

Fall/Winter 2011**Special points of interest:**

- 2011 Annual Conference
- Instructor of the Year
- Essay Winners
- New Publications
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- Upcoming Events
- Author's Roundtable

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IAFIE

Newsletter



IAFIE's 7th Annual Conference in Washington, DC

IAFIE's seventh annual conference was held at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, Washington, DC, from June 6 through 9, 2011. The conference was organized by IAFIE event chairperson, Edna Reid, and IAFIE former Chair, Marilyn Peterson. The formal conference was Tuesday through Thursday, but it began with a pre-day on Monday which included workshops on critical thinking, intelligence education, regional studies, and threat finance. An IAFIE Board meeting was also held on Monday, and a 'meet and greet' was held at the nearby Beacon Hotel.

About 80 persons from seven countries (U.S., Canada, Australia, the Netherlands, Mexico, Sweden, and Nigeria) attended the conference plus 22 presenters who did not stay for the entire conference. The keynote speaker was Brigadier General Vincent R. Stewart, Director, Intelligence (DIRINT), Headquarters, U.S. Marine Corps, who spoke on "Marine Expeditionary Intelligence Analysis for the 21st Century." His candid and knowledgeable comments

were very well received. Dr. Larry Valero, winner of the Instructor of the Year award for this year, also presented on Tuesday morning.

The three concurrent workshop sessions began Tuesday afternoon and continued through Thursday noon. Workshop topics included Challenges in Analytic Tradecraft, Data Exploitation and Visualization, Internet and Visualization, Intelligence Analysis of Critical Infrastructure Protection (CIP), Challenges in Intelligence Law, and the Current State of the International Intelligence Discipline. Presentations on Denial and Deception, Current Approaches to Gaming and Simulation, the IAFIE Honor Society, and Countering Terrorism were also given. The conference was capped off by an evening visit to the International Spy Museum Tuesday, including a reception at Zola Restaurant which is upstairs from the Museum..

Some workshops were devoted to sharing research results about recent challenges: social networking sites, 21st century tradecraft of Russian spies, online spread of radicali-

zation ideas, and flash mobs. Thomas Ryan, Provide Security, described his experiment using the Robin Sage Facebook site as a fake persona to identify risks and security threats of social networking sites. The Russian Illegal Deep-cover Spies' presentation by Mark Stout, historian, International Spy Museum, highlighted the tradecraft of ten Russian spies arrested in June 2010. Deepa Gupta and Brian Speilberg, San Diego State University, discussed their National Science Foundation (NSF) research on Mapping the Spread of Ideas from Cyberspace to Real-Space. Chris Yang, iSchool, Drexel University, described his research using social network applications to identify influencers and analyze the diffusion of flash mobs within a geographic area.

The conference emphasized current challenges in the global intelligence community, innovative research, interdisciplinary collaboration, and new opportunities such as the education of library/information science specialists ...



*IAFIE is now
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summer.*

2011 Annual Conference continued...

to become intelligence professionals – untapped market. About a dozen members of the library and information science community attended the conference to give innovative presentations, enhance their knowledge of the intelligence discipline, and strengthen their networks. These included Blane Dessy, Director, Federal Library and Information Center Committee, Eva Piorkowski, iSchool Institute, Faculty of Information, University of Toronto, Canada, Ingrid Hsieh-Yee, Acting Dean, the School of Library and Information Studies, Catholic University, Yejun Wu, School of Library and Information Science, Louisiana State University, and Chris Koh, iSchool at Drexel University. They would enjoy hearing from IAFIE members who are interested in networking and collaboration. For background information, see Reid's blog article

about IAFIE Conference and librarians/information professionals exploring the world of intelligence analysis <http://dcslanew.blogspot.com/2011/05/diverse-universe-exploring-world-of.html>.

The IAFIE conference included a formal luncheon, sponsored by American Military University (AMU) at the Beacon Hotel. The annual Essay Contest awards were presented at the conference, with LCDR Eric Casler presenting the concepts from his paper, "The Boston Tea Party Covert Action, Intelligence Success." Later that afternoon, IAFIE's Annual Meeting was held, including plaques being awarded to retiring Board members and the election for new officers continuing. Both candidates for chair, Jonathan Lockwood and Joseph Gordon, presented their ideas for the future of IAFIE. Conference exhibitors included American

Military University, Johns Hopkins University, CQ Press, Henley-Putnam University, Taylor and Francis, and the National Defense Intelligence College.

At the IAFIE conference, some participating academic institutions included: American Military University, Penn State University, Swedish National Defense Academy, U.S. Coast Guard Academy, George Mason University, James Madison University, University of Calgary, University of Mississippi, Florida International University, Notre Dame College, Eastern Kentucky University, Drexel University, San Diego State University, University of Maryland University College, Macquarie University, Charles Sturt University, Saint Augustine College, National Defense Intelligence College, Mercyhurst College, and Mississippi State.

