE WATERLINE....ALTHOUGH THE HOLE IT OPENS IN THE SIDE OF THE SHIP IS SMALL, THE RESULT IS DEVASTATING.”

—Stanley P. Lovell



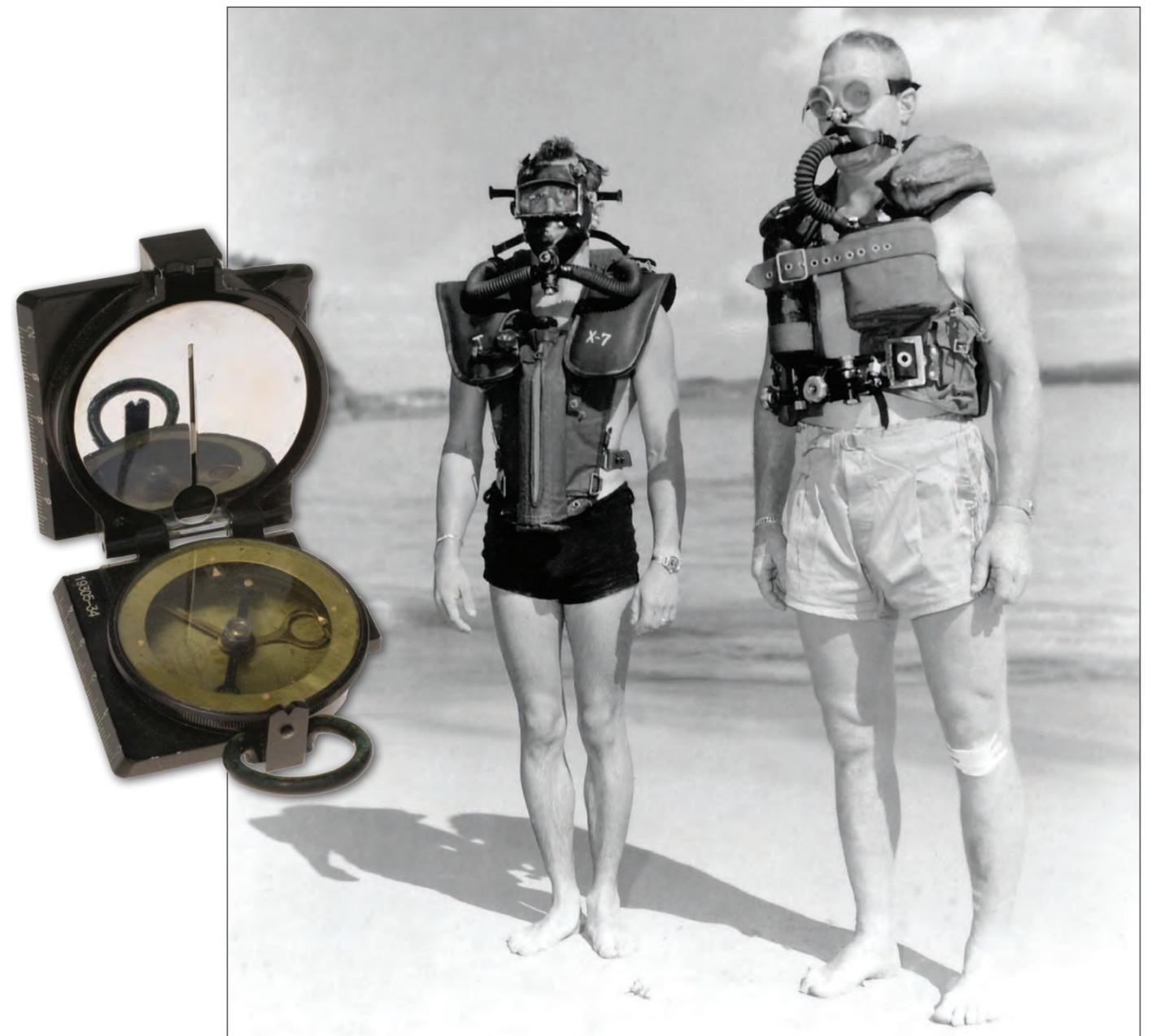
The OSS Maritime Unit conducted numerous coastal sabotage operations, such as detonating limpet mines for ships (A), and worked to develop equipment like “GIMIK” (B), a semisubmersible that was never used operationally. GIMIK was the inspiration for a later CIA semisubmersible called SKIFF.



