



October/December 2012

Impariamo

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

Volume 1, Issue 4



Marilyn B. Peterson

Director's Corner

Another school year has started, as well as another federal fiscal year. We now have a year of doing the CAE program under our belts and, hopefully, we are wiser as well as older.

The August Senior Advisory Board meeting was a good experience for the members as well as the staff. It gave the Program Managers the opportunity to work with you all in compiling your successes as well as your plans. The SAB members were impressed by the level of work you were all achieving and we are happy to relay some of their general impressions.

First, they believe that collaboration among the schools is very important, so any chances we have to get faculty and/or students together to work or meet are positive. Equally important, they felt, were opportunities for the CAE schools to 'share the wealth' with other colleges and universities in their area through regional colloquia or strategic partnerships. These partnerships do not have to be formalized through consortia, but can be on an informal basis.

Also, the IC agencies expressed their belief that pre-collegiate outreach is very important. Not only does this attract individuals who will become your students, but it makes them aware of the opportunities for government service that exist for a broad range of majors.

Thank you for your partnership and support over this past year. It has been a learning process for us and we hope that our willingness to learn from you all has been a positive factor. Finally, this past quarter saw the resolution of our 'director' status and we appreciate your patience over the seven-month process of 'acting' status. ■

Marilyn

Marilyn B. Peterson, Director

Inside

| | |
|-------------------------------------|---|
| EXPERIENCE AN IC SUMMER INTERNSHIP | 2 |
| END OF THE ROAD | 2 |
| ECSU STUDENTS EYE CAREERS IN THE IC | 3 |
| SCHOLAR SPOTLIGHT | 4 |
| SAGE & CAE | 5 |
| CTSA WORKSHOP | 6 |
| 5 EYES/IC CAE ANALYTIC WORKSHOPS | 6 |
| NATIONAL SECURITY AGENCY | 7 |
| NSAISS | 8 |

Calendar of Events

FIU – Cuban Missile Crisis Simulation (1 October)

FIU – DIA Workshops (5 October)

Penn State – Cybersecurity Workshop & Table Top Exercise (11 October)

MAC-CAE 2nd Annual Colloquium, State Department (1 November)

5 Eyes/IC CAE Analytic Workshops, Linthicum, MD (6-8 November)

IAFIE/NMIA Training & Education Day, Washington, DC (15 November)

EXPERIENCE AN IC SUMMER INTERNSHIP

By Melissa Mason



The Intelligence Community (IC) offers current students and in some cases recent graduates a variety of temporary employment and scholarship opportunities. Contribute to the work of the nation and apply for an internship in the IC. You must act quickly though, applications for summer internships are due in October for the following summer. Deadlines for other programs such as co-op programs deadlines are six to nine months prior to the period you wish to work.

Internships are the perfect chance for you to experience the challenges and rewards of an intelligence career first hand while you are still in school. They also allow the IC agency you work with to evaluate your performance and consider you for permanent employment upon graduation. I've seen many interns turn their experience into full-time employment post graduation.

This is an opportunity to be a member of an elite group united under a commitment to keep our nation's leaders informed, protect our country from outside threats, and develop the cutting-edge technology necessary to solve the complex national security issues of tomorrow. You'll assist with substantive and meaningful work assignments and gain invaluable practical experience.

Competition is fierce for IC student programs. Foreign language skills, previous study or residency abroad and military service are pluses. Outstanding interpersonal and communication skills are essential. Make sure to highlight these experiences or skills on your well-crafted resume.

Keep in mind that internship applicants are expected to meet the same employment standards as permanent IC employees. You must be a U.S. citizen and should have a strong academic record (GPA of 3.0 or better). Most positions, including internships require a security clearance. Hiring for these positions is contingent upon the individual being granted such a clearance. The criteria for granting security clearances vary depending upon the level of clearance and the particular IC agency doing the hiring. Employees in the IC must be highly reliable and trustworthy because they have access to the nation's most sensitive information. The granting of a security clearance testifies that an individual meets these standards of reliability, trustworthiness, and integrity.