Democracy Flourishes with IAFIE Elections

IAFIE is now under a new Board of outstanding leaders, thanks to elections held peacefully this past summer (not all entities are so lucky!). According to the organization's by-laws, officers are elected for a two-year term, and by the luck of the draw the Board of Directors now sports an entirely new team. All the sitting officers had either completed their own term or finished out a term begun

by someone else; there were no holdovers as was the case in previous years.

The process worked like this: Several weeks prior to the annual conference, a slate of nominees prepared by the Nominating Committee (yours truly ably assisted by Melissa Graves of the University of Mississippi and Jez Littlewood of Canada's Carleton

University) was announced to the general membership. Putting the slate together was a challenge; it took lots of volunteers and a little arm-twisting to assemble a group of high-quality candidates. Members could vote right away electronically or by fax, or they could wait and cast their votes in person during the business meeting held during the conference, where some other names surfaced. At

IAFIE Elections continued...

that meeting, for example, the two candidates for Chair spoke informally to the attendees about their respective visions for the future of the organization. They followed up with messages to the general membership on the IAFIE listserv, given that many potential voters could not attend the conference held in Washington June 7-10. The polls closed on June 23, and the votes were tallied.

Elected to the position of Chair was Dr. Joseph Gordon. He is a longtime member of the faculty at the National Intelligence University, occupying the Colin Powell Chair as Professor for Analysis after previously serving as DIA senior representative to European Command. He earned a PhD in European History from Duke University, an MA in the same field from the University of Maine, and a BA in Government from Bowdoin College. Joe is a retired Colonel in the U.S. Army Reserve. We salute the spirited campaign of Dr. Jonathan Lockwood, another retired USAR Colonel who teaches at AMU. We are confident Jonathan will continue to serve IAFIE and stimulate the organization with fresh ideas.

The new Vice Chair is Andrew Singer, a senior lecturer at the Naval Postgraduate School. He holds the Inman Chair for Intelligence at NPS and is Executive Director of the Information Dominance Center for Excellence. He has an MS from the National War College and a BS from Rutgers

University. Andy is a retired Rear Admiral in the U.S. Navy. The Vice Chair (International) is Brett Pepler, currently President of the Australian Institute of Professional Intelligence Officers (AIPIO). With over 30 years experience as an intelligence officer, mainly as a strategic analyst, he was appointed Deputy Director of Military Intelligence before leaving active duty. Upon entering academia as an Associate Professor at Charles Sturt University, Brett developed Australia's first fully articulated postgraduate intelligence education program. Currently he serves as Senior Analyst in the Defence Intelligence Organization (DIO). Elected as Secretary/Treasurer is Dr. David Keithly, who teaches at the Joint Forces Staff College and is President of the Southeast Virginia Chapter of the Fulbright Association. He holds a PhD from Claremont Graduate University and an MA from the German University of Freiburg. David is a retired officer in the U.S. Naval Reserve.

The committee chairs are all fairly fresh faces too. Dr. Larry Valero heads up the Communications Committee after stepping onto the stage at the annual conference to accept plaudits as IAFIE's Instructor of the Year. He is an Associate Professor of Security Studies at the University of Texas at El Paso. Larry has helped make UTEP one of the most successful campuses among the ODNI's Intelligence Community Centers of Academic Excellence. He holds a PhD

from Cambridge University, an MA from King's College London, and a BA from UCLA. He previously served on the faculty of the Air Command and Staff College. Dr. Michael Collier heads the very active Educational Practices Committee, after debuting earlier this year by spearheading a sub-committee on educational standards that presented its findings at a lively pre-conference workshop. Mike is Assistant Professor of Homeland Security and Homeland Security Program Coordinator at Eastern Kentucky University, following an earlier stint teaching national security and intelligence studies at AMU. He earned a PhD in International Relations from Florida International University, an MSI from the Defense Intelligence College (now NIU), and a BS from the Coast Guard Academy. He is a retired U.S. Coast Guard officer and served a tour in Colombia as one of his service's first Coast Guard and Police Attachés.

The Membership Committee is now under the guidance of Dr. Jerry Gideon, the Senior Director for Management and Policy in Amtrak's Inspector General Office and an adjunct professor in intelligence and national security studies at AMU. He holds a PhD and an MA in international relations from the University of Southern California, an MBA from Strayer University, and a BA in History from the University of Maryland. During the 9/11 crisis, he was mobilized to serve as senior collections officer with the DCCC.



The New IAFIE

Board of Directors:

Joseph Gordon

Andrew Singer

Brett Pepler

David Keithly

Larry Valero

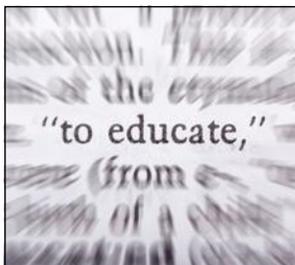
Michael Collier

Jerry Gideon

Bascom "Dit" Talley



Dr. Larry A. Valero,
won the
International
Association for
Intelligence
Education (IAFIE)
Instructor of the Year
2011 Award.



