



July/September 2012

Impariamo

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

Director's Corner

Volume 1, Issue 3



Marilyn Peterson, Deputy Director

Summer seems to be a time for people to kick back and enjoy the pleasant weather, but for us, it is 'full steam ahead' through the steamy days of a D.C. summer. In addition to the National Security Analysis and Intelligence Summer Seminar, open this year for the first time to all CAE schools (July 8 – 20), we're working on three significant initiatives at the CAE Program Office.

First, we decided to offer a Critical Thinking and Structured Analytic Techniques Workshop for the CAE schools the week of July 30. We're partnering with the National Security Agency ADET division to team teach this and it should be fun and interesting.

Also, the Program Managers are reaching out to each of the schools to see what their planned goals for FY13 will be. They'll be taking those back to the Senior Advisory Board at their August meeting.

Finally, we're starting to lay the groundwork for a new project for FY 13 that will include the development of four multi-day practical exercises to be given in schools around the country (this year's volunteers are U Nebraska, Penn State, U Texas El Paso, and U Mississippi). These will be open to students from across the CAE and will encourage hands-on learning of analytic techniques by the students. You'll be hearing more of this as plans progress.

The fall will bring the usual round of colloquia and other programs. If you'd like our participation in any manner, you need only to reach out and arrange it with us. We'll also be having another Five Eyes Analytic Workshop in the fall (November 6-8 in the Baltimore area) and are looking to have student research presentations at that, so if you have any ideas, give me or Melissa Mason a call.

So if you are at the beach, the mountains, or someplace exotic, and enjoying life, hope it's great for you. If you're in the office as some of us are, we commiserate. Either way, have a good summer and we'll be seeing you soon. I know several of you will attend the NGA research symposium in August and we'll be there as well. ■

Marilyn Peterson, Acting Director

Inside

SCHOLAR SPOTLIGHT	2
2012 IC CAE ANNUAL MEETING	2
US DEPT OF STATE, INR	3
IAFIE INSTRUCTOR OF THE YEAR	4
NSAISS SEMINAR	4
NIE AT CSUSB	5
IAFIE'S 8TH ANNUAL CONFERENCE	5
TRAJECTORIES FOR THE MIDDLE EAST	6
JOURNEY TO DIA	7
USF GRADUATE STUDENT WINS IAFIE'S 2012 ESSAY CONTEST	8

Calendar of Events

NSAISS
(9-20 July)

NGA Research Symposium
(21-24 July)

Critical Thinking and Structured Analytic Techniques Workshop
(30 July – 2 August)

SAB Meeting
16 August)

Analytic Workshop at UTEP
(17 - 18 September)

SCHOLAR SPOTLIGHT

By Julea Reese

Volume 1, Issue 3

2



“My journey as an IC Scholar has directly correlated into job opportunities within the IC now that I have completed my undergraduate studies at Miles College” says Bryan Anderson, currently considering employment offers from two intelligence community agencies.

Bryan earned his BS in accounting and business administration from Miles College in May 2012, and was a Scholar in Miles College’s Center for Academic Excellence since its start in 2009. As a Scholar he completed a National Security Studies concentration, studied Arabic, attended national seminars on key intelligence issues, and researched and studied abroad in China and Egypt. Bryan says the most valuable aspect of being a Scholar was “the opportunity to directly interact with individuals within the Intelligence Community.”

His interaction took the form of two internships with the Department of Homeland Security. As an intern with the Federal Law Enforcement Training Center (FLETC), Bryan was an Intelligence Analyst tasked with creating an effective dissemination system for the vast counterterrorism-related intelligence received daily. During his second internship, with the Immigration and Customs Enforcement, Homeland Security Investigations (HSI), Bryan assisted Special Agents who carry out criminal and civil investigations related to threats against national security.

“My tenure as an IC Scholar helped to dispel all the preconceived notions that I had about the IC and made me aware of

all the viable career paths available to me within the IC” says Bryan.

We send Bryan best wishes as he starts down his career path in the intelligence community!

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. ■

2012 IC CAE

By Melissa Mason

ANNUAL MEETING A SUCCESS

The IC CAE Program Office held its inaugural iteration of the IC CAE Annual Meeting 30 April-2 May at the Virginia Tech Research Center in Arlington, Virginia. The meeting goals were to empower attendees with additional program tools, expand their professional networks, and facilitate greater collaboration between the IC and IC CAE universities. The meeting was a networking success with representatives from 19 universities and personnel from 16 IC organizations in attendance.