Additional information about student opportunities in the IC may be found at each IC agency website:

- CIA - www.cia.gov/careers/student-opportunities/index.html
- DEA - www.justice.gov/dea/resources/careers/opportunity/student-employment.html
- DHS - www.dhs.gov/student-opportunities-0
- DIA - www.dia.mil/careers/students/
- DOE - <http://jobs.energy.gov/entry-level-students>
- FBI - <https://fbijobs.gov/23.asp>
- NGA - www1.nga.mil/Careers/StudentOpp/Internships/Pages/default.aspx
- NSA - www.nsa.gov/careers/opportunities_4_u/students/index.shtml
- State - <http://careers.state.gov/students/programs>
- Treasury - www.treasury.gov/careers/Pages/pathways-programs.aspx

END OF THE ROAD

By Kristopher B. Brash, Summer Intern and
Howard University Graduate Student

MY SUMMER INTERN EXPERIENCE

If you asked me a year ago if I would be working at the Defense Intelligence Agency for a summer, I would have told you that you were crazy. After previous rejection what chance would I have at gaining an internship at DIA? But here I am; coming to the conclusion of my summer internship. This summer has truly gone by fast. From NSAISS to piles of books; I have learned and been exposed to a lot through this experience.

continued on page 3

END OF THE ROAD

(CONT'D FROM P.2)

Volume 1, Issue 4

3

Reading books, articles, and essays took up part of my time at DIA. I read about analysis, the history of the DIA, region-specific papers, etc. I also took a look at some past student theses that the National Intelligence University has stored online. I enjoy reading about these subjects in order to improve my knowledge set. Through my readings and observations I have come to understand the diversity of the IC a lot better. Each agency has a role and within the agencies everyone from analysts to human resource specialists has a function.

I have racked up a lot of miles as an intern. I visited the: Office of the Director of National Intelligence, State Department, Pentagon, Central Intelligence Agency, National Geospatial-Intelligence Agency, Federal Bureau of Investigations, and the National Counter Terrorism Center. I was also fortunate to spend a great deal of time at the Paul H. Nitze School of Advanced International Studies, a division of Johns Hopkins University. Most of these trips were during the NSAISS program.

NSAISS was an enriching experience. Gathering students from diverse backgrounds and giving them a crash course on the IC, was a great opportunity for the students and me. Interacting with people who study remote sensing, Arabic, mathematics, etc; was a great way of seeing the talent pool that the IC is looking for. Seeing people from throughout the IC informing us about their role in the community was worthwhile. You could see the dedication and passion that the various speakers had for their work. From past presidential briefers to young analysts, all of them love what they do. When I finish my graduate degree, I hope to have a position that I am passionate about.

I also appreciate seeing some of the challenges and opportunities that employees of the agency face. From challenges in working with other agencies to errors of communication between workers; there are challenges at all levels of the community. Working here has reminded me that even though the mission of DIA is important, the employees, both civilian and military, are human. Sometimes society forgets this and expects that people who work in the government are perfect; but we are all human.

For those hesitant about applying for either student or permanent employment at DIA; don't be! It has been a wonderful experience for me. It is true that I have not seen or worked everywhere in the agency, however; everyone that I have met has been nice, enthusiastic, and willing to help those who need it. It is a great opportunity to serve the nation and operate in support of the armed forces.

I started this internship with awe and excitement in my eyes and I end it feeling appreciative for being selected for this internship. I am grateful and thankful for this opportunity. I know that this position has opened the door to other opportunities. I will surely see DIA again. ■

ELIZABETH CITY STATE UNIVERSITY STUDENTS EYE CAREERS IN THE IC

By Dr. Shahid M. Shahidullah Dir, MAC-CAE at ECSU



Students, staff and faculty gather for a summer workshop designed to enlighten students of careers the nation's key intelligence agencies.