IAFIE Elections continued...

Jerry is a retired Commander in the U.S. Naval Reserve. Finally, the highly coveted and tightly contested position of Events Committee chair has been claimed by Bascom Talley, who teaches in the Division of Public Safety Leadership at Johns Hopkins University. "Dit," as he prefers to be called, earned a BA in Political Science from the University of the South, an MDiv in Social Ethics and Psychology at the St. Paul School of Theology, an MA and an STM in Social Ethics from Boston University, and is a DMin candidate at Wesley Theological Seminary

in Washington. He is in line to graduate in 2012. Currently, Dit is the Faculty Coordinator for JHU's MS in Intelligence Analysis program. He previously taught at Carnegie Mellon University and did additional graduate work at Harvard Divinity School. It is obvious that Dit has a much more "sacred and pure" record than all of the other officers, who have been down in the mud rolling around with the purveyors of traditional intelligence activities!

Let us welcome all these new officers and do all we can to

help them succeed in their challenging positions, as we express our gratitude to the outgoing Board members for their selfless service. IAIFE has always been, and continues to be, blessed with strong leadership and dedicated volunteers. We are confident our organization will be in very capable hands over the next two years.

by William C. Spracher

Valero Named IAFIE Instructor of the Year

Dr. Larry A. Valero, Associate Professor of Security Studies at the University of Texas at El Paso (UTEP), has won the International Association for Intelligence Education (IAFIE) Instructor of the Year 2011 Award. This is the third year IAFIE has held an instructor competition, but only the second time the award has been given.

The awards criteria include presenting a portfolio to IAFIE which includes courses developed and taught, student evaluation results, a statement of teaching philosophy, a resume, and a recommendation from a supervisor.

As part of his application for the award, Valero discussed his approach to teaching intelligence: "I approach intelligence and national security studies from both a theoretical and a historical perspective. Theory

is central because it provides students with the ability to comprehend the complexity of the international security environment with the aid of abstract thought. History provides students with the broader context and meaning of security studies ... I want my students to be effective critical thinkers capable of engaging in independent, objective analysis. This skill will help them develop into intelligence professionals tasked with serious responsibilities."

Dr. Valero has a Ph.D. in International History from St. Catharine's College, University of Cambridge (2002); an MA in War Studies, King's College, University of London (1996) and a B.A. in Political Science, University of California, Los Angeles (1990).

He was a Scholar in Residence at the National Security

Agency in 2005-2006 and was a Scholar in Residence at the Center for Academic Excellence in Intelligence Studies at Tennessee State University in April 2006. He was also a Visiting Researcher with the National Security Studies Program at Georgetown University in 1998-1999.

Prior to coming to the University of Texas at El Paso, Dr. Valero was an Assistant Professor of National Security Studies at the Command and Staff College from 2006-2008; a Lecturer in Intelligence and International History at the University of Salford (UK) from 2003-2006; and a Faculty Teaching Fellow in the Department of History at Indiana University, Bloomington in 2000.

Instructor of the Year continued...

As Instructor of the Year, Dr. Valero addressed the plenary IAFIE Conference on June 7 and received not only a complimentary conference attendance, but also a \$1,000 cash award and a plaque. Dr. James Holden-Rhodes of New Mexico was the first recipient of the award two years ago.

This year's award committee included Dr. Gregory Moore, IAFIE Vice Chair, Mr. Don McDowell, IAFIE Interna-

tional Vice Chair, and Mr. John Pyrik of Canada.

by Marilyn Peterson



Marilyn Peterson, IAFIE Chair, presents Dr. Larry Valero with his Outstanding Instructor Award



Two Win IAFIE 2011 Essay Awards

The Research Committee, headed by Dr. Richard Immerman and including Dr. Russell Swenson and Dr. Jennifer Gebelin, announced the winners of the third annual IAFIE 2011 Essay Contest. They are Dominic Vallone, a graduate student at Mercyhurst College and LCDR Eric Casler of the U.S. Coast Guard. No award was given in the undergraduate category this year, nor were second prize awards granted.

Dominic Vallone won for his paper titled, "Little Acts of Decisive Gallantry: Intelligence and the Battle of Princeton." He is a graduate student at Mercyhurst College's Institute of Intelligence Studies where his thesis work will focus on US foreign policy in Africa. He received his BS in Science, Technology, and International Affairs from the Edmund A. Walsh School of Foreign Service at Georgetown University. In his spare time, Domenic enjoys playing clawhammer

banjo.

LCDR Eric Casler won the professional category prize for his paper titled, "The Boston Tea Party: Covert Action, Intelligence Success." He is currently assigned to the U.S. Coast Guard Intelligence Coordination Center. Previous assignments have included two cutters, a Maritime Safety and Security Team, and instructor duty at the U.S. Coast Guard Academy. He is a 2009 graduate of the National Defense Intelligence College.

