2014 NATIONAL SECURITY ANALYSIS & INTELLIGENCE SUMMER SEMINARS

By Melissa Kachadoorian & Megan Boone

A total of 80 competitively-selected Intelligence Community Centers for Academic Excellence (IC CAE) students from across the nation participated in the two 2014 National Security Analysis and Intelligence Summer Seminar iterations, which were held in June and August within the National Capital Region. The first week of each seminar mixed classroom instruction with practical exercises designed to provide the participants with in-depth exposure to the intelligence field, with a focus on the discipline of intelligence analysis; as well as to prepare them for the second week’s intelligence simulation.

The first Summer Seminar iteration was held 1-13 June in Arlington, Virginia and attended by 40 IC CAE students representing 15 IC CAE schools. The student participants spent the first week of the Seminar learning from IC professionals some of the key skills needed to succeed in the Intelligence Community – intelligence questions and hypothesis generation, building better bottom lines up front, key assumptions check, analysis of competing hypothesis, and analytic writing, to name a few.

The students then put those skills into action during the second week of the Seminar by participating in the fast-paced intelligence operation simulation facilitated by the IC CAE Great Plains National Security Education Consortium (GP NSEC) faculty from University of Nebraska, Lincoln and University of Nebraska, Omaha. The Iran-focused simulation culminated in students delivering a mock brief to the President of the United States which was role played by James Hamby, Deputy Director Defense Clandestine Service. Along the way, the students were mentored by current IC analysts and subject matter experts.

The June Summer Seminar students also visited the Central Intelligence Agency (CIA) and National Geospatial-Intelligence Agency (NGA). The highlight of the tours for the students was meeting current analysts to discuss “a day in the life as an analyst” as well as operation center tours.

The June Summer Seminar proved to be a valuable experience for its participants. One student wrote:

“The 2014 Summer Seminar, hosted by the Defense Intelligence Agency (DIA), was an amazing experience. First, students heard presentations from professionals within the intelligence community and became familiar with analytic techniques. Next, students participated in a week long simulation, hosted by the University of Nebraska, which tested our analytic skills and ability to interact as a team. Team cohesion and analytic skills became paramount as students sifted through various mock-intel reports to provide decision makers with intelligence—while battling denial and deception, time constraints, and an overwhelming influx of information. Although students came from different universities and different backgrounds, each team, as well as members

(Cont’d on P2)
As we approach the end of this fiscal year, I am grateful to the talented program office staff, savvy Senior Advisory Board (SAB), and accomplished and energetic universities participating in the IC CAE program that continue to build a strong community and program.

The 2014 year had its share of challenges: sequestration cuts, snow storms that cancelled one workshop and several site visits, and a significant change of staffing in the Program Office. Nonetheless, since my arrival in the second quarter, we’ve successfully conducted the Five Eyes Conference at Ole Miss, the June and August National Security Intelligence Summer Seminars, the selection of seven new schools by means of a highly competitive Broad Agency Announcement (BAA) for CAE grants, and the well-attended New School Orientation & Annual Meeting, held last month.

Changes, however, never seem to end and we are now facing the departure of one of our valued Program Managers (PM), Megan Boone, as she leaves for another challenging position in DIA. We will shortly be greeting a new PM, to whom I will introduce you upon his arrival.

Our successful BAA process has brought into our community institutions with enormous potential to enlarge and enrich our collaboration. Welcome to Chicago State University; Eastern Kentucky University--and its consortium that includes Kentucky State University and Morehead State University; the University of Central Florida; the University of North Carolina at Chapel Hill--and its consortium that includes Duke University, North Carolina Central University, and North Carolina State University; the University of Oklahoma Health Sciences in partnership with the University of Oklahoma; the University of New Mexico; and the University of Texas at El Paso.

This coming year will see increasing efforts to provide all the new, returning, and sustaining IC CAE schools with opportunities to collaborate on and benefit from our shared mission: intelligence education. The Impariamo will continue to be published, featuring articles by students and faculty at our universities as well as the scheduled workshops, seminars, colloquia and symposia as you share with us your FY15 calendar of events. Our next event will be the Five Eyes Analytic Workshop to be held at the Sheraton-Pentagon City, VA; from November 5-7. Registration information can be found on page 7, if there are any questions, please contact Melissa Kachadoorian at melissa.kachadoorian@dodiis.mil.