Elizabeth City State University (ECSU) in North Carolina is part of the Mid-Atlantic Consortium Center for Academic Excellence (MAC-CAE) which is led by Morgan State University. ECSU's MAC-CAE completed its first pre-college outreach workshop on July 23-27. The goals of the pre-college programs are to increase student's awareness of the IC, increase the talent pool of students considering careers in IC, and serve as a recruiting tool for outstanding students for the institution and the program.

continued on page 4

SCHOLAR SPOTLIGHT

OWOLABI "VICTOR" OLUWATOBI, BOWIE STATE UNIVERSITY

SUBMITTED BY DR. ARLENE MACLIN, DIR, MAC-CAE

Owolabi, or Victor, as he is affectionately known by his teachers, mentors and friends, was born in Nigeria, and is now a U.S. citizen pursuing a major in Social and Criminal Justice at Bowie State University. Based on his outstanding performance in the Hindi Cultural Immersion Experience in India during the summer of 2012, Victor is the first student designated as a Distinguished Student in the Mid-Atlantic Consortium-Center for Academic Excellence (MAC-CAE).

From the very first day in India, Victor's peers and teachers knew he was a natural leader. He bonded almost immediately with his Indian family by cooking them breakfast the first day of his stay. Victor was able to recognize and pronounce headlines from the Indian newspapers after a few days of study, and mastered the Hindi writing system, Devanagari, very quickly.



His adaptability and his facility with learning a new language and culture resulted in two marriage proposals. Victor did not accept these overtures because he realized he must first achieve his career goals... goals that changed as a result of his experience in India.

"After coming home from India and doing a lot of thinking, I've decided to go [sic] to enroll in a MA/PhD Program in south Asian languages", says Victor, whose original plan was to pursue international law. "Being an African conscious man, it was astounding to see how our behaviors, people, actions, and way of life are so similar. I've made a home in India as it has done so within my heart. I will be back to further my language skills and expound [sic] on my relationships with the people of India.

The eight-week cultural experience in Jaipur, India was truly transformative for Victor. Do you know students whose CAE experience has been equally enlightening? Please contact Julea Wade at julea.wade@dodiis.mil to share their stories. ■

ELIZABETH CITY STATE UNIVERSITY (CONT'D FROM P.3)

Students who attended the workshop included mostly rising freshmen and some area high school students. The workshop featured guest speakers, video presentations, various ECSU professor presentations, and in-class student presentations on different facets of national security and the role of intelligence. The students also visited the local U.S. Coast Guard.

At ECSU, students involved in the MAC-CAE program study national security, take language courses, participate in national security colloquia, serve as interns, and travel abroad for cultural immersions. The MAC-CAE consortium is focused on national security issues in South Asia (India, Pakistan, Bangladesh, Nepal, and Sri Lanka). ECSU is offering a new online Hindi Language course in the fall of 2012 through the Department of Languages, Literature, and Communication taught by Vandana S. Gavaskar. The course in basic Hindi will serve all students in the consortium through Blackboard and other distance learning capabilities. ECSU has also started a new research program on Human Terrain Systems (HTS) directed by Dr. Shyamal Das, associate professor of sociology at ECSU. ■

SAGE & CAE:

Collaboration, Communication, Coordination



Structured Analytic Gateway for Expertise



By Megan Boone

In July 2012, the IC CAE Program Office, stood up a secure, unclassified workspace for use by all IC CAE participants within SAGE- the ODNI Analysis Office's "Structured Analytic Gateway for Expertise."

What is SAGE?

SAGE is the result of ODNI's effort to create an innovative, secure, unclassified and user-friendly Internet environment in which IC analysts can collaborate on outreach initiatives with Subject Matter Experts (SMEs) in government, non-profit organizations, academia, and within the private sector. Due to its secure nature, all collaboration that takes place within SAGE is performed inside of private group spaces, which are specific to each outreach initiative. Access to SAGE is limited to only those individuals approved by the SAGE workspace's owner.