First prize winners in each category receive a check for \$1,000; a year's membership in IAFIE; free regis-

tration at this year's conference and travel to the conference. Their papers were printed in the IAFIE conference program and are also on the IAFIE website.

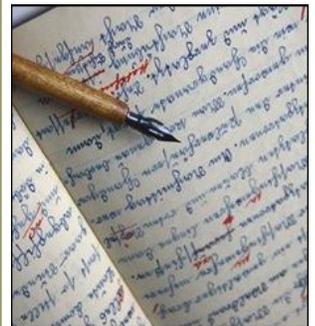
Congratulations to Dominic and Eric and their organizations for their recognition in this competition!

by Marilyn Peterson



LCDR Eric Casler, U.S. Coast Guard is presented his award by Marilyn Peterson

*Dominic Vallone
and LCDR Eric
Casler won the
IAFIE 2011 Essay
Contest.*





*IAFIE to consider
developing an
international honor
society.*



Honor Society Workshop Output

Four of the eight IAFIE institutional members involved in the Honor Society Committee met during the Annual Conference on June 9—the University of Texas at El Paso represented by Dr. Larry Valero; American Military University represented by Mike Harbert and David Jimenez; Mercyhurst College represented by David Grabelski; and the University of Maryland University College represented by myself.

We reviewed the questions on which the committee had sought input and also looked at the draft bylaws for the Honor Society. Eight questions had been put to the group regarding the qualifications of the schools and students participating, as well as what constituted a sufficient number of courses in intelligence to qualify for an Intelligence Studies Honor Society chapter.

Previous discussion had indicated that two-year programs might qualify. However, the assembled group indicated

there would not be a sufficient concentration in intelligence coursework in a two-year program to qualify. The group thought that 75% of a student's work should be completed before he or she qualified for induction into the Honor Society. Another suggestion for change was that the top 10 percent of the students in a given program would qualify for the Honor Society rather than using a specific GPA (e.g., 3.2 or 3.5) as a yardstick.

It was mentioned that, as IAFIE is an international association, it should consider developing an international honor society. This might be complex, however, as other countries have varied degree requirements and grading schema. More investigation and consideration will be needed for that issue.

It was also noted that the Honor Society Committee should coordinate with the Model Curricula Committee to make sure the Honor Soci-

ety reflects any future model.

The issue of only allowing IAFIE institutional members to have Honor Society chapters was discussed and generally affirmed. It was also noted that some had suggested alternate versions of institutional membership that would allow, for example, two full memberships for faculty and 12 memberships for students to encourage student participation and honor society outreach.

All these are being taken back to the larger group (which includes Point Park University, James Madison University, the University of Texas Pan American, and Michigan State University). That group will then forward its final recommendations for bylaws and criteria to the IAFIE Board for consideration.

by Marilyn Peterson

New Publications

Bean, Hamilton. *No More Secrets: Open Source Information and the Reshaping of U.S. Intelligence*. Westport, CT: Praeger, 2011.

Beebe, Sarah Miller, and Randolph H. Pherson. *Cases in Intelligence Analysis: Structured Analytic Techniques in Action*. Washington, DC: CQ Press, 2011.

Fingar, Thomas. *Reducing Uncertainty: Intelligence Analysis and National Security*. Stanford, CA: Stanford University Press, 2011.

Lahneman, William J. *Keeping U.S. Intelligence Effective: The Need for a Revolution in Intelligence Affairs*. Lanham, MD: Scarecrow Press, 2011.

New Publications continued...

Marrin, Stephen. *Improving Intelligence Analysis: Bridging the Gap between Scholarship and Practice*. London: Routledge, 2011.

Pillar, Paul R. *Intelligence and U.S. Foreign Policy: Iraq, 9/11, and Misguided Reform*. New York: Columbia University Press, 2011.

Richard, Julian. *The Art and Science of Intelligence Analysis*. Oxford: Oxford University Press, 2010.

Rovner, Joshua. *Fixing the Facts: National Security and the Politics of Intelligence*. Ithaca, NY: Cornell University Press, 2011.

Walton, Timothy. *Challenges In Intelligence Analysis: Lessons from 1300 BCE to the Present*. Cambridge, Cambridge University Press, 2010.