LEFT: The OSS Maritime Unit combat swimmers used this US Army Corps of Engineers compass during clandestine ferrying and coastal sabotage operations.

RIGHT: Display of the American Lambertsen Diving Unit that OSS deployed.

The growing number of OSS coastal infiltration and sabotage projects eventually gave rise to an independent branch, the Maritime Unit, to develop specialized boats, equipment, and explosives. The unit fashioned underwater breathing gear, waterproof watches and compasses, an inflatable motorized surfboard, and a two-man kayak that proved so promising that the British ordered 275.



FROM ALL WALKS OF LIFE

OSS PROFILES II



STANLEY P. LOVELL 1890–1976

Whenever possible, Donovan wanted OSS to rely on its own resources. To that end, he directed the establishment of the Research & Development (R&D) Branch on 17 October 1942. He made an inspired choice to head the Branch: the self-described “sauce-pan chemist,” inventor, and entrepreneur from Boston, Stanley P. Lovell. As Lovell put it after the war, he quickly understood that OSS needed “its own special arsenal of tools and weapons” and that “only research and development [was] capable of creating such an arsenal.” The R&D Branch proceeded to develop all manner of special weapons and equipment to help OSS win the secret fight against the Axis. Lovell’s own skills, bolstered by his network of contacts in government and private industry, assured OSS Director Donovan that those intelligence officers going into the war zones possessed the best and newest collection, communication, and sabotage technology. Lovell returned to the private sector after the war, but he left a precedent for CIA to build on and stayed in touch with OSS veterans who went on to found CIA. At Lovell’s suggestion, then Director of Plans Allen Dulles created the Technical Services Staff, a separate, well-funded, well-staffed unit responsible for technical support in the fledgling Agency. Lovell’s OSS memoir, *Of Spies & Strategems*, became an instant hit when it was published in 1963.



SHERMAN KENT 1903–1986

It was OSS that introduced Sherman Kent, celebrated as the founder of analytic tradecraft, to the world of intelligence. After receiving a PhD in history from Yale, Kent spent several years teaching and researching before joining Donovan’s Office of the Coordinator of Information (COI) in 1941. When COI became OSS, he served in the Research & Analysis Branch as Chief of the Europe-Africa Division, overseeing intelligence preparations for the Allied invasion of North Africa in 1942. After the war, he returned briefly to Yale, where he wrote his classic *Strategic Intelligence for American World Policy*. In 1950, Kent joined CIA and helped William Langer form the new Office of National Estimates (ONE). Two years later, when Langer returned to academe, Kent became its chief and remained there for the next 15 years, serving four Directors of Central Intelligence and four US presidents. During his tenure at ONE, Kent formalized the Agency’s analytical tradecraft and founded the journal *Studies in Intelligence*, still published today. In 1997, he was one of 50 Agency officers recognized as a “CIA Trailblazer” for having helped shape CIA’s history. In 2000, the Agency founded the Sherman Kent School for Intelligence to train young analysts.

THE LANGER BROTHERS

WILLIAM 1896–1977

WALTER 1899–1981

William and Walter Langer both contributed to the success of the OSS Research & Analysis (R&A) Branch in their own way, William by serving as its chief and Walter by writing one of its most insightful analytic products.

World War I veteran William held a PhD in history from Harvard and before World War II taught at Clark and Harvard Universities. The intense and brilliant Langer set the tone for R&A, overseeing the recruitment of some 900 of the best minds in America to conduct all-source research and analysis to support the war effort. Learning of the impending Allied invasion of North Africa in 1942, Langer’s analysts produced in-depth reports on Morocco, Algeria, and Tunisia in record time—what OSS Director Donovan called R&A’s “first victory.” Among his contributions to the intelligence profession after the war, Langer organized the Office of National Estimates in the newly established CIA and served on the President’s Foreign Intelligence Advisory Board from 1961 to 1977.

William’s younger brother, Walter, was a Harvard-educated psychoanalyst with a practice in Cambridge, Massachusetts. From 1941 on, Walter was in touch with Donovan, who was interested in the potential for applying psychology to warfare. Sometime in 1942, Donovan suggested that Walter prepare a psychological study of Hitler, and Walter became an unpaid OSS consultant from December 1942 to December 1945. Langer took the project very seriously. He and his team of experts scoured written sources for useful evidence and interviewed everyone they could find who had met Hitler. They accumulated more than 11,000 pages of data. The resulting study was remarkably prescient, predicting a military coup against Hitler, which occurred in 1944, and Hitler’s suicide, which occurred in 1945.