SAGE is not limited to just IC analysts' outreach initiatives- the platform is now available for use by other initiatives, such as the IC CAE, to support those programs' objectives and the collaboration necessary to make those objectives successful. It allows participation by government, non-government and foreign national personnel.

SAGE is accessible via the web and its applications facilitate information sharing, publication, and organization of content by users. SAGE allows its users to submit information within those user spaces; in contrast to the non-interactive websites where users are limited to the passive viewing of information that is provided.

Why CAE is Using SAGE

The CAE Program Office initially established Intellipedia and Intelink sites on government space. However, we've now been told that Intelink is no longer accepting applications from non-government distant users (which means most of you). So, we found a different avenue on which we can share information. We knew SAGE could work for CAE because the University of Nebraska had used it for its Iran simulation last year.

Within its secure environment, SAGE provides many capabilities to facilitate information sharing, collaborative document or project production, quality analysis, and many more functions which would be useful for all participants of the IC CAE Program. SAGE's platform possesses many similar built-in capabilities to popular social media and networking sites, which makes it user-friendly and intuitive.

SAGE Features

- **User Profiles:** a quick way for members of a private group to find out more information about each other
- **Collaborative Document Creation:** provides group members access to the same materials
- **Discussions:** allows users to ask a question or make a quick post to find out what others think
- **Blogging:** a writing forum with new entries appearing in sequence as they are written
- **Instant Messaging:** real-time, text-based communication between two or more people
- **Tagging:** makes content more findable when searched by a user
- **File Sharing:** provides group members access to the same up-to-the-minute file
- **Calendar:** allows users to schedule meetings and coordinate events within their private groups
- **Alerts:** group members can track changes and be notified when new content is added, edited, or tagged
- **E-mail:** send secure messages to other members of the private group workspaces

How Can I Become a Registered Member of the IC CAE SAGE Workspace? There are three simple steps:

1. Contact your IC CAE Program Office Program Manager, who will email you a copy of the SAGE Electronic Registration Form (a fillable PDF document).
2. Enter the requested information.
3. Return the completed registration form to your Program Manager via email.

Your Program Manager will then forward your Registration Form to the SAGE team. The SAGE team will send the SAGE CAE space website link, your user id, temporary password, and further instructions. Once you have completed the final steps, you will be a fully registered member, who can access and contribute to all of the exciting elements and capabilities of the CAE SAGE Workspace. ■

CTSA PROFESSIONAL DEVELOPMENT WORKSHOP

By Marilyn B. Peterson

This July we held the first professional development workshop for CAE professors, with a topic of Critical Thinking and Structured Analysis for Professors.

Sixteen professors from 14 schools attended this event, held July 30 – August 2 near Baltimore-Washington International Airport. The facilitators of the workshop were Michael Fletcher, long-time ADET instructor at the National Security Agency, and Marilyn Peterson.

The intent of this workshop was not to make the schools' personnel experts in critical thinking or structured analytic techniques, but rather to familiarize them with the general teaching methods for these topics and provide them with some background information on them. A panel from CIA (Paul Donovan), DHS (Randy Pherson) and FBI (Stephanie Crews-Jones) shared varying methods and techniques for getting across the topics to IC students so that the people attending had a sense of how five different agencies were engaged in it.

The instruction was augmented by pre-reading from the mini-library provided to all CAE schools by the Program Office. After the workshop, copies of the slides and exercises included were electronically transmitted to all attendees. If your school was unable to attend, but would like copies of these, please let me know.

The Program Office hopes this will be the first of several professional development opportunities for CAE school personnel. Other topics already suggested include analytic writing and teaching intelligence using the case study method, both of which were the topic of short workshops at our last annual meeting. Please let us know if you have other suggestions for future professional development workshops. ■

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@dodis.mil.

5 EYES / IC CAE ANALYTIC WORKSHOPS

By Marilyn B. Peterson



November 6 – 8 we are holding the Five Eyes / IC CAE Analytic Workshops at the Maritime Institute in Linthicum, MD. The Defense Intelligence Agency began the Five Eyes Analytic Workshops in 2008, partnering with the University of Mississippi and James Madison University (VA) to bring together IC members, strategic partners from Australia, Great Britain, Canada and the US (New Zealand was later added), academics and students. Its goal was to share analytic training methods and techniques, research results, and curricula.