Update on IAFIE Educational Practices

I am honored to have been elected as the Chair of the IAFIE Educational Practices Committee. Like President Gordon's stated goal, the Educational Practices Committee desires to also help "IAFIE realize its potential to fill an important niche bringing together intelligence educators and trainers." For the last year, members of the Sub-Committee on Intelligence Educational Standards have been working to establish the IAFIE academic standards for colleges and universities. I was the Chair of this sub-committee made up of IAFIE members Ron Chance, Jim Lightfoot, Jonathan Lockwood, Greg Moore, Peter Oleson, Jim Ramsey and Bill Spracher. The sub-committee's first year of work stumbled over one main issue—whether IAFIE should become a specialized accrediting body for academic intelligence education programs. At the 2011 IAFIE Annual Meeting, the sub-committee made a presentation on its work and the pros and cons of becoming

a specialized accrediting body. IAFIE members in attendance at this presentation then voted on the accreditation issue. Members' voting demonstrated the vast majority did not recommend IAFIE pursue becoming a specialized accrediting body. Direction from the IAFIE Board and subsequent discussions determined the IAFIE Intelligence Educational Standards would instead be created for colleges and universities to use as a guide in initial development or revisions of intelligence undergraduate and graduate academic programs. The sub-committee is now putting the finishing touches on the IAFIE Intelligence Educational Standards, which should be posted shortly on the IAFIE website for member comment.

After the 2011 IAFIE Annual Meeting, we formed a second Sub-Committee on Intelligence Training Standards. This sub-committee is co-chaired by IAFIE members Don McDowell, Marilyn Peterson and Mariana Zafeira-

kopoulos. Almost a dozen IAFIE members are participating on this sub-committee, which is getting organized and discussing key issues pertaining to establishing Intelligence Training Standards. We hope to hear the status of their work at the 2012 IAFIE Annual Meeting.

In addition to supporting the two sub-committees discussed previously, the Educational Practices Committee also assists in coordination of the Intelligence Teacher of the Year Award made at each annual meeting. Information on nominations for the 2012 award will soon be distributed to IAFIE members. The Educational Practices Committee is seeking recommendations of other initiatives to better support intelligence educators and trainers. Anyone who has recommendations should send them to me at Mike.Collier@eku.edu.

by Michael W. Collier



*Dr. Mike Collier
describes IAFIE's
continuing progress
towards showcasing
best educational
practices.*



*Dr. Joseph Gordon
presents his vision
for the future
growth of IAFIE*

IAFIE Retiring Chair's Message

A few weeks after the IAFIE June conference, the election results were in (see related article) and I turned over the reins of the organization to Dr. Joe Gordon. My best to him and the new board. Being the Chair of IAFIE for two years was an honor and I enjoyed it thoroughly. I got to work with an excellent board, including Dr. Greg Moore, Vice Chair; Don McDowell, International Vice Chair; Jennifer Gebelein, Secretary/Treasurer; Edna Reid and Jim Lightfoot, Events Chairs 2011 and 2010; Bob Smith, Membership and conference exhibits – also our rep to the ICAN luncheons; Nadia Diakun-Thibault—Communications and 2010 conference co-organizer; Dr. David Gray, Educational Practices Chair and Dr. Mike Collier, subcommittee on intelligence education standards; Dr. Richard Immerman, Research Director, who was ably assisted by Russ Swenson and Jennifer Gebelein on the annual essay contest committee; John Pyrik, Liaison Director; and, of course, Dr. Mark

Lowenthal, our Executive Director.

The staff in Erie, Heather Tate and Kris Pollard, have continued to keep our membership and website activities going. We added a new chapter – the Southeast Chapter – to our roles, and the Washington, DC regional chapter, headed by Kathy Pherson and Dr. Bill Spracher is progressing.

We have been working on three programs this year—the intelligence education standards activity, the honor society committee and the intelligence bibliography committee. The Honor Society now has draft bylaws and criteria, thanks to Chairman LCDR Todd Wiggen, USCG, and his committee (see related article). Dr. Mike Collier, EKU, and his group presented a workshop at the conference on the pre-conference day and had a large number of people participating. Kris Pollard and a number of others are working on the intelligence bibliography for the website.

Chairman's Greeting – "A Call to Action"

I would like to first thank you for the honor of serving IAFIE as its Chairman. I look forward to serving and helping IAFIE realize its potential to fill an important niche bringing together intelligence educators and trainers.

IAFIE has made considerable progress since its founding seven years ago under capable leadership. We have had more than 300 members, from

Our Election Committee this year—Dr. Bill Spracher, Jez Littlewood, and Melissa Graves—brought us a qualified group of nominees, and we even had some last-minute volunteers.

The conference sponsors and exhibitors, American Military University, Johns Hopkins University, National Defense Intelligence College, Henley-Putnam University and CQ Press, are what allow us to bring you quality conferences.

In the past few years, IAFIE has grown into an independent organization with a broad-based membership including academia, government, and private sector. Thank you all for your support, for your partnership, and for your generosity of spirit. With you, I know IAFIE will continue to survive and thrive in the future.

by Marilyn B. Peterson

21 countries, with 33 institutional members and 15 corporate members. The annual conference has become a meaningful, substantial, well-attended event. Nevertheless, IAFIE must progress substantially if it is to realize its potential. In order to maintain and grow the membership, we must offer more to current and prospective members. We should be able to give a solid answer to prospective mem-

bers whose first question invariably is –what benefits do I get from my dues. I would like to outline some initiatives that the Board would like to pursue:

First, the website, which is an essential element of an organization, needs substantial improvement. We propose the following projects to develop a website that will serve as “one-stop shopping” for

Chairman's Greeting continued...

intelligence educators and trainers.

