



IAFIE NEWS

A Quarterly Review of Events, Issues, and Opportunities for Members of the International Association for Intelligence Education

Summer 2008, Vol. 1, Issue 4

Monterey conference a success

75 intelligence professionals hear variety of speakers

By MARILYN B. PETERSON

A group of 75 professionals attended the 4th Annual IAFIE Conference in Monterey, June 23–25. The conference's main speakers included:

- Jill Rhodes, ADDNI/ETIC, National Intelligence University;

- Richards J. Heuer, former CIA intelligence manager, current consultant, author and lecturer;

- Dalene Duvenage, of 4Knowledge Analysis Solutions, an intelligence training company in South Africa;

- Guillermo Holzmann, of the University of Chile in South America;

- Dr. Robert Clark, formerly of several IC agencies and currently a consultant, author and lecturer.

Rhodes, the keynote speaker, discussed the need for input from organizations such as IAFIE to the process of developing a set of analytic standards for the intelligence community. She suggested that IAFIE work with other groups, including the NDIC Foundation, to develop a proposal on how ODNI should approach standards. She also noted the need to provide continu-



Richards Heuer, left, speaker at the IAFIE conference in Monterey in June, takes a moment with IAFIE Executive Director Mark Lowenthal.

ing education to current members of the intelligence community and suggested that might be a role some of the colleges could plan.

Heuer, who spoke at lunch the first

day, talked about his current project of developing a taxonomy of structured analytic techniques and how these

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10th colloquium right around the corner

IAFIE's 10th Annual International Colloquium on Intelligence is scheduled for Aug. 4-7 at the University of New Haven. This year's theme is "The Role of Research in Intelligence Studies."

Sponsoring the colloquium this year with IAFIE are Proteus USA and the U.S. Army War College. The University of New Haven's National Security Graduate Program is hosting the event, which will take place at the

Sheraton Hartford Hotel in East Hartford, Conn.

Speakers include: Mr. William C. Spracher, National Defense Intelligence College, speaking on "Research in Intelligence Education: A Broader View than Teaching Intelligence Studies"; Dr. Magnus Ranstorp, Research Director, Center for Asymmetric Threat Studies, Swedish National Defense College, Stockholm, speaking on "Mapping Terrorism Research:

State of Art, Gaps & Future Direction"; Dr. Thomas A. Johnson, Professor Emeritus, Founder of National Security Program, University of New Haven, speaking on "National Security Issues in Science Law, & Technology"; Mr. Arthur S. Hulnick, CIA (Retired), Boston University, speaking on "Intelligence Writing for Practitioners: Difficult But Not Impossible."

Looking ahead

Our annual conference was a huge success. Seventy-five members from across the country, South Africa and Chile attended the two-day event and shared their views on intelligence studies while enjoying the gracious hospitality and delicious food offered by the Naval Postgraduate School in Monterey, California. We are already busy planning for next year's conference and hope to announce the venue shortly.

The Executive Board met during the conference and revised the bylaws. The bylaws have been posted on the listserv for your consideration. Please be sure to review the document and cast your vote by July 30.

My congratulations are extended to our new IAFIE officers and committee chairs. Together, we have set two goals for our term of office: 1. Expand the number of IAFIE chapters; and 2. Increase the membership. We expect to develop two new chapters and increase the membership by 20 percent over the next 11 months.

IAFIE will be in a better position to reach its goals when more tangible benefits are offered to its members. Your new officers and committee chairs will be working to make this happen. Please forward your suggestions to us.

The doorway to IAFIE is the website. Steps are under way to improve its functionality and content. One recommendation is to conspicuously post internships on the website. This would be of benefit to students and faculty. Another possible addition to the website could be a profile section that would contain descriptions of member universities', colleges', or schools' intelligence programs. A third idea under consideration is to create work-groups so that practitioners, students and educators can quickly locate subject matter experts among our membership whom they can turn to for advice.

Bob Smith's newly created Liaison Committee is busy identifying organizations with which IAFIE shares common mission elements, goals and objectives. Working with those who share our interests will benefit our members and strengthen IAFIE.

Michael Bennett, Membership Committee, is working with Hamilton Bean, University of Colorado, to develop a Western States' chapter. Marilyn Peterson sent Hamilton the documents used to create the Washington Chapter to serve as a guide.

This fall IAFIE will announce its student essay contest. Bill Tafoya, Research Committee, has promised to devise the rules for the contest and Steve Marrin provided several models for consideration. Winners will present their essays at the 2009 annual conference where they will receive their cash awards.