Over the years since, it's been given twice a year, hosted in the spring by one of the universities and in the fall by DIA. It has included a broad range of speakers, from students to high-ranking agency officials. This fall's workshops have been expanded to invite the participation of all CAE universities and their students. A student poster session and student presentations on research they have done will be held. Three concurrent workshops in each time slot will allow participants to choose their own conference. Between 100 and 150 people are expected to attend including some from Canada, Australia and Great Britain.

Registration for the event is free and can be done by going to 5eyes.olemiss.edu/workshop and entering code 5eyesreg. More information on the agenda and accommodations can also be at the registration website. The Maritime Institute includes both meeting and sleeping space, so attendees will find it easy to make the continental breakfasts. Government rates have been arranged for all attendees, with a \$109 per night fee for rooms.

Questions on the conference can be directed to Melissa Mason or me. Hope to see many of you there. ■

NATIONAL SECURITY AGENCY (NSA)

By Megan Boone



The NSA leads the U.S. Government in Signals Intelligence (SIGINT) and Information Assurance (IA) products and services. NSA also maintains a strong commitment to providing educational opportunities to America's students to ensure the future of National Security.

Mr. Robert Ettinger, of the NSA Senior Intelligence Authority (SIA); and Mr. Mark Wolkow, Director of Academic Outreach, attend IC CAE Senior Advisory Board (SAB) meetings. Their participation helps provides insights and engagement necessary for the SAB to effectively execute its functions of guidance and decision-making in support of CAE initiatives.

In July, Mr. Michael Fletcher of NSAs Associate Directorate for Education and Training partnered with the IC CAE Program to present a highly-successful Critical Thinking and Structured Analysis (CTSA) Workshop for IC CAE Program instructors.

Additionally, Ms. Anna Saunders, an NSA Intelligence Analysis SME; and Ms. Christine Hall, from NSA/CSS's Human Resources department, both served as NSA representatives at the 2012 National Security Analysis and Intelligence Summer Seminar (NSAISS) 'Careers Event.' The event included a panel discussion, Q&A session, and job fair for the CAE student NSAISS participants.

NSA's Senior Intelligence Authority (SIA) develops unclassified research topics, which are offered to IC CAE universities as "Challenge Projects" through its Institute For Analysis (IFA). Once a university accepts a challenge, the IFA is responsible for interacting with the schools throughout the life of the projects. Once completed, the Challenge Project results developed by each school are presented to the SIA for review, critique, and feedback. The team members responsible for producing a new or innovative answer to the challenge presented are strongly encouraged to apply to NSA for employment.

California State University (CSU), Florida International University (FIU), University of Texas-El Paso (UTEP), University of Texas-Pan American (UTPA), University of New Mexico (UNM); and University of Nebraska-Omaha (UNO) are IC CAE universities who have participated in NSA's Challenge Projects.

Of the many Early Opportunity NSA Programs, the STARTALK Language Program has been a popular initiative among many of the IC CAE universities. STARTALK has been used in CAE schools' High School Outreach efforts and the strengthening of their foreign language instruction capabilities. STARTALK classrooms provide a learning environment where students and teachers can bond across linguistic, cultural, and ethnic boundaries; and has been the catalyst for a revolutionary change in foreign language instruction in the U.S. educational system.

NSA believes that securing the nation's future requires a strong commitment to the education of America's future generations and provides numerous education opportunities for American students - from Early (K-12) to Advanced (Undergraduate & Graduate) Student Opportunities. NSA has created a number of initiatives to help promote STEM and language education at the elementary, middle, and high school levels. NSA has also developed a number of cryptology, STEM, and language-based internships, co-ops and scholarship opportunities for high school, undergraduate and graduate level students. All of these programs play an important role in helping students gain practical experience before graduation, to achieve that "step ahead" they need in order to be competitive in the workforce.