Dr. William Langer



Dr. Walter Langer

UNDERMINING THE ENEMY'S WILL TO FIGHT

MORALE OPERATIONS

“A JUDICIOUS MIXTURE OF RUMOR AND DECEPTION, WITH TRUTH AS BAIT, TO FOSTER DISUNITY AND CONFUSION.”

—William J. Donovan



Morale Operations designed and printed counterfeit German postage stamps that featured a skeletal version of Hitler's face. The idea was to put them on letters for insertion into the German postal system.

BELOW: Real German stamp and OSS-produced counterfeit.

The extent to which Morale Operations (MO), the branch of OSS responsible for “black propaganda,” succeeded in its mission of undermining enemy morale and encouraging resistance to the Axis is hard to know. What is known is that Donovan was enthusiastic about its potential and that a number of well-known and very creative artists worked in MO, both at home and overseas. Some of their products were memorable.

For example, OSS used the J. Walter Thompson advertising agency to set up a dummy corporation to produce music for a “black” radio station that sounded like a bona fide German radio station. Often the music itself had little propaganda value and served only to attract listeners—who were then treated to doses of Allied propaganda disguised as news. One such piece of music was the haunting tune “Lili Marlene,” sung for OSS by the émigré German star Marlene Dietrich. Its message about a soldier’s love and loss resonated with troops on both sides of the front lines.



PLAY IT BY EAR OR NOT AT ALL

SPY GEAR AND GADGETS

“I NEED EVERY SUBTLE DEVICE AND EVERY UNDERHANDED TRICK TO USE AGAINST THE GERMANS AND THE JAPANESE.... YOU WILL HAVE TO INVENT THEM ALL.... START TOMORROW.”

—Donovan to Lovell

A Research & Development officer prepares a piece of equipment for use.



Jobs Register for the OSS Office of Research & Development.



In characteristic fashion, Donovan created the OSS Office of Research & Development (R&D) out of whole cloth. He personally recruited its chief, Stanley Lovell, an inventor and entrepreneur with some 70 patents to his name who ran his own company in Massachusetts. Although Lovell described himself as “a sauce-pan chemist,” he was an inspired choice for the job. He instinctively understood the challenge, realizing that “OSS was itself...experimental. Nothing like it had ever existed in earlier American wars. We had to ‘play it by ear’ or not at all.”

Under his leadership, R&D became remarkably productive. From its laboratory at the Congressional Country Club, it created silenced, flashless pistols; the inexpensive, one-shot, .45-caliber Liberator pistol; various explosives; concealed cameras; invisible inks; and, above all, its own “plant for documentation”—a very professional outfit to reproduce “perfect passports, worker’s identification papers, ration books, money, letters, and the myriad of little documents that served to confirm [OSS operatives’] assumed status.” A companion office in the Communications Branch created wiretap devices, electronic beacons, and excellent portable radios.

A BROAD VARIETY OF WEAPONS ARMORY

“SABOTAGE VARIES FROM HIGHLY TECHNICAL COUP DE MAIN ACTS THAT REQUIRE DETAILED PLANNING AND THE USE OF SPECIFICALLY TRAINED OPERATIVES, TO INNUMERABLE SIMPLE ACTS WHICH THE ORDINARY INDIVIDUAL CITIZEN-SABOTEUR CAN PERFORM.”

—OSS Simple Sabotage Field Manual



LEFT: The Liberator pistol

RIGHT: Page from the OSS Weapon's Manual about the Liberator.



TOP: OSS personnel wrap Bren receivers in preparation for packing into parachute containers.

LOWER LEFT: The armory section in the OSS Gallery.

LOWER RIGHT: The Woodsman's Pal was ideal for cutting through jungle brush in Southeast Asia and could also be used to defeat a Japanese soldier wielding a samurai sword.

Stanley Lovell's "mad scientists" did such a good job of creating and adapting weapons for paramilitary operations that OSS armories were well stocked with a broad variety of weapons—some rather conventional, others quite unusual or even unique. CIA Museum's ample collection of OSS weapons reflects their success. OSS also acquired weapons through other means. The Liberator pistol was designed for widespread distribution to partisan groups during World War II. Underground forces could use it as a close-range, antipersonnel weapon to attack an enemy soldier and relieve him of his more powerful rifle or handgun. This .45-caliber weapon was easy to operate, and the US Army purchased them at \$1.72 apiece. However, once the Army decided not to employ these weapons, OSS requested and received the stockpile.



