



April/June 2012

# Impariamo

"A newsletter for the Intelligence Community Centers for Academic Excellence"

## Director's Corner

Volume 1, Issue 2



Marilyn Peterson, Acting Director

It has been a whirlwind second quarter for the IC CAE program! Mike Hale, the Director of our IC CAE program, retired as of 27 January; luckily, our program had been developed by our entire team, who carried on without a hitch.

We had our first Senior Advisory Board meeting on February 2 and had 14 representatives from the varied IC agencies. The Board voted to provide three schools with funding; we'll be able to publicly announce the names in another month when they've gone through the grant negotiation process at NGA. It also began to tackle the issue of minimum standards for the "IC Scholar" designation.

By the end of January, we had completed visits to all the schools and have continued onward with visits, responding to invitations to speak at colloquia, advisory board meetings and follow-up meetings at the schools.

In March, five of the school Primary Investigators joined us at the 5 Eyes Analytic Workshop at the University of Mississippi. We gave a panel presentation on the CAE program, with Marc Warburton, Keith Simmonds and Frank Gilfeather speaking and Arlene Maclin and Walter Andrusyszyn pitching in. The interactions between the CAE leaders and the Intelligence Community personnel present were very positive and we plan on having another, similar panel at the Annual Conference of the International Association for Intelligence Education (IAFIE) in Washington in May (21-24). Penn State, Howard University, and UT Pan American have been invited to participate on that panel. In late March, we visited the U New Mexico, giving a few workshops there and then drove on to visit UT El Paso. In April, we have a DC visit by UTPA and UTEP, along with some folks supporting the CA State colloquium on April 13. We're also participating in a colloquium at Morgan State on April 19.

Now, we're busy planning the Annual Meeting (April 30-May 2) with workshops and networking opportunities that we believe will benefit all our schools. You'll find articles on these high points and more inside the newsletter.

Thank you so much for your partnership and friendship. We all look forward to our growing relationships with you all and we continue to be excited about your efforts to build our future IC interns and employees. ■

Marilyn Peterson, Acting Director

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## Calendar of Events

UTEP & UTPA Visit DC  
(3-5 April)

Cal State ACE Colloquium  
(13 April)

Ole Miss Days of Intrigue  
(13-14 April)

DIA IC CAE School Rally  
(17 April)

Virginia Tech Colloquium  
(18-19 April)

Morgan State Colloquium  
(19 April)

IC CAE Annual Meeting  
(30 April - 2 May)

IC CAE SAB Quarterly Meeting  
(2 May)

GPNSC Visit DC  
(9-11 May)

IAFIE Conference  
(21-24 May)

NSAISS  
(9-20 July)

# IC IN FOCUS:

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## Look at the FBI

The first in a series of articles highlighting agencies of the US Intelligence Community

By: Megan Boone

Established in 1908, the Federal Bureau of Investigation (FBI) employs over 35,000 intelligence analysts, language specialists, scientists, information technology specialists, agents, and other professionals around the world. Along with its Washington, DC, headquarters, the FBI includes 56 field offices located in major cities throughout the US, approximately 380 resident agencies in cities and towns across the nation, and more than 60 legal attachés in US embassies worldwide.

The FBI is an intelligence-driven and threat-focused national security and law enforcement organization with the mission of protecting and defending the United States against terrorist and foreign intelligence threats; to uphold and enforce the laws of the United States; and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners.

## The FBI and the Intelligence Community

The FBI is a somewhat unique member of the US Intelligence Community (IC), in that the Bureau has a dual responsibility—to prevent harm to national security by serving as an intelligence agency, and to enforce federal laws

as part of the Department of Justice. The Drug Enforcement Agency (DEA), US Coast Guard (USCG), and parts of the Department of Homeland Security (DHS) are also agencies within the IC that have criminal enforcement mandates.

The FBI reports to both the U.S. Attorney General and the Director of National Intelligence; and unlike most domestic intelligence agencies around the world, the FBI can exercise law enforcement authority to act on the intelligence it collects.

The FBI's unique capabilities allow for shifting easily between the use of intelligence tools, such as surveillance or recruiting sources; and law enforcement tools, such as arrest and prosecution. This agility enables the Bureau to make important determinations and timely decisions about investigations, intelligence, and law enforcement requirements and actions.