LTG Ronald Burgess, Director of the Defense Intelligence Agency, provided a thought provoking keynote address. An inspirational presentation by Robert Heibel, founder and director of the intelligence studies program at Mercyhurst College, outlined how they started small and now have their own department and new building on campus.

Key features of the Annual Meeting were the interactive workshops. Workshop presenters included a mix of both academicians and practitioners. These workshops provided a forum to discuss issues of importance to the IC and IC CAE universities. Topics included analytic writing, critical thinking models, recruitment, case study method, social network security, security clearances, IC directives, and program sustainment. CAE universities don’t have to create programs in isolation; they are able to share best practices to learn what works and what doesn’t work to ensure success to all.

To facilitate sharing of information from workshops, presentations are found at www.intelink.gov/wiki/Intelligence_Community_Centers_for_Academic_Excellence. ■

THE STATE DEPARTMENT'S BUREAU OF INTELLIGENCE AND RESEARCH (INR):

By Megan Boone

Introduction

With about 250 embassies and consulates in 180 countries worldwide, the State Department is always at work. Headquartered in Washington, DC, State's Bureau of Intelligence and Research (INR), sits at the critical nexus of the foreign affairs community and the Intelligence Community (IC). With a motto of "All Issues, All Countries, All the Time," INR is both a bureau in the State Department and one of the 17 members of the U.S. Intelligence Community. It is the oldest civilian intelligence organization and a direct descendant of the Office of Strategic Services.

INR conducts three core activities, which positively contribute to the State Department and the IC:

- All source analysis;
- Intelligence policy and coordination; and
- Analytic outreach

Dr. Susan Nelson, Director of INR's Office of Outreach (INR/OTR), is the vice-chair of the CAE Senior Advisory Board. She was State's representative to the CAE under ODNI as well. Her mission is to inject new thinking from outside government into the IC's analysis for senior policymakers.

As the Director of Outreach, Dr. Nelson is always looking for new talent to bring to the State Department. She likes to engage with students considering career plans and with faculty, who may be willing to share their knowledge and insights as subject matter experts through INR's outreach programs.

Analytic Outreach

In order to meet its mission of providing the best analysis for U.S. policymakers, INR engages with the best and brightest thinkers both inside and outside of the U.S. government. To achieve this level of collaboration, INR organizes some 200 analytic exchanges annually, which bring together about 1,000 non-governmental experts and thousands of IC analysts and policymakers.

The goal of outreach is to encourage analysts to challenge their own analytic assumptions to prevent missing a changing landscape and to get outside the U.S. government "classified bubble." INR/OTR seeks out experts from across a broad range of sectors—academia, think tanks, industry, and other non-governmental organizations. INR meets with these experts to share ideas, generate insights from

different perspectives, and to help make sense of a complex world.

As Executive Agent for Analytic Outreach for the IC, INR takes the lead in shaping the strategic vision for outreach and coordinating an interagency committee to share its outreach plans and best practices across the community.

Pathways to the State Department and INR

As the Director of Outreach, Dr. Nelson has explored many ways to bring new talent into INR, which include:

• Internships:

- OTR always has at least one (usually two) interns through out the calendar year – in other words, during both academic semesters and the summer.
- The summer cycle is highly competitive. INR looks for a student with a strong GPA and a well-written statement of interest. Additionally, language capabilities are always helpful in getting a foot in the door of the State Department.
- Because of the security clearance process, applications for internships during the summer cycle have a hard deadline of November 1 of the preceding year.

