
THE
AGENCY

The Rise and Decline
of the CIA

John Ranelagh



SIMON AND SCHUSTER NEW YORK

Contents

Preface	11
A Note on Sources	11
Acknowledgments	12
Introduction	15
A Public Secret	16
Agents in Place	21
Academics Anonymous	23
Director in Chief	25
A Gentleman's Calling	27
Attorneys at War	28
Moderate Morality	31
The Wilsonians	32
Neither War nor Peace	33
Cool Warriors	34
1. Cruel Necessity: 1939-1941	37
The British Secret Intelligence Service	39
Big Bill and Little Bill	41
Roosevelt, the Military, and American Opinion	44
Coordinator of Information, 1941	47
Pearl Harbor	54
2. In the Service of a Republic: 1942-1945	57
Bureaucratic Battles	61
Office of Strategic Services, 1942	64
The Uncertain Ally	70
Spy Master	72
"The Secret Surrender": Italy, 1945	78
OSS Worldwide	82
The Departmental Blueprint	85
The Paramilitary Tradition	88
New Friends	90
3. Fear and Emergency: 1945-1947	93
Toward Peacetime Intelligence	95
In the Grinder: The End of OSS	98

	<i>The Central Intelligence Group, 1946</i>	101
	<i>The Statutory Background</i>	104
	<i>Central Intelligence Agency</i>	109
4.	Dawn Like Thunder: 1947-1948	112
	<i>Covert-Action Capability</i>	116
	<i>Truman Intervenes</i>	121
	<i>The World Divided</i>	127
	<i>Costs of Engagement</i>	129
	<i>Covert Action Begins: OPC and OSO</i>	133
	<i>Operation Silver</i>	138
5.	Double Trouble: 1945-1951	143
	<i>The Atom Spies</i>	144
	<i>Philby</i>	149
6.	Among the Ruins: 1947-1951	160
	<i>Blueprints for Action</i>	163
	<i>Analysis</i>	170
	<i>The "Bomber Gap"</i>	172
	<i>Consensus and Dissent</i>	173
	<i>Effective Reporting</i>	176
	<i>War Fear</i>	183
	<i>A View of the World</i>	184
	<i>Intelligence Failures</i>	186
7.	Terra Nostra: 1950-1953	190
	<i>The Act of 1949</i>	193
	<i>The Directorate of Intelligence</i>	195
	<i>The Directorate of Plans</i>	198
	<i>Mind Control</i>	202
	<i>The Case of Frank Olson</i>	208
	<i>Plans and Toxins</i>	210
	<i>The Mighty Wurlitzer</i>	216
	<i>OPC/OSO</i>	219
	<i>Just Wars</i>	224
8.	The Wounded Peace: 1953-1956	229
	<i>Against Britain</i>	231
	<i>Eisenhower's Men</i>	236
	<i>McCarthy, Dulles, and the CIA</i>	238
	<i>Students and Labor</i>	246
	<i>Counterintelligence</i>	252
	<i>Geopolitics</i>	257
	<i>Iran and Guatemala</i>	260
9.	Cry Havoc: 1956	270
	<i>Covert Action</i>	272
	<i>Focus on Latin America</i>	274
	<i>Intelligence Administration</i>	276

Congress	281	
<i>Khrushchev's Secret Speech</i>	285	
<i>The Berlin Tunnel</i>	288	
<i>The Suez Crisis</i>	296	
<i>Hungary</i>	302	
<i>Words, Not Deeds</i>	307	
10. Planes, Plans, Plots: 1955-1961		310
<i>Bissell and the U-2</i>	311	
<i>"Missile Gap"</i>	322	
<i>Space Spies</i>	324	
<i>In Tech We Trust</i>	326	
<i>The Hare and the Tortoise</i>	328	
<i>Shadow Wars</i>	332	
<i>Deadly Business</i>	336	
<i>Authorizations</i>	345	
11. On the Beach: 1961		349
• <i>The Bay of Pigs</i>	353	
• <i>Castro</i>	376	
12. Touch Football: 1961-1965		383
<i>The Kennedys, Bill Harvey, and Operation Mongoose</i>	385	
<i>"Cuba II"</i>	390	
<i>Penkovsky</i>	400	
• <i>Legend</i>	402	
• <i>Settling Down</i>	409	
• <i>Vietnam: Making Power Credible</i>	417	
13. Agency Agonistes: 1965-1968		427
• <i>The Vietnam Estimate</i>	430	
• <i>Death in Saigon</i>	433	
<i>Phoenix</i>	436	
<i>Rivalries</i>	441	
<i>A Texan in a Rainstorm</i>	448	
<i>The Politics of Numbers</i>	454	
<i>Dissent Within</i>	471	
<i>Prudent Professionals</i>	473	
14. On the Edge: 1968-1972		479
<i>The Gentleman from California</i>	482	
<i>Shifting Ground</i>	485	
<i>A Real Missile Gap</i>	488	
<i>The MIRV Debate</i>	490	
<i>Falling Out</i>	499	
<i>China</i>	503	
<i>Détente Dreaming</i>	505	
15. The President's Men? 1970-1972		510
<i>Chile</i>	514	
<i>Watergate</i>	520	

Consequences	530	
Chaos Uncovered	533	
Whistle-Blowers	536	
Losing Ground	538	
Cambodia and Laos	541	
16. Power Plays: 1972-1975		545
<i>The Political Director</i>	547	
<i>Skeletons</i>	552	
<i>Back Through the Looking Glass</i>	563	
<i>Colby Decides</i>	568	
<i>The Closet Opens</i>	571	
<i>Guardians of the Text?</i>	577	
<i>Blood and Oil</i>	579	
17. Survival: 1974-1976		584
<i>The Claws of Congress</i>	592	
<i>Last Secrets</i>	600	
<i>Vietnam Aftershock</i>	604	
<i>Iraq and Angola</i>	607	
<i>In the Dock</i>	610	
<i>Estimating Problems</i>	616	
<i>A Team/B Team</i>	622	
<i>Colby's Boat</i>	624	
18. Secrecy in the Republic: 1976-1980		627
<i>Losing Faith?</i>	641	
<i>Iran</i>	648	
19. In Search of Magic: 1980-1985		656
<i>The Transition Team Report</i>	659	
<i>Ronald Reagan and William Casey</i>	672	
<i>Congressional Relations</i>	676	
<i>Operations Again</i>	678	
<i>Changing Analysis</i>	683	
<i>Covering the Waterfront</i>	689	
<i>International Terrorism</i>	697	
<i>Double Trouble Again</i>	701	
<i>The Missing Path</i>	705	
Epilogue		710
Appendices		715
Source Notes		739
Select Bibliography		795
Index		809
Photo insert follows page 224.		