Welcome one and all to fiscal year 2015!

Sincerely,

Edie Alexander
Dr. Edith Alexander
IC CAE Program Director

2014 Summer Seminars

(cont’d from P1)

of other teams, collaborated together to produce final intelligence products for decision makers. The 2014 Summer Seminar was exciting, informative, and collaborative. While lasting only two weeks, the Summer Seminar will continue to positively influence student and professional participants. I want to thank the Defense Intelligence Agency and the intelligence community for an amazing and unforgettable summer, and I want to thank my peers for helping me grow both personally and professionally.”

Anastacia Webster
California State University, San Bernardino

The 2014 August Summer Seminar was held from 3-15 August in Washington, DC and attended by 40 students from 15 IC CAE universities. The first week’s learning activities included an introduction to intelligence, INTs overview, collections overview and exercise, instruction on defining analytic questions and considering alternatives, analytic writing, denial and deception; and also included site visits to the Office of Naval Intelligence (ONI) and to CIA.

The second week of the August Summer Seminar activities included an intense, fast-paced, four day Pacific Rim (PACRIM) and South China Sea focused intelligence simulation. The PACRIM simulation was designed, facilitated, and implemented by Pennsylvania State University (Penn State) and select Penn State graduate students; who were assisted by IC subject matter experts, IC agency representatives, and IC analysts collaboratively executed the intelligence simulation exercise and served as student mentors. The PACRIM simulation culminated in students providing a briefing to 4-Star USMC General James E. Cartwright (ret.).

One IC CAE student said, with regard to her participation in the August Summer Seminar:

“I am extremely grateful for this experience; especially for the instruction, exposure, and feedback that I received. This seminar has reinforced and intensified my already ardent desire to serve my country in the IC.”

Robyn Jael Behar
Pennsylvania State University

Week one of both Summer Seminars culminated with an IC Career Fair, giving 80 IC CAE student participants an opportunity to interact and share their resumes with recruitment representatives from nine IC agencies (CIA, DIA, FBI, NGA, NSA, ODNI, ONI, State, and State/INR).

The IC CAE Program Office would like to extend its sincere thanks to the instructors, mentors, IC practitioners, IC agencies, GP NSEC faculty; and the Penn State students and faculty who gave their time and energy to make both the June and August 2014 Summer Seminars so successful. We also extend our deepest thanks to the student participants of this year’s Summer Seminars; whose commitment, drive, and determination to positively contribute and influence National Security inspire us and the work we do, every day.
THE BENEFITS OF
THE SUMMER SEMINAR

By Christa Bowers, CSU-San Bernardino

On August 3, 2014, forty students from across the United States gathered in Washington, D.C. to participate in the 2014 August National Security Analysis and Intelligence Summer Seminar; a two-week seminar sponsored by the Defense Intelligence Agency. Included in this group were undergraduate, graduate and doctoral students from a variety of institutions and academic disciplines in national security studies, geographic information systems, computer science and international relations. My initial reaction, after meeting the participants, was that I was working with a diverse, knowledgeable group of students and our prior training and research would be useful during our simulation.

During the first week, participants learned a plethora of skills in critical thinking, analytic writing, collection techniques and how to effectively communicate. Leaders from government, military, and academia engaged students in interactive conversations and exercises that increased our understanding of the skills needed to succeed as an analyst in the intelligence community. Participants were also met with the opportunity to visit two intelligence agencies. During the agency site trip, students learned about the role and mission of each agency, how each agency contributes to the work of the intelligence community, and internships and employment opportunities that were available. At the conclusion of the first week, participants interacted with IC recruiters at a career fair, which was advantageous.

Following a week of intensive learning and rigorous training, the program challenged participants to apply what they learned by participating in a simulation centered on China. The structure of the simulation was most beneficial in that students practiced leadership and collaboration skills. We used an online platform to effectively communicate and share information. Students used their enhanced presentation skills to advise high-level officials, senior analysts and military generals about threats to U.S. national security and proposed options to mitigate the situation.