A GLITTERING ARRAY OF SCHOLARS

RESEARCH AND ANALYSIS

“THE SHADOW WORLD OF SPIES AND DARK INTRIGUE WAS A SMALL, ALBEIT INTERESTING, PART OF OSS, BUT THE RESEARCH & ANALYSIS BRANCH... WAS THE HEARTBEAT OF THE ORGANIZATION.”

—OSS veteran Betty McIntosh

BELOW: R&A's Map Division functioned as the central repository for target intelligence collected by OSS around the world. Winnowing out irrelevant details, the branch created accurate, customized maps for specific operations.

INSET: Psychoanalyst Walter Langer's 249-page analysis of Adolf Hitler sought to explain the dictator's persona and correctly predicted Hitler would end his life with suicide.



TOP: With offices on the third floor of Ford's Theater in downtown Washington, DC, the Map Division of the Research & Analysis Branch produced 64 high-quality original models, like this map of Italy.

BELOW: In 1942, OSS issued this spittoon to its senior geographer. For more than 60 years, senior geographers at CIA made a tradition of passing it down to their successors.

Some historians and memoir writers have argued that OSS analysts made the organization's greatest contribution to the Allied victory. One of the largest branches in OSS, Research & Analysis (R&A) was certainly the apple of Donovan's eye. His vision was to create a corps of strategic analysts who could draw on a variety of sources—whether overt or secret, public or private—and were as unfettered by bureaucratic allegiances as they could be. Analysts for the first all-source, centralized intelligence agency in American history, they were to be the men and women who could “connect the dots” to prevent another Pearl Harbor.

At Donovan's urging, R&A recruited a glittering array of American and European émigré scholars—especially historians, economists, political scientists, psychologists, and anthropologists. Even for the legions of OSS detractors in Washington, the value of R&A products was hard for anyone to dispute. They ranged from timely analyses of the Allied bombing campaign in Europe, to studies of the countries where Allied forces were fighting, to preparations for the occupation of Germany and debates over the future of the Japanese monarchy.

Many R&A officers returned to their civilian pursuits at the end of the war, richer for the experience, while others, like Sherman Kent, went on to become trailblazers at CIA.



RICHARD M. HELMS

Official photo of Richard Helms as it appears in his OSS file.



FROM JOURNALIST TO DIRECTOR

As a child growing up in a family that considered foreign language proficiency important, Richard Helms attended prestigious schools in Europe, learning French and German—skills that would prove useful later in life. At Williams College, he pursued a career in journalism. Following graduation, he worked for United Press, first in London and then in Berlin, where he interviewed Adolf Hitler.

Following the Japanese attack on Pearl Harbor, Helms became a lieutenant in the US Naval Reserve and then joined OSS, assigned to the London office of the Secret Intelligence Branch, where he worked for and shared a flat with William Casey (who later also would become Director of Central Intelligence). There Helms supervised OSS efforts to infiltrate agents into Nazi Germany to collect intelligence and set up resistance networks.

After the war, Helms held various management positions as OSS transitioned into the Central Intelligence Group and then the CIA. He steadily moved up the CIA management chain, eventually serving as Director of Central Intelligence from 1966 to 1973. President Nixon fired him (for what Helms believed to be his refusal to aid in the Watergate coverup) and appointed him ambassador to Iran.