Needless to say, Bob Heibel deserves our thanks and appreciation for all he has done to establish IAFIE as a professional organization. I look forward to his sage advice and counsel throughout my term.

**Respectfully,
Tom Carr, chair**



Tom Carr



Admiral William Studeman, left, took questions from IAFIE Executive Director Mark Lowenthal at a meeting of the IAFIE Washington DC Chapter in May.

Studeman: Need deep penetration of adversary, stronger cultural analysis

By MARILYN B. PETERSON

At the IAFIE Washington DC Area Chapter meeting on May 28, Admiral William Studeman questioned the need for 'outside the box' analysts in the intelligence community.

"If you have deep penetration of the enemy, you don't need out of the box thinking," he said. However, he later noted, we seldom have this crucial deep penetration and thus innovative thinking is necessary.

Studeman was interviewed by Dr. Mark Lowenthal, but he held forth on his views for some time, then the audience asked questions at the end. Studeman is a deputy general manager for Intelligence and Information Superiority, Northrop Grumman Mission Systems. Studeman had a 34-year career in the military from which he retired in 1995. He was director of the National Security Agency and was deputy director of the CIA. He was deputy to Bob Gates, Jim A. Woolsey and John Deutch. He served on the Presidential Commission on WMD. He has numerous degrees.

Studeman views analysts as "the keepers of what we know and what we don't know." He says they should focus on strategic first (e.g., WMD, Iraq and GWOT) and tactical next.

He also spoke on counterintelligence, information assurance and information oversight.

While we live in an information age, he noted over 50 percent of today's threat is against our infrastructure and intellectual property. He deplores current security efforts, saying "leaks are killing us...security is worse than it's been in 45 years."

He's also concerned that today's analysts are unbalanced in language skills, technical skills and cultural skills. He believes analysts should be certified along the lines of grades of analysts.

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Board approves budget for 2008

The IAFIE Board passed its 2008 budget at its meeting on June 23 and presented it to the membership at the Annual Meeting on June 24.

The budget stands at \$92,913. In addition to amounts for the conference (\$41,425), the board allocated \$5,000 to encourage membership in IAFIE and \$1,000 to create a new student paper award program. The board also set aside \$2,000 to support the development of new chapters. IAFIE's administration is budgeted to cost about \$45,000. Major support includes \$20,000 from Lockheed Martin, \$39,222 in membership dues, \$16,850 in conference registrations, \$22,000 in support from Mercyhurst College and \$5,000 in support from the Naval Postgraduate School. The incoming total was \$103,272. The remainder from previous years was \$87,360.

A 2009 budget will be developed this fall. The board will approve it before the year's end.

Game helps teach imagery analysis

Imedia.it of Houston, Texas, has developed Imagery Analyst 20, a new scenario-based training course for the Department of Defense emphasizing advanced analytical skills and dynamic interactive environments to test the learner's understanding of real-world imagery analysis.

According to Imedia, a key element of this experience is the I-TOC, a new multimedia environment that enhances the learner's experience with detailed 3D renderings, realistic military environments, and hands on interaction.

Studeman: Need deep penetration of adversary, stronger cultural analysis

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"Analysts are story finders and storytellers. They should be graded on how well they interact with the customers," he said.

He also accused analysts of being too technocentric. "The answer to the question is not going to come out of that (computer) screen. Analysts need to network, build bridges." We don't 'get' the concept of community yet, Studeman said.

He also criticized the process that ties the hands of intelligence collectors.



New members of the IAFIE board include: (from left: William Tafoya, research director; Marilyn Peterson, vice chairman; Eileen Hurley, events director; Tom Carr, chairman; Dr. Greg Moore, educational practices director; Michael Bennett, membership director; and Stephen Marrin, communication director.

IAFIE elects new officers

At the June 24 annual meeting, IAFIE members elected officers and directors to its executive board.

Leading the board is Thomas Carr, director of the Baltimore/Washington HIDTA and former vice-chairman of IAFIE. The new vice chairman is Marilyn B. Peterson, a senior instructor at the Defense Intelligence Agency. Don McDowell, of the Intelligence Study Centre in Australia, was elected international vice chairman. Elected as secretary/treasurer is Marco Monsalve, of the firm McManis Monsalve & Associates.