We also conducted open-source, time-sensitive intelligence analysis in support of U.S. strategies and prepared intelligence assessments of current events based on collection, research and analysis. As a leader of one of the sub-groups, I was impressed by every student’s dedication and willingness to go beyond the call of duty to ensure that our work was efficient and accurate. We showed determination and commitment to the task by working late hours to complete products in a timely manner. Overall, the simulation helped students become better analytical thinkers and helped us understand the pressures and challenges that the intelligence community faces.

At the conclusion of the program, I gained practical insight about the intelligence community and enhanced my critical thinking, analytic writing, presentation and leadership skills. I also built lasting relationships with my colleagues and learned about the importance and advantages of teamwork. In all, I believe that Summer Seminar accomplished its goal of providing students with an in-depth exposure to the intelligence field and teaching students the tools needed to succeed as an IC analyst. I am truly grateful that I was selected to participate in this year’s Summer Seminar.

I would like to thank the IC CAE program, the Defense Intelligence Agency, Dr. Edith Alexander, Director, IC CAE Program; Megan Boone, IC CAE Program Manager as well as Pennsylvania State University, presenters, senior analysts, government officials, and all of the participants – you truly made this experience amazing. I would also like to thank Dr. Mark Clark, Director, IC CAE program at California State University, San Bernardino for providing students with the opportunity to participate in the Summer Seminar.

A DIFFERENT KIND OF ANNUAL COLLOQUIUM:
THE CREATIVITY THOUGHTSHOP

By Lindsay Priefert & the GP NSEC Staff

We all know that creative thinking is critical to intelligence analysis, but do we explicitly teach it? We at the Great Plains National Security Education Consortium (GP NSEC) gave it a try with a two and a half-day “Creativity Thoughtshop” that exposed students to the critical and creative thinking techniques we often discuss but rarely practice.

The Thoughtshop had several unique qualities. We created a deliberately-casual experience so students would feel comfortable “hanging it out there” without fear of judgment. We didn’t fully introduce our IC guests until the end of the Thoughtshop to encourage an environment of exploration rather than jockeying for jobs. Most of the activities were not directly related to national security – students worked in teams to build towers made of raw spaghetti using tape and string, for instance. Students used Von Oech’s comprehensive book, “A Whack on the Side of the Head,” to teach each other about mental locks that inhibit their thinking every day. We went outside and challenged students to solve physical problems as a team. We took students to the University of Nebraska-Lincoln’s art gallery to practice carefully and objectively describing what they saw, rather than subconsciously extrapolating beyond the evidence they had. The finale was the Thoughtshop Capstone, where students worked in teams to analyze a national security event from a different country’s perspective, and then present their analysis to a decision maker via a ballad, comic strip, drawing, or a multi-art play.

None of this would have been possible without the support of CIA’s Sherman Kent School, which sent one of their key facilitators, Jacob Eastham, to help lead the Thoughtshop. Contractors Sarah Beebe and Amy Herman – who support the Kent School in their day jobs – brought their content, energy, and (especially) their infectious enthusiasm to the students. They helped us accomplish exactly what our IC Center for Academic Excellence is charged to do: get students excited about the IC, teach them some useful skills, and give them an idea of what an analyst’s job is like. Not that they think DI analysts hang out in art museums all day, but now they understand that the IC values innovative, creative thought, and that will help us combat the Google and Apple recruiters.

Student reactions included:

“The Thoughtshop was the most valuable experience I have had in my college career to date. One single week after the exercises I have used the concepts more than once. The Thoughtshop challenged me to think differently more than any class I could have taken at my university. I plan to look at the world using this experience at least once every day to hone my ability to think differently and make myself a more creative person.”

“Learning about the "mental locks" and how we limit our creativity was a fascinating and very informative part of the experience. It opened my eyes to aspects of my thought process which I had not previously realized were self-limiting "mental locks". I did not realize how much I was still limiting my creativity. I know without a doubt I will use this knowledge in the future.”

