



January/March 2012

# Impariamo

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

## Director's Corner

Volume 1, Issue 1



Marilyn Peterson, Deputy Director

The start of a new project is always a positive step. It generates energy, dedication and hope.

For us at DIA, being asked to take on the Centers for Academic Excellence program, on behalf of the Intelligence Community, is an honor and a privilege. The program would not be here if it were not for the fine work of those who have come before us. Likewise, what we start will hopefully be continued by those who go after us.

The IC CAE program is a continuum. Its beginnings at Trinity were small, but it has grown by leaps (2006) and bounds (2009). In 2011, we were unable to add to many more programs due to funding constraints (two programs were added; University of

South Florida and the Mid-Atlantic Consortium, headed by Morgan State University).

In the meantime, schools have ended funding but we do not consider them 'gone' from the IC CAE family. We want to continue supporting all our IC CAE schools in getting internships and jobs for your students. We want to continue encouraging you to teach subjects that will prepare students for IC jobs. We want you all to feel we will work with you to support our common goals.

Two of our key goals are communication and collaboration. Our program managers (Megan Boone, Melissa Mason and Julea Reese) have been assigned to specific schools and will be communicating with you whenever warranted.

In our first quarter, we visited with all but two of the currently active schools (Miles and Morgan are on tap for January visits) and several of the schools that are winding or have wound down their funding. Each visit has brought us a reinforced sense of purpose and a belief that this project is critical to our nation's future. We have also visited 10 of the IC agencies to get stronger direction from them on what you students face when they apply for internships or jobs.

We focus on tangible results (internships and jobs for students) and sustainable programs.

We hope you have all had a pleasant holiday season and that you anticipate a fruitful 2012. We are looking forward to working with each one of you in 2012 and beyond. ■

Mike Hale, Director

Marilyn Peterson, Deputy Director

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## Calendar of Events

Senior Advisory Board (SAB)  
Reorganization Meeting  
(2 February)

University of Nebraska GP  
NSEC Colloquium  
(1-2 March)

Five Eyes Conference,  
Oxford, MS  
(6-9 March)

University of Mississippi  
Days of Intrigue  
(April 13-14)

IC CAE Annual Meeting  
(May 1-3)

# SCHOLAR SPOTLIGHT



Rachel Sayre, Himalayan Kingdom of Bhutan

## Scholar & Presidential Fellow

By Julea Reese

“Conducting research in Bhutan, which was funded by the Penn State IC CAE, definitely stood out to my interviewers” says Rachel Sayre, currently serving as a Presidential Management Fellow (PMF) at the U.S. Agency for International Development (USAID).

Rachel Sayre received her MA in International Affairs from Penn State last year and a BA in Journalism from the University of Wisconsin-Eau Claire in 2003. In Spring 2010, she became a member of the inaugural cohort of Penn State’s Strategic and Global Security Scholars’ Program. She conducted funded research in Bhutan on the relationship between water resources and regional security. Rachel is submitting the resulting paper, “Dependency and Vulnerability: Bhutan’s Relationship with Its Powerful Neighbors” for publication.

Being an IC Scholar enabled Rachel to research/specialize in a topic for which she has great passion – conflict over water. Rachel thinks it was in-country research, along with her work experience between undergraduate and graduate school, which set her apart from other PMF applicants. The PMF Program is a flagship leadership development program for advanced degree candidates in which selectees accept two-year assignments in federal government agencies. PMF Finalists are selected after an extensive process which includes online and in-person assessments, and a Finalists-only job fair.

At the conclusion of her PMF assignment she hopes to build on her expertise in international resource conflicts and development through employment with the federal government.

Congratulations to Rachel and best wishes for continued success!

We know you have Scholars who are doing exciting things! Please share their stories – and photos – with us by emailing Julea Reese at [julea.reese@dodiis.mil](mailto:julea.reese@dodiis.mil). ■

## MILES COLLEGE

### Helping to Win the Future

By Bashen Welch, PhD



Miles College Intelligence Community Center of Academic Excellence (MC IC CAE) has grown exponentially since starting in 2009. The success of the MC IC CAE has been built upon developing strong relationships with IC agencies. Reginald King, Deputy Chief of the Assessments Group in the CIA’s Crime and Narcotics Center is an example of this; he has visited the campus several times since the program’s inception. Mr. King and his staff have held two travel abroad orientations to prepare students for research and travel to Egypt and China. Mr. King also hosted an intelligence gathering and briefing simulation with a focus on Southeast Asia in which students worked in teams to resolve national security threats to the U.S. and its allies.