Dr. Greg Moore of Notre Dame College in Cleveland was re-elected as educational practices director; Stephen Marrin of Mer-

cyhurst College was re-elected communication director. Eileen Hurley of Pherson Associates LLC was elected events director.

Accepting an appointment as membership director was Michael Bennett of the U.S. Coast Guard Academy. Dr. Robert Smith, formerly of the Federal Law Enforcement Training Center, was appointed as liaison director, and William Tafoya of the University of New Haven was appointed as research director.

Mark Lowenthal remains Executive Director of IAFIE and Robert Heibel, past chairman, will serve as an advisor to the board.

"Oversight is broken. There are 26 committees the IC has to report to."

He also said there are issues in the turnover within the IC. "We have four kinds of people in the IC. We have the 'water walkers,' the mid pack, the low pack and the turkeys. We should force out the turkeys."

Studeman also believes that "people who specialize should not be penalized. They should be able to be SES (Senior Executive Service)." He also supports cross detailing of intelligence personnel.

Several audience members had questions for the admiral, ranging from discussing further his beliefs on analysts' core skills, information technology, infrastructure, and personnel issues.

Forty-four DC area professionals attended the session including 13 non-IAFIE members. Hosting the meeting were Randy and Kathy Pherson, at their Forum location in Reston. IAFIE provided refreshments.



Jill Rhodes

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more than 50 techniques will help intelligence community analysts mitigate biases and mindsets. He noted that a new version of his Analysis of Competing Hypotheses tool would be available on ASpace to intelligence community analysts.

Clark substituted for Dr. Brian Latell who was unable to attend due to illness.

Duvenage, the keynote speaker on the second day, gave a presentation on how analysts need to look at their problem sets through different prisms to see beyond the obvious.

Holzmann, professor at the University

of Chile, described for the conference the process to establish an intelligence studies program at that university. While meeting some obstacles, Holzmann was successful in getting the program started, with some advice and guidance from American counterparts. He said he looks forward to further ties with IAFIE and its members, and to further collaboration with intelligence studies programs in the United States.

Two tracks of workshops were available for attendees in addition to the previously noted major speakers.

The Education Practices workshops were chaired by Greg Moore and included speakers Michael Collier and Paul Cooke (American Military University), Noel Hendrickson (James Madison University), Marilyn Peterson (Joint Military Intelligence Training Center), William Spracher (National Defense Intelligence College), Mal Helgesen and Tim Walton (Sherman Kent School), Felix Moos and Takao Shibata (University of Kansas), and Michael Bennett (US Coast Guard Academy).

The Program Development workshops, headed by Jim Breckenridge of Mercyhurst College, discussed the process for getting a program started.

A business meeting was also held at the conference and a budget, new slate of officers and other issues were presented.

The conference was generously hosted by the Naval Postgraduate School and was funded, in part, by Lockheed Martin.

Next year's conference will be in the latter part of June. Its location has not yet been determined.



Symposium to focus on 'Interrogations, Investigations & Ethics'

The National Intelligence Symposium for Law Enforcement will be presented Aug. 26-27 at the Liberty University School of Law in Lynchburg, Va.

Presented by The Strategic Policies Institute, the focus of this symposium is "Interrogations, Investigations, and Ethics."

The symposium will follow a non-attribution policy for its speakers to enable a more open discussion of the topic's issues.

Speakers include: keynote speaker Capt. Tom Martin, Va. Fusion Center; Steve Parke, Chair, HSOG, retired JAG officer, Guantanamo; Paul Stevenson, retired British Middle East Specialist in Counterterrorism; Mat Staver; John Kiriakou, former CIA Operations; John Brownlee, former U.S. attorney; and Deputy Bill Fallon, U.S. Marshals Service.

More information and on-line registration are at www.NISLE2008.com. Seating is limited. Early registration is suggested.

Early registration for the National Intelligence Symposium for Law Enforcement has been extended for IAFIE members only to July 31.

Opportunity offered for strategic analytic training in Europe

The Intelligence Study Centre has scheduled yet another Strategic Intelligence Analysis course in The Netherlands, to be conducted 8-19 September 2008.

These highly innovative and successful courses follow the model that has regularly been conducted by the company for many years past, on behalf of the Netherlands Police Academy as well as elsewhere in the world including in Europe, the UK, South Africa, Canada, Singapore. The course is certified by IAIEIA.

Detailed information about the course content, location, accommodation and costs can be gained by emailing Don McDowell, the instructor, either at isc@intstudycen.com or through the IAFIE links.