When the Bureau shares this information with its IC partners, the benefits are shared as well: this collaboration enhances the effectiveness of the FBI's and the IC's national security efforts. The FBI's intelligence efforts are led by the Directorate of Intelligence at FBI Headquarters and managed by the Field Intelligence Groups (FIGs) in every field office; but the entire FBI has a role in supporting the intelligence mission.

## Working for the FBI

The FBI's professional workforce includes personnel from a wide range of disciplines. Some FBI positions require only that an applicant be 16 years old and possess a high school diploma or GED; though many others require college degrees or even advanced degrees and specific work experience. All FBI employees must complete the same application and background investigation process; with some positions requiring a written entrance exam or medical examination.

The FBI hires an extensive range of individuals with unique and wide-ranging skill sets, including:

Scientists & Engineers (all disciplines)	Evidence Technicians	Photographers	Legal Advisors	Electronics Technicians	Surveillance Experts
Writers	Accountants	Policy & Management Experts	Firearms Experts	Fingerprint examiners	Security specialists (all disciplines)
Specially trained law enforcement professionals	Well qualified clerical workers	Skilled trade and maintenance personnel	Special Agents	Linguists	Intelligence Analysts

# FIVE EYES

## Analytic Workshop

By: *Melissa Mason*

The University of Mississippi's Center for Intelligence and Security Studies (CISS) partnered with the Defense Intelligence Agency (DIA) to host the Spring 2012 Five Eyes Analytic Workshop from March 6 – 9 in Oxford, Mississippi. Approximately 75 people from all Service Intelligence organizations, DIA, NSA, FBI, DHS, ODNI, four Combatant Commands, and our Australian and Canadian counterparts were present. Also in attendance were the participants of DIA's University Based Analytic Training (UBAT) Program, University of Mississippi (Ole Miss) and James Madison University (JMU); marking four years of continued collaboration with DIA.

For the first time, the Intelligence Community Centers for Academic Excellence (IC CAE) Program schools participated in the Five Eyes Analytic Workshop; including the University of New Mexico (UNM), Morgan State University, University of Nebraska-Lincoln (UNL), Florida A & M University (FAMU), and University of South Florida (USF). The Workshop presented a great opportunity for these schools to develop new networking opportunities that will foster further collaboration between academia and the IC.

Workshops presented included topics on Intelligence Ethics, Medical Diagnosis and Intelligence Analysis, Neuroscience and Intelligence Analysis, Evidential Reasoning, Multiple Scenarios Generation, Open Source Support to Military Intelligence Operations, Advanced Critical Thinking, and Analytic Rigor in Intelligence Writing.

Our Five Eyes counterparts provided workshops on Intelligence Training in the Royal Australian Air Force, Intelligence Analytical Training in the Canadian Forces, and Project Sleipnir in Royal Canadian Mounted Police, a project that uses criteria to evaluate threat groups and determine which priorities the agency should pursue.

Three students from the Ole Miss Center for Intelligence and Security Studies (CISS) made presentations featuring their current and future research efforts. This is a continuing highlight of the Five Eyes Workshop, and it is hoped that in the future, IC CAE students will be among those presenting.



*IC CAE Family members in attendance of the March 6 – 9 Five Eyes Workshops included: Dr. Jon Kimminau, Air Force representative to the IC CAE SAB; Ms. Melissa Mason, IC CAE Program Office Program Manager; Dr. Keith Simmonds (FAMU); Dr. Frank Gilfeather (UNM); Dr. Arlene Maclin (Morgan State); Mr. Marc Warburton (UNL); Ms. Marilyn Peterson, IC CAE Program Director (Acting); and Captain Steven Shepard, JMITC Director.*

Marc Warburton from University of Nebraska-Lincoln (UNL) demonstrated a multi-disciplinary simulation of the IC working an Iranian nuclear, military, and political crisis. The simulation was developed to help students understand the IC's various components and demonstrate what the intelligence agencies do and how they do it, while also exposing the students to several analytic techniques applied in a high-pressure and collaborative setting.

One workshop featured the IC CAE Program and the different approaches several schools are taking in their execution. A panel including Dr. Keith Simmonds (FAMU), Mark Warburton (UNL), Dr. Frank Gilfeather (UNM), and Melissa Graves (Ole Miss) was moderated by Marilyn Peterson. After a program overview from Ms. Peterson, the panel members talked about their schools' CAE programs and took questions from the audience. It was one of the best attended workshops of the entire conference.