We encourage other CAEs to try something similar to encourage creative and critical thinking among students, and to demonstrate that the IC values such thinking as much – or more – than industry. Please feel free to contact Dr. Tyler White for more information at twite4@unl.edu.
The University of New Mexico was home to a spate of IC-CAE April activities as the National Security Studies Program (NSSP) held its much anticipated annual symposium, a series of campus-wide seminars, and an extended CIA visit beginning with a top-notch simulation exercise. Among the participating schools departments were Engineering and Computer Science, Arts and Sciences, Law, Business and Management, Career Services, and the Office of Student Affairs.

Senator Martin Heinrich (D-NM), member of the Senate Select Committee on Intelligence, kicked off the University of New Mexico’s fifth annual national security symposium, with an address "America both Safe and Free: Balancing Civil Liberties with National Security in a Digital Age", to over two hundred students, faculty and community members. UNM Regent Lieutenant General Bradley Hosmer USAF (Ret. Superintendent of the Air Force Academy, President of the National Defense University) and Provost Chaouki Abdallah introduced Senator Heinrich.

The Senator’s presentation began with a brief history of the Intelligence Committee and its role providing legislative oversight of the Intelligence Community’s programs and operations, and commending the university and students for the role they are playing in protecting national security as an IC-CAE. The Senator then delivered his message, focusing on two key points: the broad and controversial collection of meta-data by the NSA, and private and foreign government cyber attacks on critical infrastructure, government systems, and businesses.

The Senator did not parse words in his address, stating that the government must keep our nation safe while protecting our constitutionally guaranteed liberties. Further, that protecting those liberties requires substantial legal and policy reforms that increase transparency and accountability while avoiding secret interpretations of our laws. The Senator emphasized the need to shift the Intelligence Community's collection paradigm back to one that is narrowly focused on actual threats, and fully respectful of civil liberties and privacy. Heinrich urged the students to be part of the debate and express their concerns when they think the government has not implemented a law in the way true to its intent.

Senator Heinrich continued his remarks with a lengthy dissertation of the ongoing and growing threat of cyber security attacks, noting that attacks against federal agencies increased 782 percent between 2006 and 2012, with 48,562 separate incidents reported in 2012. Senator Heinrich referenced Robert Mueller, former Director of the Federal Bureau of Investigation, who believes that cyber threats will equal or surpass the threat of terrorism in the foreseeable future, and that in addition to rogue individuals, foreign governments are also now playing a substantial role in cyber hacking incidents. As an example, the Senator cited from the Mandiant Intelligence Center Report that the actions of a hacking group were traced last year to the physical location of China's People's Liberation Army headquarters.

Senator Heinrich concluded his remarks with a message to the IC-CAE students: “Our country needs your innovation and dedication… Albuquerque is enriched because we are home to this premiere university, and I’m confident that your involvement and engagement in the National Security Studies Program will help give you the knowledge, skills and relationships necessary to successfully compete for Intelligence Community and related national security careers.”

In previous years, the NSSP symposium was a single centralized event usually held in the Student Union Building during a two-day period. This year the program was spread over two weeks and in addition to a day-long series of talks and panels, added a de-centralized component aimed at bringing speakers to students throughout campus. Included in the UNM IC-CAE Spring Symposium activities were NSSP student research talks at Engineering and Computer Science, Arts and Sciences, Law, Business and Management, Career Services, and the Office of Student Affairs.

As part of the IC-CAE Spring Symposium Event, the NSSP engaged the CIA early on in the program formation, resulting in an expanded agency involvement. This included a simulation the week prior to the main talks, three additional days of CIA activities that included seminars focusing on big data and data analytics, and one-on-one student meetings with agency program staff. The simulation focused on the real-life activities related to the agencies workings as they uncovered and explored the building of the Syrian secret nuclear reactor, based on North Korean design, at al-Kibar. At the end of the exercise, the students were provided with the CIA developed YouTube video analysis of their findings. http://www.youtube.com/watch?v=4ah6RmcwUM.
On April 11, 2014, the California State University Intelligence Community Center of Academic Excellence (CSU-ACE) held its 8th annual colloquium. The Colloquium hosted some 150 people, with students and faculty from seven different universities (including CSUs San Bernardino, Fullerton, Long Beach, Northridge, Cal Poly Pomona, and two local, private universities: the University of Redlands, and Azusa Pacific University. Over a dozen federal and local agency representatives along with representatives from a private company also attended.