- Establish a "find the expert" tab, which will list intelligence specialties and functions and members who offer to be consulted in these areas.

- Expand the intelligence bibliography tab to comprehensively list pertinent books, articles, papers. IAFIE began such a project in the past; we need to revive this effort.

- Members' section needs to be more user-friendly. We recommend listing all members at a glance, broken down separately by name and institutional affiliation.

- We should enhance our job-search tab and establish a collection of relevant syllabi.

- We need links to other related sites (related to another initiative to establish partnerships).

Second, IAFIE needs to publish. It may be ambitious to establish a journal, but we can begin by publishing electroni-

cally, starting perhaps with proceedings of our conference, book reviews, and inviting members to submit essays and articles. If most organizations require written inputs for panel participation at conferences, why can't IAFIE do the same?

Third, IAFIE needs to substantially expand its membership. According to Bill Spracher's research, there are more than 100 colleges and universities in the US that teach intelligence. By my count, only about 20 are IAFIE members. We plan to systematically contact them to inform of IAFIE's existence and, of course, solicit their membership. While we have made progress realizing the international in IAFE, we can also do more, especially in the non-English speaking world. In addition, we need to reach out to similar organizations in the world which have similar interests as IAFIE in the study of intelligence and education.

Fourth, IAFIE should explore partnerships with similar

organizations. The Canadian Association of Security and Intelligence Studies has proposed a relationship with IAFIE, which the board is considering. This partnership would involve access to each other's websites and reduced rates at conferences. Partnerships could also involve co-sponsorship of conferences and events.

Lastly, IAFIE should attract endowments. We are currently adjusting our tax status so that we can offer tax status to be able to better attract tax-deductible donations. To realize these rather ambitious goals, the Board needs your help. It can't do everything itself. We would like to establish subcommittees and working groups to break down the tasks involved into manageable bites. I invite you to contact me at joseph.gordon@dodiis.mil and let us know where you would like to assist. I will put you in contact with the pertinent member of the Board.

by Joe Gordon



*Please contact Dr.
Joseph Gordon if
you can support
IAFIE with your
time and talents on
a subcommittee.*

Upcoming Events

National Defense University, "2nd Annual Regional Collaboration in Cyber Security and Cyber Terrorism Conference," Abu Dhabi, United Arab Emirates, February 21-22, 2012. Website: <http://www.ndu/icollege/events/index.htm>

International Studies Association (ISA), "Annual Convention 2012—Power, Principles, and Participation in the Global Information Age," San Diego, CA, April 1-4, 2012. Website: http://www.isanet.org/annual_convention/

Strategic Studies Institute and U.S. Army War College, "XXIII Annual Strategy Conference," Carlisle, Pennsylvania, April 10-12, 2012. Website: <http://wwwstrategicstudiesinstitute.army.mil/events/details.cfm?q=153>

IAFIE, "8th Annual Conference," Bolling AFB, Washington, DC, May 21-24, 2012. For more information about the upcoming conference please check the [IAFIE's website!](#)

Authors' Roundtable

The Authors' Roundtable was held May 16, 2010, the first day of the IAFIE Annual Conference in Ottawa, Canada. Approximately 28 members were in attendance to hear authors or their representatives discuss their latest publishing ventures.

The following are a few of the authors' comments regarding their respective works. We will provide another Authors' Roundtable report for this past summer's IAFIE Conference in Washington in a future newsletter.

The below written summaries were provided by the authors before the conference began. We will provide another Authors' Roundtable report for this past summer's IAFIE Conference in Washington in a future newsletter.

Marilyn B. Peterson, eds. with Richard Wright, Bob Morehouse, and Lisa Palmieri. *Criminal Intelligence in the 21st Century*. Richmond, VA and Sacramento, CA: IALEIA/LEIU, 2010.

This book is a compilation of best practices and techniques used in the criminal intelligence field across the U.S. and in other countries. It addresses each phase of the intelligence cycle and also covers management of intelligence, resources, security measures, legal restrictions, training, and evaluation of the effectiveness of the intelligence unit. It is published jointly by the International Association of Law Enforcement Intelligence Analysts (IALEIA) and the Association of Law Enforcement Intelligence Units (LEIU).

This volume is an update and expansion of the book *Intelligence 2000: Revising the Basic Elements*, which has been used in colleges, universities, and schoolhouses for the past decade. It includes 24 authors from the U.S., Canada, and Australia, including Dr. Jerry Ratcliffe, David Cariens, the four editors, Paul Roger, Robert Fahlman, and others. The price of the book is anticipated to be between \$25 and \$35; bulk discounts are available. It is 8½ x 11 inches and spiral-bound. Orders can be made at www.ialeia.org or www.leiu.org.