• Department of State Student Career Tracks and Programs:

- State has an informative website with details of opportunities for students at: <http://careers.state.gov/students/programs#ug>

• Fellowships include:

- **The Thomas R. Pickering Graduate Foreign Affairs Fellowship**
 - The Program seeks to recruit talented students in academic programs relevant to international affairs, political and economic analysis, administration, management, and science policy. The goal is to attract outstanding students from all ethnic, racial and social backgrounds who have an interest in pursuing a Foreign Service career in the State Department.
 - For more details about this fellowship see: http://www.woodrow.org/higher-education-fellowships/foreign_affairs/pickering_grad/program.php
- **The Presidential Management Fellows (PMF)**
 - The PMF is a particularly effective path into INR.
 - The Office of Personnel Management (OPM) runs this highly-competitive program. For more details see: <http://www.pmf.gov/media/967/agencybrochure.pdf>

DR. CARL JENSEN

WINS IAFIE INSTRUCTOR OF THE YEAR 2012

By *Melissa Mason*



Dr. Carl Jensen, Director of the University of Mississippi's Center for Intelligence and Security Studies, was selected to receive this year's International Association for Intelligence Education (IAFIE) Outstanding Instructor Award. He is recognized for his exceptional contributions to the field of intelligence education.

The formal presentation of Dr. Jensen's award took place at the IAFIE Annual Conference in Washington, DC in May.

The Center for Intelligence and Security Studies trains students for careers in intelligence analysis and provides educational and scholarly resources to the Intelligence Community. Dr. Jensen collaborates with the Defense Intelligence Agency under the University Based Analysis Training (UBAT) Program.

Dr. Jensen is a 1978 graduate of the U. S. Naval Academy. He served in the Navy from 1978 until 1983. He subsequently enjoyed a 22-year career in the Federal Bureau of Investigation as an agent and a Supervisory Special Agent. Upon his retirement from the FBI in 2006, Dr. Jensen joined the RAND Corporation as a Senior Behavioral Scientist. In 2007, he joined the Legal Studies faculty at the University of Mississippi while retaining adjunct status at RAND. In 2008, he was appointed as the first Director of the University's Center for Intelligence and Security Studies.

His current research interests include novel and effective approaches to counterterrorism, individual and group dynamics as they relate to extremist and criminal groups, innovative and evidence-based approaches to analytics, the practical

application of criminal justice research, and applied intelligence and futures research. In addition to his undergraduate degree, Dr. Jensen holds a Master of Arts degree from Kent State University and a Doctor of Philosophy degree from the University of Maryland.

Dr. Jensen has authored and co-authored numerous books, articles, book chapters and reviews which have appeared in such publications as the *Journal of the Institute of Justice & International Studies*, the *International Journal of Intelligence and Counterintelligence*, the *International Association of Law Enforcement Intelligence Analysts Journal*, *Homeland Security Review*, *Forensic Science International*, the *Law Enforcement Bulletin*, the *International Journal of Offender Therapy and Comparative Criminology*, the *Prosecutor*, the *Michigan Law Enforcement Bulletin*, the *American Behavioral Scientist*, the *Police Futurist Newsletter*, *Law and Order*, *Police Research and Management*, *Law Enforcement Technology*, and the *FBI National Academy Associates' Magazine*. ■

NSAISS

By *Julea Reese*

SEMINAR 2012

This month, 40 students from across the CAE family will descend on Washington to take part in an in-depth exploration of the intelligence profession. Through classroom instruction, case studies, practical exercises and site visits, the participants will have an opportunity to hone their understanding of the substantive issues that intelligence professionals tackle every day.

The NSAISS, now in its fourth year, is under the direction of the Defense Intelligence Agency and delivered by John McLaughlin, Distinguished Practitioner-in-Residence at the School of Advanced International Studies (SAIS), Johns Hopkins University. "Students take away from the course a deep understanding of how the Intelligence Community functions, close-up exposure to working professionals in the Community, and an in-depth discussion of the national security issues that drive the Community – discussions led by some of the country's leading experts, from both within and outside the Community" says Mr. McLaughlin.

During this two-week seminar, held from July 8 – 20, participants will receive instruction from SAIS faculty and experts from the intelligence and national security communities.

NIE AT CSUSB

By Mark T. Clark, Ph.D.

On Thursday, May 31, a mock National Intelligence Estimate (NIE) on Global Trends 2030 produced by students at CSU San Bernardino was briefed to the Counselor of the National Intelligence Council (NIC), Dr. Mat Burrows. Burrows has been Counselor since 2007 and the Director of the Analysis and Production Staff of the NIC since January 2010. He leads the effort for the development of the official NIE on Global Trends 2030 for the President in January 2013.

