

# The Men Nixon Picked

## Top Spot for CIA Veteran

By Lawrence Stern  
Washington Post Service

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"Call Helms and tell him to give Colby to Komer," Lyndon Johnson barked at his national security adviser, Walt W. Rostow, one day in the fall of 1967.

The Colby to whom the late President referred was William E. Colby, who was nominated by President Nixon yesterday as new director of the Central Intelligence Agency, replacing short-termer James R. Schlesinger.

The peremptory call from President Johnson to Rostow was made in the midst of a conversation between the President and his chief pacification adviser in South Vietnam, Robert W. Komer. "What do you need?" The President insistently asked Komer.

"I want a guy I can train as a successor," Komer responded. "I've got my eye on Bill Colby at the CIA."

Former CIA director Richard M. Helms exploded when he learned of the unorthodox manner by which Komer had instigated the presidential demand for Colby's services. Komer recalled yesterday.

"I felt there was a war on and something had to be done," he said. "Dick calmed down once he got it off his chest. In fact he told me: 'You know I would have given you Colby if I had to.'"

"The professional's professional" was one admiring characterization of Colby.

"The complete apparatus" was the more qualified description of an ex-foreign service officer who knew Colby during his long years of service in the Vietnam war. "He has lived his whole life in the clandestine service and he came up through the ranks."

Most of Colby's professional life has been spent on the dark side of the intelligence

world in the directorate of plans — known in the denigrative vernacular as "the department of dirty tricks."

He was born in St. Paul, Minn., in 1920, the son of an army officer. He graduated from Princeton in 1940 and during World War II worked in the OSS under General "Wild Bill" Donovan.

Colby parachuted behind Nazi lines in France to work with the Maquis, and into northern Norway to blow up railway lines supplying German reinforcements.

But the centerpiece of his career was Vietnam, where he arrived in 1959 as "first secretary" of the American embassy. Actually, as well known in Saigon those days, Colby was the CIA's station chief in South Vietnam.

In 1962 he became chief of the Far East division of the CIA's directorate of plans in Washington. The agency's role in the Indochinese conflict was paramount at the time, several years before the big U.S. military buildup.

The CIA organized an army of MEO mercenaries to battle the Vietnamese communists in Laos. And in Vietnam, the precursors of what was to be called the "pacification" program were being set into motion—the CT (counter-terror) units, the revolutionary development cadre, the provincial reconnaissance units and then the controversial Phoenix program — all under CIA management.

Colby was in charge of developing these programs and making sure that they worked. Whether or not they did, they produced controversy.

The critics charged that Phoenix and the other programs brought torture and assassination on innocents while antagonizing large segments of the Vietnamese population. The proponents claimed otherwise and buttressed their contentions with awesome statistical data, which Komer reduced to computer print-outs and passed on to Washington.

Colby returned to Vietnam in March, 1968, as Komer's understudy. The following November he took over the

## New Defense Chief Just Wants 'Facts'

By Stuart Auerbach  
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Washington

The Pentagon briefers have a shock coming when James R. Schlesinger takes over as Secretary of Defense: He hates the chart and slide shows that military men love to use to make their points.

"Let's cut out that Pentagon baloney," he once told a retired air force colonel. "Just give me the facts."

That's Schlesinger in a nutshell: abrupt, impatient with superficial trappings and searching for facts; a man who knows the value of using shock tactics while trying to gain control of a sprawling agency.

In his four years and three months in government — almost the entire length of the Nixon administration — Schlesinger has been shaking up the establishment.

In 16 months as chairman of the Atomic Energy Commission he reorganized that agency and transformed it from a promoter of nuclear power to a regulator of the industry. And then, before he left, he persuaded President Nixon to pick another maverick Dixie Lee Ray, as the new AEC chairman.

During the past four months he has left his imprint on the Central Intelligence Agency. He took the job with a mandate from President Nixon to clean out dead wood and to end the bickering among the nation's intelligence agencies.

Schlesinger worked so hard at the assignment that when he came to work one

pacification job which was by then under the jurisdiction of the State Department.

Colby's final stint in Vietnam ended in June, 1971, when he returned to Washington and disappeared inside the sprawling home office where he plunged into administrative work.

day with a caution his right hand a story went around the agency that he had broken it bounding on his desk.

He complained to Congress that the CIA is overloaded with over-age spies recruited during the cold war who have trouble adjusting to today's more peaceful world. He began pushing for early retirement and started reducing the CIA's 15,000 employees by at least 10 per cent.

Moreover, he was appalled by some of the Mickey Mouse supersecrecy at "the agency."

He ordered switchboard operators to answer calls with "Central Intelligence Agency." Employees will now answer the phone with their names or office identifications (such as Vietnam desk) instead of merely repeating the extension number.

Schlesinger also ordered the removal of signs identifying the CIA headquarters at suburban Langley, Va. as a highway research station. He put in new ones saying, "Central Intelligence Agency, Langley, Va."

Earlier this week he brought a display of candor rare to CIA directors when he admitted to a congressional committee that CIA assistance had been given in a burglary attempt on the office of Daniel Ellsberg's psychiatrist was "ill advised." He pointed out three times, however, that it occurred when Richard Helms was director.

This didn't endear Schlesinger to the "old boy" network in the CIA.

One CIA veteran commented that "there wasn't a wet eye in the place" when word got out that Schlesinger was moving to the Pentagon.

He will not be among friends when he moves to the Pentagon either. During his two years with the Bu-

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reau of the Budget and its successor agency, the Office of Management and Budget, Schlesinger was an overseer of the defense department money requests. He had a reputation for insisting that better management could save defense dollars.

In the Nixon Administration's first year, his friends report, he was personally responsible for trimming \$6 billion from the Pentagon budget.

Schlesinger first came to President Nixon's attention through his work as assistant director of OMB, when he headed a survey team that in 1971 evaluated the National Intelligence network. The report recom-

mended the sweeping reforms that Schlesinger was eventually to undertake.

Schlesinger has devoted the last 10 years of his life to analysing defense strategy. Before coming to Government he served as a senior staff member and director

of strategic studies at the Rand Corp., a defense-oriented think tank in Santa Monica, Calif.

An economist by training, Schlesinger received his bachelors and masters degrees and his doctorate from Harvard University. He

taught economics at the University of Virginia from 1955 to 1965.

A strong family man (he has eight children), he shuns cocktail parties and political dinners. He often gets up at 5 a.m. to pursue his bird watching hobby before going

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off on one of his 16-hour work days. Prematurely grey at 44, Schlesinger is a chain pipe smoker.