In addition to the CAE and UBAT schools, the National Intelligence University (NIU), Angelo State University (ASU), and Auburn University (AU) attended the conference. It was a unique experience for those involved to meet and develop relationships with people across the IC and the academic community. The next Five Eyes will take place during the fall of 2012 in the Washington, DC area, and will be hosted by DIA. These conferences are provided at little to no cost to participants, and due to the close proximity to the broad range of speakers in the National Capital Region, the fall iterations of the Five Eyes Workshop are usually attended by upwards of 150 participants.

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# ANNUAL MEETING

## Boasts Benefits for All

By Megan Boone

Since the IC CAE Program's transfer to DIA in October 2011, the current Program Office has developed and executed innovative initiatives designed to improve the management and increase the effectiveness of the Program for all of its participants. One of the first major changes implemented was the re-structuring of its Senior Advisory Board (SAB), the body of IC agency representatives who now direct policy and guidance for the IC CAE Program. The re-structured SAB called for a newly-conceptualized "Annual Meeting" format. The Annual Meeting is a 2 ½ day specialized event tailored to the needs of the IC CAE academic community. Its goal is to empower attendees with additional program tools, expand their professional networks, and facilitate greater collaboration between the IC and IC CAE school representatives.

A key feature of the Annual Meeting is the interactive workshops on the program agenda. These workshops will provide a forum in which to discuss issues of importance to the IC and all IC CAE universities. The workshops will also communicate tools available to IC CAE university faculty in support of improved mentorship of CAE students, and more effective instruction of the core skills critical to the IC. Workshop topics that will be offered at the Annual Meeting include:

- Analytic Writing
- Critical Thinking Models
- Recruitment and Resume Building
- Program Sustainment
- Social Network Security and Security Clearances

Additionally, two workshops will be held concurrently; with multiple iterations scheduled throughout the 2 ½ day event to ensure all attendees the opportunity to participate in each workshop topic.

The IC CAE Program Office is holding the inaugural iteration of the IC CAE Annual Meeting from Monday, April 30th through Wednesday, May 2nd at the Virginia Tech Re-

search Center located in Arlington, Virginia. The meeting will run from 8:00 am to 5:00 pm on Monday, April 30 and Tuesday, May 1; and from 8:00 am to 12:30 pm on Wednesday, May 2. Attendees include the IC CAE Program Office staff, IC CAE university representatives and Principal Investigators, and members of the IC CAE Senior Advisory Board (SAB), with the SAB convening for its quarterly meeting from 1:00-3:00pm on Wednesday, May 2, following the conclusion of the Annual Meeting.

For more information regarding the upcoming Annual Meeting, please contact IC CAE Program Manager Melissa Mason by calling (202) 231-6639; or via email at [melissa.mason@dodiis.mil](mailto:melissa.mason@dodiis.mil). ■

## PENN STATE JOURNAL



### Creating a Student-Run, Peer Reviewed Journal: the Penn State Journal of International Affairs

By Evan Kalikow, CAE Scholar

Penn State seniors and Strategic and Global Security Scholars Eli Glazier, Ethan Hirsch, Evan Kalikow, and Arianna Simpson came together in November 2010 to found the Penn State Journal of International Affairs (PSUJIA), a peer-reviewed, scholarly publication. After two semesters of hard work assembling a team of editors and faculty reviewers, creating the organizational structure for the Journal, and reading and selecting submissions from universities across the country, the Journal staff published the inaugural issue in 2012.

The Penn State Journal of International Affairs is an entirely student-produced, interdisciplinary, academic journal, published in collaboration with the Department of Political Science, the Paterno Fellows Program, the College of the Liberal Arts, and the Strategic and Global Security Program (Penn State's Intelligence Community Center for Academic Excellence, or IC CAE). Among the diverse topics that merit inclusion are international politics, diplomacy, economics, terrorism, geography, and the environment. The dual goals of the Journal are to further academic discourse at Penn State about topics of international relevance and to provide a venue for students across the coun-

# CAE SCHOOL RALLY

We know you have even more ideas and encourage you to share with us how the volunteers can make an impact in your program.