5 Denny W., one of CSUSB's liaisons from the CIA's Senior Analyst Liaison program, suggested the idea for a student-developed NIE on Global Trends 2030. During the Fall of 2011, she brought another Senior Analyst, Kevin M., and several junior analysts to conduct a series of workshops, seminars and an intelligence "Crisis Simulation" on North Korea for students of the CSU CAE program. At that event, she suggested we conduct a mock NIE on Global Trends during our Winter PSCI 621: Strategic Intelligence graduate seminar; she hoped that perhaps younger Americans who have different perspectives may be able to contribute a unique voice to the NIE process.

Professor Graeme Auton, who was scheduled to teach the Strategic Intelligence course during the Winter of 2012, took up the challenge. The students of Strategic Intelligence regularly produce a mock NIE, typically on topics of contemporary interest (e.g., the Leadership Succession in North Korea; Iran's Development of a Nuclear Weapon, etc.). Nevertheless, this was challenging, both to the students, as well as to the professor. We had never tried an NIE on a topic so vague and future-oriented.

Our first step was to secure some support from the NSA's Institute for Analysis (IFA). We have worked with the IFA on seven separate NSA "Challenge Projects" since 2008. Donn Treese, Director of the IFA, sent us some material that it had produced on "Scenario Building" in its "Mapping the Future" product. While useful, this was insufficient to help students overcome their uncertainty about what to focus on for the NIE. The CIA's Senior Analyst program also sent a methodologist to campus to help our students. During week 5 of a 10-week quarter, Mat G. spent about 9 hours with our students before and during the seminar on several "Structured Analytic Techniques." After first challenging the students to recognize how they think (and the biases they will bring to the

effort), he then spent time working on three techniques, specifically "Actors and Factors"; "Alternative Futures"; and "What If Analysis." Students found the "Alternative Futures" and "Scenario Building" exercises useful for the project, but used "Actors and Factors" the most.

The students gained invaluable experience in the remaining 5 weeks developing their understanding of the Structured Analytic Techniques as well as working on teams of student colleagues. Time and communication was a big constraint as well as working with a collegial team structure. Professor Auton only steered the seminar and provided criticism of various arguments, but it was a student-led effort. At two points during the process, Mat G. provided feedback, but only to guide use of techniques and development of questions important to the students.

After his brief, Mat G. reported that Dr. Burrows said, "it was a 'commendable intellectual effort'." He added that it was especially good to hear what non-IC analysts thought on the topic. He looked forward to reading the full report." Mat G. concluded: "This is a huge success for your students and I hope they can appreciate the impact they are having." ■

CAES PRESENT AT IAFIE'S 8TH ANNUAL CONFERENCE

By Megan Boone

The International Association for Intelligence Education (IAFIE) held its 8th Annual Conference from May 21-24 in Washington, DC; which boasted a robust agenda of topics, panels and presenters relevant to Intelligence Education. The conference attendees included Intelligence Community (IC) and Federal Government members, as well as many representatives from academia and IC CAE universities; which added particular value to the information presented and communicated during the conference.



Nick Weimer, Melissa Wynn, John Hodgson

PROFESSOR AND IC ANALYSTS LOOK AT MIDDLE EAST

INR: A STRONG CAE PARTNER
(CONT'D FROM P.3)

By *Kristopher Brash*



On Thursday June 14 Dr. Emile Nakhleh, Research Professor at the University of New Mexico, led a team of five analysts who presented on the possible futures of Iran, the Kingdom of Saudi Arabia, and Egypt. Dr. Nakhleh, a professor in the UNM Political Science Department, works with the UNM National Security Studies Scholars Program. The University of New Mexico has been a member of the IC Centers for Academic Excellence since 2009.

In looking at his role in working with the analysts on this research project, as well as his role in working with college students at the University of New Mexico, who are aspiring to work in the IC he is proud to say that there is hope for the next generation of IC professionals.

Sponsored by the National Intelligence Analysis and Production Board of the National Intelligence Council and the U.S. Department of State Bureau of Intelligence and Research, Dr. Nakhleh's team of five analysts (three from the National Geospatial-Intelligence Agency and two from the Federal Bureau of Investigations) investigated what the Middle East would look like in 2030.

The event, Trajectories for the Middle East, a culmination of a 6 month-long study, focused on the possible future course of action for Iran, Saudi Arabia and Egypt.