Before the official opening of ceremonies, our senior CIA Directorate of Intelligence liaison held an intelligence “crisis” simulation for about 25 undergraduates from the several campuses. Students were required to work in teams to analyze a potential conflict that could affect U.S. interests and then brief our liaison about the situation.

Opening the ceremonies, Dr. Mark T. Clark, Director of National Security Studies, spoke of some new developments and recent student successes. First, he announced that he and a colleague with the Information and Decision Sciences department were awarded a 3 year National Science Foundation “capacity building” grant to develop two new degrees in Cyber Security and Intelligence Analysis: a B.S., which will be housed in the College of Business Administration and an M.S. degree, offered alongside the M.A. degree in National Security Studies. The B.S. degree will start next Fall and the M.S. degree later in the Academic Year. Interest among students and potential employers is already in evidence.

This year, quite a few students have obtained conditional offers of employment (COEs) and offers for summer internships at the Central Intelligence Agency, the Federal Bureau of Investigation, and private companies and other agencies, including some for our National Labs. In addition, the National Nuclear Security Administration awarded a prestigious 2-year Graduate Fellowship to one of our students. The grant will fund 12 students to pursue summer intensive critical language training in Arabic, Farsi, Korean, Japanese, Mandarin and Russian. And 8 students will attend the Defense Intelligence Agency’s seminars this summer.

The colloquium then featured two student presentations. The first, the African Cyber Security Challenge Project, completed in Fall 2013’s PSCI 590: Terrorism in Africa course, featured an analysis of cyber security in Africa, as well as an explanation of the project’s methodology and challenges. The second presentation, from the winter PSCI 621: Strategic Intelligence seminar, featured an analysis on the likelihood of an al-Qaeda attack on U.S. homeland this coming September 2014. A question and answer session followed each presentation.

After a break for lunch, students and faculty reassembled for an Intelligence Community career panel. Representatives from the Central Intelligence Agency, Defense Intelligence Agency, Federal Bureau of Investigation, National Geospatial Intelligence Agency, State Department, United States Naval Intelligence, and the Government Accountability Office hosted the information session.

Although not on the panel, a representative from the Los Angeles Police Department and a private Cyber Security company, Mandiant, attended as well. In addition to careers in the respective services, representatives also talked about the security process and common hindrances to successfully landed such a career. Following the discussion panel, students had the opportunity to meet with the representatives one on one to discuss specific questions related to the student’s career goals.
The Impariamo (“Let’s Learn”) is a quarterly newsletter for and by the IC CAE Community. Please send any article concepts or exciting news to Melissa Kachadoorian, Impariamo editor, at melissa.kachadoorian@dodiis.mil.

Established in 1882, the Office of Naval Intelligence (ONI) is America’s oldest continuously serving intelligence agency. ONI’s mission is to provide products and services to meet Navy, DoD, and national maritime intelligence requirements. The agency specializes in the analysis, production, and dissemination of scientific, technical, geopolitical, and military intelligence information to customers worldwide.

Organizational Structure

ONI Headquarters in Suitland, MD, is co-located with its four Centers of Excellence:

Nimitz Operational Intelligence Center – This Center is responsible for operational and strategic analysis of events associated with the maritime domain. Its mission is to create decision advantage for naval and national leadership through knowledge of the global maritime environment as a result of analysis by naval, civil maritime and regional experts.

Farragut Technical Analysis Center – This is the Center of Excellence for strategic scientific and technical intelligence (S&TI) analysis of foreign technologies, sensors, weapons, platforms, combat systems, C4ISR, and cyber capabilities. Information and services are provided to myriad consumers including Navy acquisition managers, weapons and systems developers, operational forces, and national security policymakers.

Kennedy Irregular Warfare Center – The Center delivers maritime intelligence and operational support to meet the needs of the Navy, DoD, national, Naval Special Warfare, and Navy Expeditionary Combat Command. The Center forward deploys military and civilian professionals to provide specialized analytic support and information dominance to customers worldwide.

Hopper Information Services Center – The Center provides mission-related information technology and services to ONI and its subordinate Commands and the fleet. Its mission is to deliver responsive, reliable, and adaptable intelligence mission systems, applications, and services in support of global maritime and joint intelligence operations.

