Oral History Interview

NSA OH-15-88

with

LGEN Marshall S. CARTER

3 October 1988

Colorado Springs, Colorado

by

Robert D. Farley

INTRO: Today is 3 October 1988. Our interviewee, Lieutenant General Marshall S. Carter, United States Army, Retired. General Carter, a former Director of the National Security Agency from 1965 to 1969, joined the Agency after serving as Deputy Director of the Central Intelligence Agency. His 42 year military career included special assignments to high level positions in the diplomatic and intelligence services. He spent three tours as special assistant for the Director of the Executive Office under General Marshall in the late 1940s, when General Marshall was in China, was Secretary of State and was Secretary of Defense. As DIRNSA, General Carter, among his many achievements, General Carter established the National Cryptologic School and the Cryptologic Career Professionalization program. General Carter discusses his military career in these tapes with special emphasis on his

8 pages (1,2,112-116 & 148) Approved for Release by NSA on 09-19-2005, FOIA Case # 41707

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time as DIRNSA. This interview is taking place in General Carter's mountain retreat in the Pike National Forest area, Colorado Springs, Colorado. Interviewer is Bob Farley. General Carter desires that the classification of these eight tapes be FOR OFFICIAL USE ONLY, and this is NSA Oral History Number 15–88.

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"What do you think is your greatest thing you ever did since the good Lord was a corporal or whatever?"

FARLEY: Right.

CARTER: I've given that considerable thought and from my viewpoint at the time I thought I did a great job. It may be in hindsight it may have been the ruination of NSA. I really don't know, but I felt this continual pressure to either take assets away or take over control of assets which I felt, based on recommendation of my staff, I felt were needed to accomplish the overall NSA mission.

FARLEY: Right.

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CARTER: I'm not trying to confuse you.

FARLEY: No, no. I understand.

CARTER: I'm trying to get a feel of how I felt about those things.

FARLEY: Because I read a message when I was doing some research. It was sort of a message chastising [redacted] for him assuming that you were taking too much of his mission, his responsibility away. And you set him straight saying, "The national mission is first and incidentally the Navy mission or the Security Group mission is next." And you spelled it out in a very nice manner. I didn't see his response, but I'm sure he said, "Yes, Sir."

CARTER: I don't remember that at all.

FARLEY: I read it a couple of days ago.

CARTER: I remember that the way to get things done is not to exacerbate somebody nor get your teats in an uproar. Pardon me, get your mammary glands in an uproar.

Because of just starting something that's pretty difficult to stop once it gets started.

FARLEY: But you gave him the 'there there' pat on the head.

CARTER: Yeah. Well, we had a couple of pretty horrendous incidents or acts or articles, not articles but occasions of what I would call war in which the Naval assets were under the control of the Navy Group or CINCNAV. And the *Liberty* was one and the *Pueblo* was one. And we had one with the Air Forces on the EC-121 that was shot down over North Korea, waters of North Korea.

FARLEY: Right.

CARTER: Now none of those three incidents occurred while those carriers, while the machinery was under our operational control. They had been delegated to the services. And in each of those three cases NSA had *warned* them, had warned them, "Hey buster, what the hell are you doing that close to shore?" Do you remember that one?

FARLEY: Yes, I do.

CARTER: And with the *Pueblo*, "Hey you're getting awful close." Remember the EC-121? That sort of thing. We had sent warnings to them. So they were far from being pure in their operations insofar as safety of the vessel was concerned.

FARLEY: The North Koreans are 'unpredictable' I think is one of the words you used.

CARTER: Exactly. Exactly. That was on the case of the *Pueblo*.

FARLEY: Yes.

CARTER: And I think it was Admiral Schulz who signed off on that message. I know it made NSA look awful good in hindsight. And then the breakdown of the normal communication systems in both the Navy, predominantly in the Navy, but including the Army was just horrendous. Both in the *Liberty* and the *Pueblo.*

FARLEY: That was a real tragedy.

CARTER: Yeah, both of those. I'm in correspondence, you know, with the alumni association of the USS *Liberty*.

FARLEY: Oh.

CARTER: I'm on their mailing list and they send me letters and they invite me to all their reunions and everything else.

FARLEY: Is that right.

CARTER: It's quite an organization.

FARLEY: We've interviewed about 15 of those people who were involved either on board the *Pueblo* or back at NSA supporting the operation. And the poor fellow O'Connor, Jim O'Connor, the guy who was shot in the back and lost a kidney and he went into, not Lou Gehrig's disease but one of these diseases. He was wearing two canes the last time I saw him and he's dead. He died about a year ago.

CARTER: Was he on the *Liberty*?

FARLEY: Yes, Sir. He was one of the Ops officers. But he told the story about getting shot in the back. And the whole side of his back was ripped out and one of the sailors took off his tee shirt and stuck it in there to cut off the blood. And

he said, "This guy keeps calling and says, 'When are you going to buy me a new tee shirt?'" (chuckles)

CARTER: That's pretty good.

FARLEY: Yeah, but a real tragedy. Some of these kids.

CARTER: Yeah, it really was. But had they gotten the word they might well have gotten out in time. Had they not gone in there in the first place. Now that was tactical ELINT and SIGINT they were working on. I say they were under the operational control of, I suppose CINCMED or whoever it was. But they never got the word until it much too late. That was where I first parted company with Vance.

FARLEY: Oh?

CARTER: Because we were at a Congressional hearing and I think this was in open session, but somehow I can't believe it was in open session. But I'm told it was an open session, in which I was asked, as DIRNSA, whether or not I thought the attack was deliberate. And I said, "It couldn't be anything else but deliberate. There's just no way you could have a series of circumstances that would justify it being an accident." Now this was within a day or so after the event. And Vance came on shortly after and said, "I think it's premature to make a judgment like that." Now that's somewhere in the records, because the *Liberty* picked it up. There was a Sykes Committee, Sykes of Florida, who was appointed to look into this from the Congressional side to view. And it may well have been

that committee before which I was appearing and Vance was.

FARLEY: He wouldn't agree then that it was deliberate.

CARTER: He said that it was premature.

FARLEY: Yes.

CARTER: I don't know what he said since then.

FARLEY: Later on, okay.

CARTER: I don't know any since then. Rusk, Dean Rusk has been quoted as saying, "It had to be deliberate."

FARLEY: There's so much evidence that says it was deliberate.

CARTER: Oh, yeah, yeah. I don't ever recall anything where I had to pacify the three SCEs.

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FARLEY: *Liberty*. You covered that.

CARTER: I think I covered the *Liberty* enough for this purpose without going into documentation which I don't have any access to. Six Day War, that doesn't excite me. I don't remember much about that. Czech crisis doesn't excite me. Tet Offensive.

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