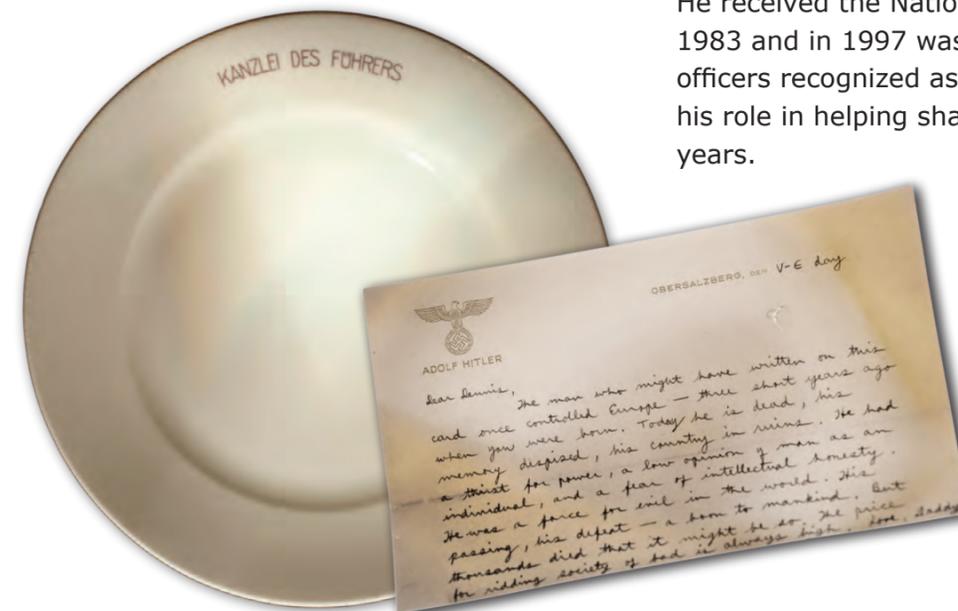
During his Senate confirmation hearings, Helms lied to preserve the secrecy of CIA covert operations, and four years later, a judge convicted him of

lying to Congress, a misdemeanor for which he received a two-year suspended sentence and \$2,000 fine. Having held true to his secrecy oath, Helms wore his conviction like a badge of honor, believing that if he had done anything else, he would not have lived up to his oath to protect national security.

He received the National Security Medal in 1983 and in 1997 was one of 50 Agency officers recognized as a “CIA Trailblazer” for his role in helping shape the Agency over the years.

“THE PRICE FOR RIDDING SOCIETY OF BAD IS ALWAYS HIGH. LOVE, DADDY.”

—Richard Helms in a note to his son.



LEFT: Helms slipped into the Russian-occupied zone of Berlin in the fall of 1945 and picked up this plate as a souvenir at Hitler's Chancellery.

RIGHT: As Americans celebrated victory in Europe in May 1945, Helms wrote a touching and eloquent letter to his young son on a captured sheet of Adolf Hitler's personal stationery.

WILLIAM J. CASEY

Casey as a young lawyer.



A STRONG ADVOCATE OF COVERT OPERATIONS

After earning degrees from Fordham University and St. John's University Law School, William Casey began work for a New York tax consulting firm. In 1943, he received a commission as a lieutenant in the Navy and wound up in OSS, where he became the chief of its Secret Intelligence Branch in Europe.

Working in the OSS London office following the Normandy invasion, Casey organized and trained some 200 agents recruited from the ranks of dissidents, political refugees, and underground labor groups to gather military intelligence within Nazi Germany in support of advancing Allied forces. On more than 100 missions, agents entered the country surreptitiously by land or parachute, infiltrating major cities far behind enemy lines and radioing back intelligence on military forces and bombing targets.

“ALL WE COULD DO WAS POP A GUY INTO GERMANY WITH A RADIO AND HOPE TO HEAR FROM HIM.”

—William J. Casey,
reflecting on his SI work in London

Following the war, Casey became a wealthy New York lawyer and venture capitalist. He turned to politics in 1966, losing in a race for Congress. After that, he held several important positions, including Chairman of the Securities and Exchange Commission in 1971 and head of the Export-Import Bank in

1974. After managing Ronald Reagan's successful presidential campaign in 1980, Casey served as Director of Central Intelligence from 1981 to 1987. As DCI, he reversed the Agency's decline

under the Carter administration by expanding the budget, increasing the staff, and restoring morale. A strong advocate of covert operations, Casey directed aid to anti-Soviet guerrillas in Afghanistan and anti-Sandinista rebels in Nicaragua. He may be best remembered for his involvement in the Iran-Contra scandal, which remains controversial to this day. Poor health forced Casey to resign, and he died three months later in May 1987.

Casey in Paris at the US Embassy.