We look forward to the meaningful collaborations which are on the horizon between IC CAE schools, DIA, and IC volunteers! ■

By: Julea Reese

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Pennants waving in a sea of people cheering for their favorite school... A basketball game? A football game? A homecoming parade? No, it's the DIA workforce learning how they can volunteer with IC CAE schools!

On April 17, friends, family, and alumni of IC CAE schools at DIA will come together for a CAE School Rally where DIA's Deputy Director, David Shedd, will provide the keynote address. A full house is expected with many participants joining in from off-site locations via video teleconference. The IC CAE Program Office is excited for Mr. Shedd to speak to the workforce about the dynamic programs at the CAE schools and the role DIA professionals can play in cultivating even greater success among CAE students.

The IC CAE Program Office is eager to expand its partnership with all IC agency workforces, starting with the DIA workforce as a pilot. A wealth of knowledge and experience is at our door step and we want to take full advantage of it for the benefit of IC CAE students. There are many ways IC professionals can contribute their expertise to schools – as colloquium speakers, student mentors, or research partners.



## IC IN FOCUS (CONT'D FROM P.2)

Additionally, the FBI provides the extensive and specialized training each employee needs to grow and develop their careers within the Bureau. Given the Bureau's diverse professional requirements and numerous, international locations; IC CAE students are likely to discover many exciting job opportunities within the FBI.

For more information on FBI employment, including a list of current vacancies and employment applications, please visit: [www.fbijobs.gov](http://www.fbijobs.gov).

### The FBI and the IC CAE Program

The FBI's National Security Branch (NSB) is the focal point for the Bureau's involvement with the IC CAE Program. NSB personnel participate in the IC CAE's Senior Advisory Board (SAB), to provide guidance and input to the IC CAE Program alongside the rest of the IC. The NSB also hosts several IC CAE university visits each year.

For example, the "Leadership Institute," a joint program from University of Texas-Pan American (UTPA) and University of Texas-El Paso (UTEP) visited FBI headquarters in early April to tour the facility and to receive specialized briefings from FBI personnel. Additionally, the Great Plains National Security Education Consortium (GPNSEC) will be visiting the FBI's training facility in Quantico, Virginia, in May.

For more details about the FBI's work with the IC CAE Program, please contact Steve Palkovitz, of the NSB, via telephone by dialing: (202) 324-2648; or via email at: [steven.palkovitz@ic.fbi.gov](mailto:steven.palkovitz@ic.fbi.gov). For more information about the FBI, please visit: [www.fbi.gov](http://www.fbi.gov) ■

# MY ROAD TO DIA

By Ricky M. Sharpe, Training Instructor, DIA



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How did a Geology major from Elizabeth City State University land a job at the Defense Intelligence Agency? Well, the road was indeed long and sinuous. If only there was a program in place, such as the Intelligence Community Centers for Academic Excellence (IC CAE) Program, I likely would have taken a different route and a lot sooner. It would take years before I discovered that Intelligence Community (IC) Agencies aligned with my major (such as the National Geospatial Agency (NGA) or the Defense Intelligence Agency (DIA)). The IC has since made great strides in marketing and recruiting with the IC CAE Program.

Decades ago, there was a scarcity of marketing and recruiting from federal agencies at my alma mater. There were a few recruiting efforts from Federal Agencies, related to my major, such as the Department of Commerce, National Oceanic and Atmospheric Association, Department of Interior, U.S. Geologic Survey, and the Department of Agriculture, and the U.S. Forest Service. There were also marketing and recruiting efforts from civilian enterprises such as Exxon Mobile and Atlantic Richfield Oil Company. Marketing and recruitment from the IC, however, was non-existent back then.

So fresh out of college and ready to test my newfound knowledge, I eagerly accepted a job with the U.S. Forest Service. Although honing my skills as an assistant geologist was rewarding and exciting, I discovered a new career enhancing opportunity within a year of my federal employment. I joined the petroleum services industry, and became a drilling flood engineer or mud engineer for those seasoned oil field rough necks. Although both of these jobs were exciting and provided educational opportunities, I had yet to make the link between my skills and the IC.