Review copies are available for those teaching criminal intelligence courses who may consider it for adoption.

Editors' Biographies: The editors of the book are Richard Wright, Bob Morehouse, Marilyn Peterson, and Lisa Palmieri. The managing editor, Richard Wright, is a retired captain with the Simi Valley Police Department and a retired Lieutenant with the Los Angeles Police Department. He is the past General Chairman of LEIU. Wright is a graduate of the FBI's National Academy and holds bachelor's and master's degrees, respectively, in public management and public communication from Pepperdine University.

Bob Morehouse is currently Executive Director of LEIU. He was an intelligence manager for the California Department of Justice prior to his retirement. He is a Certified Criminal Analyst.

Marilyn Peterson is a senior instructor at the Joint Military Intelligence Training Center of the Defense Intelligence Agency. She manages the Counter Threat Finance Training program there, designing and providing courses to Defense, Intelligence Community, and law enforcement personnel around the world. She also manages the adjunct instructor program and is on the Innovative Learning Tiger Team for JMITC. Marilyn retired from the New Jersey Department of Law and Public Safety in 2005 after 25 years as an intelligence analyst. She is the co-editor of *Criminal*



We feature the most recent IAFIE authors here. A full list and description of all books can be found on the IAFIE website.



Author's Roundtable continued...

Intelligence Analysis (1990), is the author of *Applications in Criminal Analysis* (1994), and was managing editor of *Intelligence 2000: Revising the Basic Elements* (2001). She is past President of IALEIA (1996-1999) and is was the past Chair of IAFIE. She is also a Certified Criminal Analyst, a Certified Fraud Examiner, and a Certified Anti-Money Laundering Specialist.

Lisa Palmieri is an intelligence officer for the Department of Homeland Security. She has over 25 years experience in intelligence and analysis, ranging from military intelligence to law enforcement criminal intelligence analysis. She served as IALEIA President during the period 2004-2009.

Keith G. Logan, ed. *Homeland Security and Intelligence*. Westport, CT: Praeger, 2010.

This book provides the new reader with the history of intelligence, the structure of the Intelligence Community, and the fundamentals of intelligence. It concludes with a review of how the intelligence process works, followed by a case study of the events of 9/11. The chapter authors then provide a more in-depth look at several parts of the new organizations, including efforts to improve information sharing among the federal, state, local, and private sectors. It was written to *inform* the reader about changes in homeland security intelligence, *explain* the new structure of the IC, and let the reader along with the contributing authors *question* the effectiveness of the new intelligence processes. After a brief but engaging look at the new structure of homeland security intelligence, several authors address the question of whether it is working as intended, or even if there is still an effective checks and balances system that applies to the IC. Several authors address the role of fusion centers, their effectiveness, and provide considerations for the reader regarding our future security. The reader will also be asked to take a step back and consider another perspective for security, the Israeli approach.

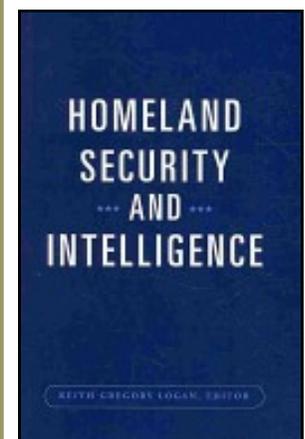
Each of the authors draws on his/her unique perspectives to provide the reader with a critical understanding of what has happened and where homeland security intelligence should be looking in the future.

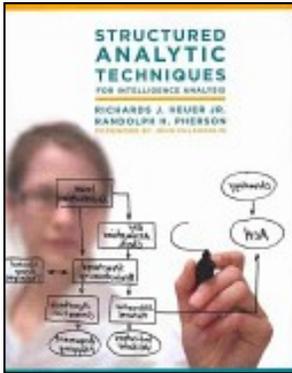
This book provides the new reader with the history of intelligence, the structure of the IC, and the fundamentals of intelligence. It concludes with a review of how the intelligence process works, followed by a case study of the events of 9/11. The authors then provide a more in-depth look at several parts of the new organizations, including efforts to improve information sharing with fusion centers. Several contributors provide engaging commentary regarding key elements of the new IC organization, questioning whether it has prepared us for the future. There is also a timely and critical discussion of whether the U.S. should consider a new, independent domestic security entity and provides an insightful look at the Israeli perspective.