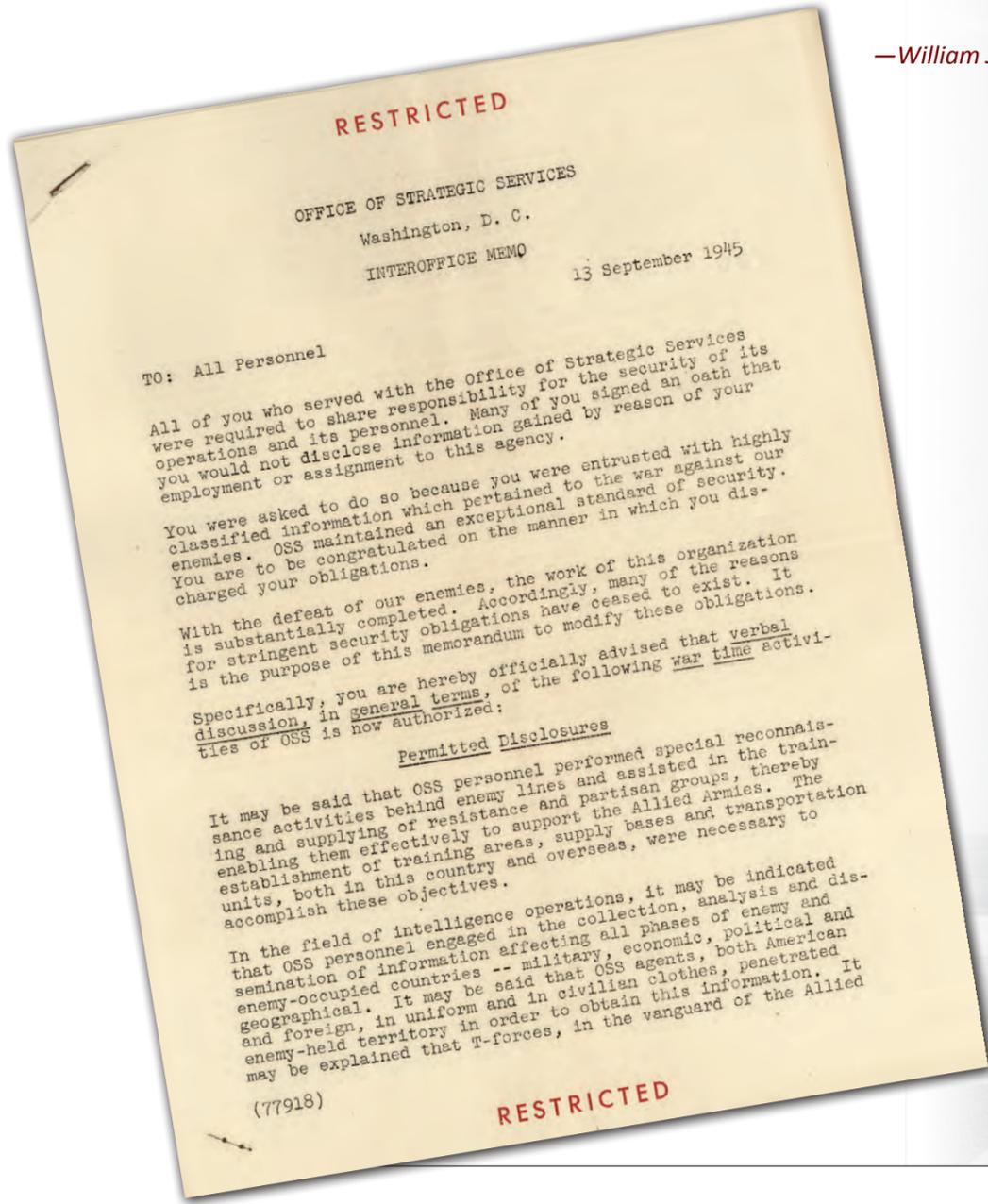


THE END OF AN UNUSUAL EXPERIMENT

FAREWELL TO OSS

“AT ALL TIMES I ASK YOU TO BEAR IN MIND THAT THE OFFICE OF STRATEGIC SERVICES WAS CREATED AS A WAR AGENCY. IT HAD, AND IT HAS NOW, NO OTHER MANDATE. IT WAS CREATED SOLELY TO HASTEN THE DEFEAT OF OUR ENEMIES. THAT JOB IS DONE.”

—William J. Donovan



INSET: Memo regarding disclosure of classified information issued for OSS officers just a week before President Truman shut down the organization.

BELOW: The OSS Memorial Wall in CIA's Lobby commemorates the 116 OSS officers who died in the line of duty during World War II.