After receiving top-notch training, traveling about the country, and successfully completing drilling projects through the western U.S., I decided it was time to serve my country. I joined the United States Coast Guard for what I thought

would be a four-year stint. While, thoroughly enjoying my Coast Guard tours, I received excellent training and began instructing early in my career. Among other things, I was trained in Tactical Law Enforcement as a practitioner and instructor. And finally, I was introduced to the IC. From that moment on, I was hooked. After serving several Tactical Law Enforcement and Intelligence tours, receiving a Master's of Science in Strategic Intelligence from the Defense Intelligence Agency, and twenty five years later, I finally found the link. I retired from the Coast Guard and seamlessly transitioned to the Defense Intelligence Agency as a Joint Military Intelligence Training Center training instructor.

Since my employment at DIA, I was excited to discover the IC CAE Program. This program reaches out to my alma mater and other colleges through the U.S. to provide IC focus while students are still in college. The IC CAE Program provides challenges and opportunities to shorten the road from college to the IC. ■

## Analytic Workshop (CONT'D FROM P.3)

The IC CAE family will have another opportunity to get the word out about the program at the 2012 Annual Conference of the International Association for Intelligence Education (IAFIE), which will be held May 21 – 24 at the Officers' Club on Joint Base Anacostia-Bolling, Washington, DC. Marilyn Peterson is arranging a panel presentation for the IAFIE Conference, and representatives from Penn State, Howard University and University of Texas-Pan American (UTPA) are slated to speak. ■

## PENN STATE JOURNAL (CONT'D FROM P.4)

try to publish their academic work, in particular findings from research and study sponsored by an IC CAE Partner University.

An edition will be published every Fall and Spring semester; submission schedules can be reviewed on the program website: [PSUJIA.org](http://PSUJIA.org). At the moment, the PSUJIA team is reviewing submissions for the Spring 2012 issue, set to be published in April 2012. For more information on the Penn State Journal of International Affairs, visit [PSUJIA.org](http://PSUJIA.org) or email the team at [executiveeditors@psujia.org](mailto:executiveeditors@psujia.org). ■

# THE HOKIE EXPERIENCE

By JBernard Calpo, CAE Scholar

This academic year, Virginia Tech has pursued several new and exciting events. The ongoing events aim to challenge students to build upon their critical skills, creativity, and teamwork mentality. They have also sparked the interests of current and new students to learn more about the IC and strive for a career in the challenging field.



Inspired by the workshop hosted by GP NSEC this past summer, Virginia Tech organized four shorter sessions throughout the Fall 2011 semester for students that were unable to attend the week long educational and IC intensive experience. The fictional theme for the semester simulation focused on the ongoing issue of North Korea's nuclear capabilities. In the simulation students were tasked with answering whether or not certain North Korean theme parks played a role in the country's nuclear technology. Various multi-INT reports were analyzed by the students to provide a basic experience of life in the IC. A goal for the simulations is to package them to share with other IC CAE sites.

Currently, the Spring 2012 semester simulation is ongoing and is focused on the Somalia region, specifically al-Shabaab and Somalia piracy. The simulations provide a great opportunity for students to learn more about the IC as well as discover their interests, strengths, and weaknesses.

At the beginning of the year, several students established a student led organization to support VT IC CAE. In October 2011, the Society of Analytical & Critical Thinkers (SoACT) was formed. SoACT aims to educate students on the IC and develop critical skills through various exercises. Some basic activities include Google Earth analysis, current event briefings, and music video analysis. SoACT provides another platform for students to network and work towards a career in the IC. More information can be found on their website: [soact.yolasite.com](http://soact.yolasite.com)

An upcoming event is Virginia Tech's involvement with a local middle school. In April, IC CAE students will help



Concealment Device - Pringles can with false bottom

lead three Science, Technology, Engineering, and Mathematics (STEM) workshops for the STEM Club. The purpose of the workshops is to interest and educate middle school students on the importance of STEM fields in the IC. The theme of the workshop series is Communication with each workshop building on to the next. First, students will learn about basic cryptography skills and create their own Caesar Cipher Wheel. Next, they will learn how to use covert communications and write their enciphered message in invisible ink. Finally, students will create their own concealment device to hide their message by using household items to construct a Pringles' Can with a false bottom. ■

**The Impariamo (Let's Learn) is a quarterly newsletter for and by the IC CAE community. Melissa Mason is its editor. If you have an article or news that can turn into an article, please send them to Melissa at [melissa.mason@dodiis.mil](mailto:melissa.mason@dodiis.mil).**