Internship and Employment Opportunities

ONI’s Student Intern Program offers opportunities for summer internships in many key elements of the ONI organization. Interns with political science and other liberal arts backgrounds might assist analysts in the cycle of information collection, analysis, and dissemination. Science and engineering students might study foreign weapon systems, and those with an information technology background directly support networking operations. Information about the 2015 Student Intern Program will be posted in the fall of 2014.

Full-time employment opportunities exist for Scientific and Technical Engineers; Scientists; Intelligence Specialists, IT Specialists; Security Specialists; and Police Officers. A sampling of the type of work ONI professionals do, includes science and technology intelligence; maritime intelligence; ship tracking; foreign naval analysis; navy irregular warfare support; and counter piracy.

To learn more about the Office of Naval Intelligence, visit www.oni.navy.mil.

Adapted from material found at ONI’s public website: www.oni.navy.mil.
The IC CAE Program Office officially welcomed representatives from seven newly designated CAE schools at the New School Orientation held on September 22. Our newest colleagues from Chicago State University, Eastern Kentucky University, University of Central Florida, University of New Mexico, University of North Carolina at Chapel Hill, University of Oklahoma, and University of Texas at El Paso spent the day learning the ropes from IC CAE Program Office staff, the DIA Grants Officer, and Senior Advisory Board members. A highlight of the orientation was a session on best practices provided by Melissa Graves, David Twigg, and Larry Valero – veteran CAE Principal Investigators. Each shared a few of their campus success stories and offered tips for building strong, relevant CAE programs.

The collaboration continued with the Annual Meeting on September 23 and 24, where faculty from 30 CAE schools and practitioners from nine IC agencies gathered to share ideas, build partnerships, and learn from one another’s experiences.

Ms. Deborah Kircher, Chief Human Capital Officer, Office of the Director of National Intelligence, opened the meeting with remarks on the vitally important role the Centers for Academic Excellence play in the Intelligence Community. She addressed the Community’s continuing need for job applicants whose critical thinking, language, technical, and writing skills can be applied to meeting myriad complex challenges; and stressed such applicants are found – and will continue to be found – at CAE institutions.

During the two day meeting, academicians and IC practitioners facilitated sessions on topics of mutual interest. Principal Investigators from Bellevue University, California State University, San Bernardino, and Miles College shared their best practices on developing scholars in and out of the classroom, while faculty from University of Nebraska, Omaha and University of Texas at El Paso contributed their insight on building and enhancing CAE programs through campus and community partnerships.

Human Resource professionals from the CIA, Department of State, NGA, NSA, ODNI, and ONI provided an overview of their hiring practices and needs, and described for participants the skills they seek in candidates. Representatives of foreign language offices at DIA, FBI, NGA, NSA, and ODNI described the role of language in the intelligence profession and how their respective agencies use language in day-to-day operations. Both panels generated much discussion and offered many relevant details to be shared with CAE students.

Thank you to those who attended and contributed to the many important discussions that took place at these two events – New School Orientation and the 2014 Annual Meeting!

Selected workshop presentations will be available on SAGE. Need access? Contact any CAE Program Office staff member for assistance.

**FIVE EYES ANALYTIC WORKSHOP**

The IC Centers for Academic Excellence (IC CAE) and the Academy for Defense Intelligence, Intelligence Training Department will be hosting the Five Eyes Analytic Workshop on November 5–7 at the Sheraton, Pentagon City, Virginia. The theme of this fall’s workshops is “Training for the Future;” that is, a focus on how we can better prepare tomorrow’s globally collaborative analysts.

The workshop includes sessions from analytic trainers, scholars, and intelligence studies students who present their best practices, research and open source intelligence analysis. Throughout the workshop participants will interact with members of the Intelligence Community, defense intelligence enterprise organizations, Five Eyes partners, and academic personnel to engage in peer-to-peer networking, academic outreach, professional development and collaboration.

To learn more about the Five Eyes Analytic Workshop or to complete your free registration, visit [http://5eyes.olemiss.edu/fall2014](http://5eyes.olemiss.edu/fall2014) and enter code 5eyesreg.