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STATEMENT OF THE DIRECTOR OF CENTRAL INTELLIGENCE BEFORE THE ARMED FORCES STAFF COLLEGE AT NORFOLK, VIRGINIA, 27 FEBRUARY 1948.

General Emmons, Members of the Staff and student body of the Armed Forces Staff College:

It is a source of the greatest pleasure to me to be permitted to come down here and talk to you about Central Intelligence. I had the pleasure of being here last September to talk to your last class, and whatever abilities I might possess, I can assure you that public speaking is not one of them. I have thought, wherever I have spoken, that I would be like the young social climber just out of college who was invited to each of the best homes on Park Avenue -- once. So, when Colonel Fortier talked to me and General Emmons wrote to me to say that I could come here again, I thought that the invitation was very significant, not only because I had been invited again,

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but because I feel that ~~perhaps~~ intelligence has achieved the position which it has so long deserved, not only in your curriculum, ~~as well as~~ but also in such other advanced service training schools as the Command and General Staff School, the Air University, the Naval War College and the National War College. This means at last that the overwhelming importance which intelligence must play in the security of the Nation is being realized to the fullest extent. I know that this must be so if my old and very good friend, Colonel Louis Fortier, is on your Staff. I remember the days in the Thirties when Colonel Fortier and I were both in Paris together before he went off to Yugoslavia. I know of no one whose interest or competence in the field of intelligence is greater, and it makes my task doubly difficult to attempt to tell you anything of intelligence when you can learn of intelligence

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from him. After the war, the work which he did in helping to establish our Agency and becoming one of its first Assistant Directors was invaluable, and, because he is not the sort of man to tell you so himself, I want you to know how much intelligence owes to him and his work. Another thing, which makes my task a little more difficult today, is that I cannot just give a general speech about Central Intelligence. Sometime in December, Colonel Fortier came and talked to me about what I was to say. ~~and~~ He made clear certain points he would like to have covered which I hope to cover for you, but he cut several chunks out of my usual talk because he said to me, "We don't want any history down here", and "We want no damn organization chart". So here I am, starting practically from scratch.

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The end of the war found the United States in a position of international importance and power in a very unstable world -- and that position maintains today. We must never again find ourselves confronted with the necessity for developing plans and policies on the basis of intelligence collected, compiled, and interpreted by a foreign government. It is common knowledge that we found ourselves in just that position, ~~as regarded~~ in the European Theatre, at the beginning of the war. For months we had to rely blindly and trustingly on the superior intelligence system of the British. Our successes prove that this trust was well placed.

However, in matters so vital to a nation having responsibilities of a world power, the United States must never again be forced to go, hat in hand, begging

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departments then to extend these surveys in all fields pertinent to their operations in order to fulfill your requirements. Some of the material will be coming up from the combat elements through you to us to be re-edited into supplements for the surveys. The product of secret intelligence, be it in the form of order of battle or some special information, will reach you through your departments even though it may initiate from us. Above all, in our coordinating function, we will direct the activities of the departmental intelligence agencies into their most appropriate channels to prevent the over-lapping and duplication I spoke of above. ~~Insofar in this connection as you receive intelligence, it will be better than anything you have received before.~~ Central Intelligence is not in competition with other intelligence agencies of the Government. To that end you

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will not receive pieces of paper marked "From CIA". Our dissemination will be to the departments which in turn will disseminate to you, but by indirection you will be the recipient of our most concentrated efforts for the betterment of your intelligence position.

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We have been using big words and high sounding phrases. Suppose in closing, that I leave these thoughts for you to remember:

First, that, in my opinion, the field of intelligence has at last reached the stage where it offers to the graduates of this ~~Academy~~ College a service career second to none in importance.

Second, that there is the daily need in the Military Establishment and the State Department for tactical or departmental intelligence. But over and beyond that is the need of the President and the top officials of the government for objective national intelligence transcending the interests and competence of any one department of the government.

Third, that national intelligence is prepared by the Central Intelligence Agency. The Agency breaks down into the three basic fundamentals of

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