A FEW READINGS

THERE IS A GREAT DEAL OF GOOD LITERATURE ON OSS. THE SELECTIONS BELOW ARE FAR FROM COMPREHENSIVE, JUST A FEW SUGGESTIONS FOR STARTING POINTS.

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IMAGE AND ARTIFACT CREDITS

Front and Back Cover: Newspaper Headlines- Obtained through <http://newspaperarchive.com>

Page 2: Pearl Harbor- The National Archives and Records Administration (NARA)

Page 3: Insignia- CIA Museum Collection; **Document-** CIA Museum Collection courtesy of the CIA Library's Historical Intelligence Collection (HIC)

Page 4: Donovan- NARA

Donovan Artifacts Foldout: Accoutrements of General William Donovan- CIA Museum Collection courtesy of David G. Donovan; **Medal of Honor-** CIA Museum Collection courtesy of the Donovan-Leisure law firm

Page 6: Letter- NARA; **Telegram-** NARA

Page 7: Badge- CIA Museum Collection; **Communications Officers-** NARA

Page 8: LaGueux- CIA Museum Collection courtesy of Norma LaGueux Hamilton; **Lussier-** Courtesy of Sarah Holcomb

Page 9: Holcomb- Courtesy of Sarah Holcomb; **Luce-** Collection of Troy Sacquety

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Page 17: Passports- Collection of Lorna Catling

Page 18: Dulles- CIA Museum Collection

Page 19: Card- Allen W. Dulles Papers, Public Policy Papers Division, Department of Rare Books and Special Collections, Princeton University Library

Page 20: Kyaukpyu Camp- NARA

Page 21: Patch- CIA Museum Collection courtesy of Norma LaGueux Hamilton; **101 Officers-** Collection of Troy Sacquety

Page 22: GIMIK- CIA Museum Collection; **Explosive Graphic-** CIA Museum Collection

Page 23: Compass- CIA Museum Collection courtesy of Sam Backus; **Divers-** NARA

Page 24: Lovell- Collection of H. Keith Melton; **Kent-** NARA

Page 25: William Langer- NARA; **Walter Langer-** The Family of Walter C. Langer

Page 26: Framed Stamps- CIA Museum Collection

Page 27: Stamps- CIA Museum Collection

Page 28: Research and Development Officer- NARA

Page 29: Jobs Register- CIA Museum Collection

OSS Weapons and Supplies Foldout: Stinger- CIA Museum Collection; **High Standard Pistol-** CIA Museum Collection; **Garrote-** CIA Museum Collection courtesy of Robert Lowry; **Button Compasses-** Collection of H. Keith Melton; **Matchbox Camera-** CIA Museum Collection; **Map-** Collection of the Colby Family; **Caltrop-** CIA Museum Collection; **Blood Chit-** CIA Museum Collection courtesy of the family of Gustav Krause; **Pocket Knife-** CIA Museum Collection courtesy of Col. William H. Pietsch, Jr.

Page 30: Liberator- CIA Museum Collection; **Weapons Manual-** CIA Museum Collection

Page 31: Wrapping a Bren- NARA; **Woodsmen's Pal-** CIA Museum Collection courtesy of Robert Lowry

Page 32: Map Division- NARA; **Hitler Analysis-** CIA Library's HIC

Page 33: Spittoon- CIA Museum Collection

Page 34: Helms photo- NARA

Page 35: Plate- CIA Museum Collection courtesy of Cynthia Helms; **Helms Letter-** CIA Museum Collection courtesy of Dennis Helms

Page 36: Casey- Collection of Bernadette Casey-Smith

IMAGE AND ARTIFACT CREDITS

Page 37: *Casey in Paris*- Collection of Bernadette Casey-Smith

Page 38: *Document*- CIA Museum Collection

Back Cover: *East Building*- CIA Museum Collection; ***OSS Pin Insignia***- CIA Museum Collection courtesy of Col. William H. Pietsch, Jr.

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Marschbefehl

THE WHITE HOUSE
WASHINGTON

June 13, 1942.

Dear Bill:

I know you are aware of what I am doing in the way of tying all the Information Services together. I am putting the C.O.I. under the Joint Chiefs of Staff under this new Order and you will head up the division to be known as "The Office of Strategic Services".

I think that Elmer Davis, with his force and his genuine popularity in all circles, will be able to tie together all the bits of information in the broadest sense of the term.

I hope you had a grand trip in London.



CENTER FOR THE STUDY OF INTELLIGENCE