Students at Miles participated in an analytical tools training workshop that helped them build their skills in the areas of critical writing, reasoning, and briefing policy makers. While abroad in Egypt and China our scholars visited the U.S. embassy and received briefings that assisted them in their research efforts. In April 2011, our students had an opportunity to travel to Washington D.C. and receive briefings and tours at CIA and NSA. Students were able to learn about career and internship opportunities and get a first-hand account of a day in the life of an IC professional.

In March of this year, Miles College answered the call of Secretary Hillary Clinton’s 100,000 Strong Initiative by

# PARTNERSHIPS:

## THE BACKBONE OF THE IC CAE

Volume 1, Issue 1

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### Creating the IC CAE Partnership Strategy at UNIVERSITY OF WASHINGTON

By Jeffrey Kim, PhD

As Director of the UW IC CAE, I have always found the first meetings with UW professors exciting. The meetings open a window into diverse academic fields, as well as connecting our research and teaching interests in unexpected ways. Creating a new academic program takes time and personal investment by both sides. In an academic setting, constant and persistent caffeine-fueled partnership to build and maintain momentum works. The resulting programs will outlast any Center funding.

For example, when I first met with political scientist Professor Mercer, I expected to discuss international relations and politics. However, the meeting immediately revealed interest in the emotional aspects of international conflict and the psychological dimensions of emerging wars. Subsequent meetings over coffee and more readings (mostly by me) helped to formulate what to add to the political science program, and how CAE funding could assist. Three years of dialogue, focused course development efforts, and a student-organized lecture series helped to create the new International Security degree option. Twenty-five students have now graduated from that program, with at least twelve more in 2012. An IC CAE partnership has institutionalized international security studies at UW.

Reaching out to high school and college students to achieve the IC CAE's diverse goals may be possible without partnerships, but at UW, engaging partners is our strategy for success. I focus on creating self-sustainable networks of professors, departments, course options and activities to encourage students to pursue careers in government service. Rather than targeting small groups of students, partnerships seeded the institution with awareness-, skill-, and leadership-building opportunities. A sequence of relevant educational activities is paired with mentoring and interaction with practitioners.

A Distributed UW IC CAE Partnership Network with Impact. IC CAE funding made it possible to establish formal partnerships and expand the impact of outreach initiatives:

Program Objective	Primary Partners	Selection Criteria	Impact
Course Development	Electrical Engineering, Evans School of Public Affairs, Information School, Jackson School of International Studies, Near Eastern Languages and Civilization, Philosophy, Physics, Political Science, Urban Planning and Design	Courses and programs that fulfill knowledge and skill requirements of IC	37 courses created or revised
Community Outreach Lecture Series	Department of Political Science	Existing capacity and known impact on students	Monthly UW International Security Colloquium with 25 attendees per lecture
Certificate Program	Department of Political Science, collaborating with 9 other departments/schools	Modeled after the Political Economy Option	International Security Option for undergraduates
IC Colloquium	Information School	Theoretical fit to address the challenges from open source information	Annual Colloquium averages 200 attendees
Government & IC Exposure	UW Career Center	Existing infrastructure and relationships with IC recruiters	Career opportunities in government available for students through year-round events
Study Abroad	Office of International Programs and Exchanges, Information School, Department of Military Science, Korean Universities	Existing infrastructure and resources for program development and recruitment	Annual Summer Seminar in Korea for 15 students
High School Outreach	World Affairs Council of Seattle (non-UW partner)	Vast network of educators; experience with program development and management	Week-long summer institute for 30-35 high school students and year-round follow-on activities

Table 1. A deep network of partnerships enables University and community involvement in awareness and leadership activities.

When working with a distributed network of partners, ongoing monitoring and evaluation of CAE program activities is critical. For each partner, we have developed a unique reporting framework to meet the CAE program objectives.

To give a short summer experience enduring impact, students needed guidance and intellectual focus before and after, including lectures and connections to employers. Every college professor knows that we compete with social media applications, video games and social experiences for students' attention. Even in classrooms! Many students applied for our study abroad program, but the selection of students who would benefit most from participation was challenging. A standardized selection process enabled us to focus on a smaller, high-probability group of applicants. I also offer individual study opportunities for IC scholars after the Seminar, to encourage continued exploration of opportunities and skills needed in an IC career. Quarter-long reading, discussion and writing help students shape their summer experience into career development knowledge.