All of the analysts were tasked with using unclassified documents in their research. The analysts felt that since they were projecting possible trends in the next 20 years that the use of unclassified material didn't, for the most part, have too much of an impact on their conclusions. Dr. Nakhleh stated that analysts throughout the Intelligence Community (IC) need to use open source information more routinely.

The final report will not be available to the public. However, for similar reports you can visit: http://www.dni.gov/nic/NIC_specialproducts.html ■

- **The American Association for the Advancement of Science (AAAS) Fellowships**
 - AAAS runs its own fellowships throughout the U.S. government. They are designed for post-doctoral graduates.
 - For more information regarding the AAAS fellowships, requirements, and application procedures, please see: <http://www.aaas.org/aboutaaas/fellows/>
- **The Jefferson Science Fellowship (JSF) Program**
 - The Secretary of State launched the Jefferson Science Fellows (JSF) Program at State in 2003. It recognizes the critical need for accurate, timely understanding of the world's rapidly-advancing state-of-the-art science, technology, and engineering (STE) developments.
 - The JSF is open to tenured or similarly ranked faculty who are U.S. citizens from U.S. institutions of higher learning. Selected JSFs spend one year on assignment at State or the U.S. Agency for International Development as science advisors on foreign policy issues.
 - For more information about the JSF program, please see: <http://sites.nationalacademies.org/PGA/Jefferson/index.htm>

Additional Resources

Information on these programs and more is available at the following sites:

www.careers.state.gov is especially useful for students interested in internships at the State Department, as well as those seeking full-time employment.

Secretary Clinton's "Quadrennial Diplomacy and Development Review" (QDDR) document is a great resource to provide a glimpse into the State Department's future plans and is available at: <http://www.state.gov/documents/organization/153108.pdf> ■

JOURNEY TO DIA

By *Kristopher B. Brash*

“Be sure you put your feet in the right place, then stand firm.”
- *Abraham Lincoln*

This has been an interesting journey that has led me to the Defense Intelligence Agency. I currently serve as the summer intern in the DIA Joint Military Intelligence Training Center, Centers for Academic Excellence. My name is Kristopher Brash, I am pursuing my MA in Political Science focused on International Relations and Comparative Politics at Howard University; my regional focus is on Africa and the Middle East. In the fall of 2011, I served as a Policy Intern for the U.S. House Committee on Homeland Security and in the spring of 2012, I served as a Student Trainee in the Department of Justice Office of the Inspector General, Management and Planning Division. Even though I just started at DIA, I can say that this will be my most interesting internship.

My journey to the DIA however, was a long one. As an undergrad, I applied for an internship with the CIA; I however, was not expecting the process that it would take to receive a security clearance. Drug test, background investigation, panel interview, polygraph; the process intimidated a sophomore who had just changed majors from the “hard sciences” to the social sciences. After one security interview, I regrettably withdrew my application.

A year later I decided to apply for an intern position with the DIA. I was not offered a position but this did not discourage me. Unaffected, I decided to reapply when I entered graduate school. This time I was ready for the demanding security process. With patience and confidence, I completed all the requirements that were given to me. I applied in October 2011 and received my first notice in January 2012. I completed the additional information, and I was notified in early March of my appointment to complete my psychological and polygraph exam. During this process, for my background check, I had to also give an extensive list- of individuals who knew me growing up as well as people who I have worked with in various capacities. It took a lot of memory recall to remember people who knew me at various phases of my life. When I got the offer letter in April, I accepted it immediately. At this internship, I am looking forward to seeing the theories and methodologies that I am learning in the classroom, performed in the real world.

My advice to students and graduates who are interested in positions in the intelligence community is: if you want it, be persistent and don't give up. As one can see from the process that I listed above, the process to get a position can take upward of 6 months. In gaining a position at DIA, I learned that a few thousand applications are received and some of the offices that requested interns get to select at least one candidate and one alternate. From all the applications the list is dwindled down to roughly 80 people who receive a position. The process of gaining a position in the IC can be hard, and there will be gaps in time before you receive any communication on the status of your application; but be patient. There are numerous opportunities: full-time positions, internships, co-ops, and fellowships. If you really want it, find a way. ■

NSAISS
(CONT'D FROM P.4)

In addition to classroom instruction and guest lectures, students will gain insight from current intelligence and national security professionals through visits to a number of agencies. They will see firsthand how these agencies carry out their missions, interact with community partners, and contribute to our nation's security. Simulations and practical exercises will allow participants the experience of collecting and analyzing intelligence, and briefing their recommendations on real-world events and information.