For more information about the NSA Student Opportunities, please visit the following links:

Early (K-12): http://www.nsa.gov/careers/opportunities_4_u/students/high_school/index.shtml

Undergraduate: http://www.nsa.gov/careers/opportunities_4_u/students/undergraduate/index.shtml

Graduate: http://www.nsa.gov/careers/opportunities_4_u/students/graduate/index.shtml

By Julea Wade



“I have developed a more sophisticated understanding of the intelligence community and American security writ large”, says Benjamin Senyefia, a participant from the University of Texas – Pan American. And, he is not alone. Over two weeks in July, the intelligence community came to life for the 40 CAE students attending the National Security Analysis & Intelligence Summer Seminar (NSAISS). Attendees took part in seminars, speaker engagements, practical exercises, simulations and site visits. Through these activities, they interacted with intelligence community practitioners, nationally-recognized community leaders, and subject matter experts. The students gained insight on the issues, challenges, and rewards of being an intelligence professional.

America Guevara, UTEP, commented that the most useful part of the NSAISS was the bridge created between the academic with the professional world, “allowing students to combine theories and concepts taught in the classroom and see the applicability within theUSIC.” She shares, for example, the realization that the emphasis professors put on writing proficiency is well placed as the success of Intelligence Analysts is mostly driven by how effectively they write.

Valuable lessons came from all sides, as participants took every opportunity to learn from former and current practitioners, guest lecturers, and each other. “Overall, the experience was really capped off by meeting so many other great students who shared a similar interest with different backgrounds”, says Keith Reagan, UN-Omaha. It brought home for him the need for the IC to have a diverse group of professionals to meet the varied challenges we face. Fellow NSAISS participant Kim Painter, CSU-San Bernardino, also found inspiration and new ideas from the various experiences and academic backgrounds represented. She was particularly impressed by the intellectual curiosity of the instructors. “I assumed that they already knew all the lessons that the seminar had to offer.

Yet, I noticed the instructors taking extensive notes during many of the presentations”, she says.

All the lessons learned will be applied to make the NSAISS participants stronger students, and ultimately, more knowledgeable IC professionals. DIA is excited to be the intelligence community’s lead for this unique educational program. We are looking forward to an equally successful NSAISS in 2013! ■

NATIONAL SECURITY AGENCY (NSA): (CONT'D FROM P.7)

Information Assurance: http://www.nsa.gov/ia/academic_outreach/student_opportunities/index.shtml

NSA’s Information Assurance (IA) Outreach Programs advocate improvements in IA education, training and awareness through partnerships with academia, industry and government. For more information, visit : http://www.nsa.gov/ia/academic_outreach/index.shtml

NSA and the Department of Homeland Security (DHS) jointly sponsor the National Centers of Academic Excellence in IA Education (CAE/IAE), IA 2-year Education and Training (CAE/2Y) and IA Research (CAE/R) programs. The goal of these programs is to promote higher education and research in IA and to produce a larger number of professionals with IA expertise in various disciplines.

Students attending CAE/IAE or CAE/R designated schools are eligible to apply for scholarships and grants through the Department of Defense Information Assurance Scholarship Program and the Federal Cyber Service Scholarship for Service Program. For more information, visit : http://www.nsa.gov/ia/academic_outreach/nat_cae/index.shtml

NSA established a new National Centers of Academic Excellence (CAE) in Cyber Operations Program, intended to be a deeply technical, inter-disciplinary, higher education program firmly grounded in the computer science (CS), computer engineering (CE), and/or electrical engineering (EE) disciplines, with extensive opportunities for hands-on applications via labs/exercises.

The CAE-Cyber Operations program complements the existing Centers of Academic Excellence (CAE) in Information Assurance Education (CAE-IAE) and Research (CAE-R) programs, visit : http://www.nsa.gov/academia/nat_cae_cyber_ops/index.shtml. ■