Creating Institutional Sustainability for IC CAE Partnerships. Established in 2006, the UW's IC CAE evolved within a university culture that values interdepartmental and trans-disciplinary collaborations. From the beginning, the challenge was to make the IC CAE initiatives sustainable within this collaborative environment. Finding common interests with colleagues across the UW and with local partners leveraged UW's research, education, and community service responsibilities. These IC CAE partnerships among students, faculty, and practitioners certainly have increased the potential for UW graduates to pursue career opportunities in the Intelligence Community.

Our partners do not work with us because of the IC CAE funding support. For the professors who created the International Security Option, the lecturers in the Arabic Language program, and the students immersed in the social media

# NEW IC CAE WEBSITES

## New IC CAE Websites are High-Value, Comprehensive Resource for all Program Participants

By Megan Boone

The IC CAE Program Office has developed an Intelink SharePoint website and an Intellipedia 'wiki' web page in support of the IC CAE Program and the participating universities and Intelligence Community (IC) agencies that comprise its Community of Practice.

The CAE Intelink SharePoint site provides registered users access to a comprehensive source of valuable information and resources; including an events calendar, important announcements, a document library, and links to useful websites.

Other key features of the Intelink SharePoint site include Team Discussion and Site and Workspace development capabilities to support and encourage collaboration among the IC CAE Program universities and IC agencies. Registered users will be granted an access permission level that will allow them to utilize all of the site resources; as well as to upload and share documents, and participate in team discussions and newsgroups.

IC CAE Program participant input to, and involvement in, the IC CAE Program Intelink SharePoint website will provide valuable contributions to the IC CAE Program Community of Practice; and will be imperative to expanding the efficacy of the site as a collective resource tool.

The IC CAE Intelink Intellipedia page provides program and grant information, chronology, and contacts; as well as information regarding the Senior Advisory Board, IC CAE Program components, and various official reference documents which guide and instruct the IC CAE program.

A special feature of the IC CAE Intellipedia page is the 'Resources for Academia' link, which lists and directly hyperlinks to official IC analytic policies and guidelines, a bibliography of selected intelligence books and literature; selected analytic papers, an intelligence analysis lexicon, and other links of significance to the academic community.

Those wishing to access the IC CAE Program Intelink SharePoint site or IC CAE Intelink Intellipedia webpage will first have to register with 'Passport,' Intelink's directory-based identity and password service.

To register with Passport, please visit the following link: <https://www.intelink.gov/passport/Welcome>, and follow the instructions for "New Passport Users."

Once your Intelink Passport account has been activated, visit the IC CAE Program Intelink SharePoint site at: <https://www.intelink.gov/sites/iccae>, and submit your request for site access by clicking on the hyperlinked word "request," written in large blue text within the verbiage at the top of the page.

The next page will require you to enter additional information regarding your access request. Enter the following phrase into the text box provided: IC CAE Program participant, requesting access to site: <https://www.intelink.gov/sites/iccae>. Then click "Send Request."

You will be granted site access by the IC CAE Program Intelink SharePoint administrators within 1-2 business days.

You will have immediate access to the IC CAE Intelink Intellipedia webpage upon activation of your Intelink Passport account. [https://www.intelink.gov/wiki/Intelligence\\_Community\\_Centers\\_for\\_Academic\\_Excellence](https://www.intelink.gov/wiki/Intelligence_Community_Centers_for_Academic_Excellence).

For any questions regarding the site or site access requests, please contact Megan Boone (202-231-0167; [megan.boone@dodiis.mil](mailto:megan.boone@dodiis.mil)) or Marilyn Peterson (202-231-6041; [marilyn.peterson@dodiis.mil](mailto:marilyn.peterson@dodiis.mil)).

For problems or assistance with Passport or Intelink, please contact the ICES Collaboration Team by calling 301-688-1800, or via email at [dni-ices-help@ugov.gov](mailto:dni-ices-help@ugov.gov). ■

# IC IN NEBRASKA

## Igniting Student Interest in Iran and the IC in Nebraska

By Marc Warburton, Director GP NSEC

Sponsored by ODNI/ADNI for Human Capital and the Iran Mission Manager, the Workshop presented students with an unclassified, multi-disciplinary, multi-INT, and multi-agency weeklong simulation of a hypothetical Iranian political, military, and nuclear crisis played out with (naturally) too much ambiguous information and not enough time. Four teams of students, each mentored by an IC officer, competed against each other by assessing intelligence, writing intel reports, and presenting results – but no team could solve their problems without cooperating. The students simulated HUMINT field operations, SIGINT decryption and terrorist network analysis, IMINT analysis of clandestine facilities and military operations, and CT, S&T, political and military analyses. All game play and collaborating occurred flawlessly over the ODNI's Structured Analytic Gateway for Expertise (SAGE), a secure but unclassified web portal and environment. The



*The students were just informed their briefing time was moved up an hour and cut by a third.*

week ended with a capstone briefing on potential Iranian futures to Major General Susan Desjardins, Director of Plans and Policy at USSTRATCOM playing the role of POTUS.