We are looking forward to hosting the 2012 NSAISS participants and know their time in Washington, DC, will be life changing. ■

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.

USF GRADUATE STUDENT WINS IAFIE'S 2012 ESSAY CONTEST

By Megan R. Boone

Alexander Neill was awarded 2nd place in the International Association for Intelligence Education (IAFIE) 2012 Essay Contest for his graduate student category submission. As a second place winner, Neill received a check for \$500 and a year's free membership in IAFIE. He attended the conference to receive his award and had the opportunity to interact with a number of intelligence community professionals there.

The IAFIE 2012 essay contest participants were asked to answer the following question: Describe an "ideal future" for intelligence education where theory is balanced with practice. Compare this ideal future to the current state of intelligence education, and recommend a way forward to close the gap.

Neill's essay recommended developing and implementing a standardized academic structure, increased student participation in IC-related workshops and experiential learning opportunities; and enhancing IC-student communication and collaboration across all IC-educating institutions through the CAE program. He says that implementing this multi-pronged strategy will strengthen students' knowledge and skills in the IC-critical areas of effective data collection, analysis, and communication skills.

His complete essay entitled, "The Ideal Future for Intelligence Education: Rebuilding and Balancing Practice and Theory," is posted on the IC CAE Program's Intelink Intelipedia page, and may be accessed via the following link: https://www.intelink.gov/wiki/IC_CAE_Research_Papers. Please note that you must have an active Intelink user account to view this page.

As an undergraduate at USF, Mr. Neill spent two years in Air Force ROTC and attended the 2009 Air Force Academy Assembly, "Rebuilding Afghanistan." He said that attending this Assembly sparked his interest in intelligence and national security.

Neill is currently a USF graduate student, pursuing his M.A. in Political Science, with a concentration on International Relations. Neill will begin attendance at Stanford University this fall, where he will be pursuing his M.A. in African Studies. He plans to join the US Intelligence Community (IC)

after earning his Master's degrees. He is currently a graduate assistant for USF's Intelligence Community Centers for Academic Excellence (IC CAE) Program in National and Competitive Intelligence; and his duties include recruitment and management of undergraduate students who are interested in participating in the IC CAE Program, and working for the IC. Alexander Neill may be contacted via email at: alexhneill90@gmail.com. ■

CAES PRESENT AT IAFIE'S (CONT'D FROM P.5)

On Tuesday, May 22nd, David Shedd, the Deputy Director of Defense Intelligence Agency (DIA) served as the keynote speaker and spoke of "Preparing Analysts for the Tasks at Hand. He also held a Q & A session to give the conference attendees the opportunity to open a dialogue regarding specific issues or additional questions they had.

Also on the 22nd, an Awards Luncheon was held to present the IAFIE's Outstanding Educator Award, and to announce the IAFIE 2012 Essay Contest Winners. Following the Awards Luncheon, an Author's Roundtable Discussion of New Books in the Field of intelligence session was held. Several of the authors of intelligence books shared with CAE schools were present including Robert Clark, Tim Walton and Randy Pherson.

Included in Tuesday's afternoon sessions was a panel presentation to provide an update to the IAFIE Intelligence Education, Training Standards and Certification Program. The panel was moderated by Mike Collier, and included Lisa Crowder, Marilyn Peterson, and Jim Lightfoot.

On Wednesday, May 23rd, Marilyn Peterson, IC CAE Acting Program Director, served as Moderator for the Intelligence Community Centers for Academic Excellence (IC CAE) Program Panel Discussion. The panel was comprised of several representatives from CAE universities: Melissa Wynn, of Howard University; Nick Weimer, of University of Texas-Pan American (UTPA); and John Hodgson, of Penn State University. Also present at the IAFIE conference was Larry Valero, of the University of Texas El Paso.

The following day's agenda included a presentation from the National Intelligence University (NIU) Faculty about the Certificate Programs Offered through the university.

The IAFIE's 8th Annual Conference was a success thanks to the many informational presentations and panels; and due to the attendance of such a diverse population of IC CAE university representatives, IC members, and Federal Government representatives. ■