Students also attended workshops on analytical writing, structured analytic techniques, writing IC résumés, and a networking event and job fair with representatives from CIA, NGA, NSA, NCS, DHS, ODNI, FBI, and USSTRATCOM.



*FBI pitching students at the job fair.*

Not to mention a take-no-prisoners beach volleyball game. Evaluations confirmed that this approach to IC engagement significantly enhanced student interest in the IC in general and specific agencies and jobs in particular. In addition, IC officers were able to work with and spot gifted

students in a realistic environment, and the students were exposed to a critical issue space – Iran in this case. As GP NSEC's Director Marc Warburton pointed out during orientation, "If this week isn't a lot of fun and intellectually challenging, reconsider seeking a career in the IC."

"...It was an amazing week and a truly eye opening and rewarding experience to get a firsthand look at the work of an IC analyst. It was by far the highlight of my summer and I am so glad that I had the opportunity to attend. The simulation was awesome and really got me excited about the type of work analysts do on a daily basis."

- Samantha B., Virginia Tech

"...Again, thank you for a really fun and interesting week. It opened my eyes to some exciting new opportunities. I have already begun to reach out to the contacts I made, and I look forward to a great career in the IC."

- Schyler M., College of Menominee Nation

"... the students were presented with a challenging scenario that wove multiple germane threads (military, governmental/leadership, transnational and cyber) that should have struck a chord with anybody claiming to be interested in "IC scholarship." As a veteran of conference/workshop event planning... [it] was great fun and a professional pleasure to see such a diverse group of students (and as we discussed, there are multiple measures of diversity) stay engaged over the course of the week."

- Dean H., NSA Mentor

The 2012 Great Plains National Security Education Consortium (GP NSEC) Colloquium, "The Surprising Role of Human Security in the 21st Century & How States Address It" will be held March 1-2 with speaker Ambassador Ronald Neumann and student research poster sessions. ■

# NEW SCHOOLS

MILES COLLEGE  
(CONT'D FROM P.2)

## A big warm welcome

By *Melissa Mason*

A big warm welcome is due to the new universities that were selected from the 2011 IC CAE Broad Agency Announcement, University of South Florida and the Mid-Atlantic Consortium (MAC).



UNIVERSITY OF  
SOUTH FLORIDA

The University of South Florida (USF) proposed a certificate program in intelligence that combines academic training with practical experience.

Led by PI Walter Andrusyszyn, the intelligence certificate program will develop analyst skills through leveraging their existing Department of Government International Affairs with expertise in terrorism issues and their existing relationship with CENTCOM's Afghanistan Pakistan Center of Excellence. The certificate program will pull students from all academic disciplines and include foreign language, writing, international affairs and national security courses.



MAC is led by Morgan State University (MSU) with Bowie State University (BSU), Virginia State University (VSU), Norfolk State University (NSU) and Elizabeth City State University (ECSU) as members. The proposed focus of the MAC is an Advanced National Security Certificate headed by MSU's PI, Dr. Arlene Maclin. The certificate will be offered at both the undergraduate and graduate level including core courses in intelligence fundamentals, applied research methods, theory of international relations, strategic and critical management of intelligence, leadership and diplomacy, and international South Asian studies. The group hopes to build on Norfolk State's experience as a CAE to spread expertise throughout this all-HBCU consortium. ■

sending eleven students to China on a research and study abroad excursion. We were further inspired by President Obama's State of the Union address when he spoke about "winning the future". Our students were greatly enriched by their experience and produced insightful research that was shared with our campus community and regional area this Fall semester at our National Security Colloquium which had the theme of National Security a Decade After 9/11: An Analysis of Challenges and Changes in the Intelligence Community, Technology, and American Culture.

Miles College is enthused and committed to serving the interests of the U.S via the Miles College IC CAE. We are proud to report that 100% of students who have graduated with the designation of a CAE scholar from Miles College have received conditional offers of employment from an IC agency. It is indeed a great day at Miles! ■

## PARTNERSHIPS: THE BACKBONE OF THE UW IC CAE (CONT'D FROM P.3)

program, these teachers and students have focused on national security concerns because they believe in the value of partnership with the IC CAE. They see partnership as a path to build something more meaningful—and more enduring—than any of us could have accomplished alone. ■

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).