Editor/Presenter's Biography: Keith Gregory Logan is an Assistant Professor in the Department of Criminal Justice at Kutztown University and a consultant, specializing in whistleblower retaliation. He teaches courses in Homeland Security and Defense, Criminal Law and Procedure, and Contemporary Issues. He holds an undergraduate degree in political science, a master's degree in criminal justice, and a law degree (JD). He is a member of the DC Bar and the Virginia State Bar. A former federal law enforcement officer and security officer, he also served as a Special Assistant U.S. Attorney in the District of Columbia and the Eastern District of Virginia (EDVA), and represented the U.S. Attorney's Office, EDVA, before the Fourth Circuit Court of Appeals. His federal service began as a staff assistant for a New York Congressman and he later served with the following agencies: Drug Enforcement Administration, Agency for International Development, General Services Administration, Departments of Interior and Education, Environmental Protection Agency, and the Nuclear Regulatory Commission. He received numerous awards during his federal service. In 2007 he was a guest lecturer on the American criminal justice system and homeland security at the Russian Federation Diplomatic Academy in Moscow. While a member of the



Keith Logan provides the reader with the history of intelligence, the structure of the IC, and the fundamentals of intelligence.





Pherson and Heuer present techniques that are especially needed in the field of intelligence analysis where analysts typically deal with incomplete, ambiguous, and sometimes deceptive information.



Author’s Roundtable continued...

U.S. Army Reserves, he achieved the rank of major in the Military Police Corps and was an NBC/CBR defense instructor. Dr. Logan has recently presented the following research: *The Court Moves Closer to Upholding the Constitution* before the Academy of Criminal Justice Sciences, *Motor Vehicle Search Incident to Arrest: Will the Court Move in a New Direction?* before the American Society of Criminology, and *Fiction as a Didactic Tool in Teaching Criminal Justice/Homeland Security* before the same audience. Several of his recent publications include “Son of Sam Laws,” Bonnie S. Fisher and Steven P. Lab, eds., *Victimology and Crime Prevention*, “United States v. Booker and United States v. Fanfan,” Helen Taylor Green and Shaun L. Gabbidon, eds., *Race and Crime, Vol. 2*, “People v. Lee,” Amy Embar-Seddon and Allan D. Pass, eds., *Forensic Science*, and “Foreign Intelligence Surveillance Act,” Gregg Barak, ed., *Battleground: Criminal Justice, Vol. 1*. He is the editor of *Homeland Security and Intelligence*, published April 2010 by Praeger Publishers, ABC-CLIO, and is a contributing author and member of the editorial advisory board of the *Encyclopedia of U.S. Intelligence* (2010).

Randolph H. Pherson, with Richards J. Heuer, Jr. (unable to attend)

Structured Analytic Techniques for Intelligence Analysis. Washington, DC: CQ Press, 2010.

This book takes the relatively new concept of structured analytic techniques, defines its place in a taxonomy of analytic methods, and moves it a giant leap forward. It describes 50 techniques that are divided into eight categories. There are techniques for:

- | | |
|-----------------------------------|---------------------|
| Decomposition and Visualization | Cause and Effect |
| Idea Generation | Challenge Analysis |
| Scenarios and Indicators | Conflict Management |
| Hypothesis Generation and Testing | Decision Support |

Each structured technique involves a step-by-step process that externalizes an individual analyst’s thinking in a manner that makes it readily apparent to others, thereby enabling it to be shared, built on, and easily critiqued by others. This structured and transparent process combined with the intuitive input of subject matter experts is expected to reduce the risk of analytic error. Structure analytic techniques are the ideal process for guiding the interaction of analysts within a small team or group. Each step in a technique prompts relevant discussion within the team, and such discussion generates and evaluates substantially more divergent information and more new ideas than a team that does not use a structured process.

By defining the domain of structured analytic techniques, providing a manual for using and teaching these techniques, and outlining procedures for evaluating and validating these techniques, this book lays a common ground for continuing improvement of how analysis is done. These techniques are especially needed in the field of intelligence analysis where analysts typically deal with incomplete, ambiguous, and sometimes deceptive information. However, these practical tools for analysis are also useful in a wide variety of professions including law enforcement, medicine, finance, and business.

Author/Presenter’s Biography: Randy Pherson is President of Pherson Associates; he teaches critical thinking skills and advanced analytic tools and techniques to analysts throughout the IC

Author's Roundtable continued...

and the private sector. CQ Press published this book in March 2010. It contains several newly developed tools and techniques including Adversarial Collaboration, the Decision Matrix, the Hypotheses Generator, Indicators Validator, Quadrant Crunching, and the Pre-Mortem Assessment. Pherson also collaborated with Heuer in developing and launching the Analysis of Competing Hypotheses (ACH) software tool and a new collaborative, Web-based version of the tool called Te@m ACH. He is co-drafting with Sarah Beebe a second book of case studies for teaching structured analytic techniques. Randy completed a 28-year career with the Intelligence Community in 2000, last serving as National Intelligence Officer (NIO) for Latin America. Previously at the CIA, he managed the production of intelligence analysis on topics ranging from global instability to Latin America, served on the Inspector General's staff, and developed and implemented a strategic planning process for the Agency. He is the recipient of the Distinguished Intelligence Medal for his service as NIO for Latin America and the Distinguished Career Intelligence Medal. Pherson received his AB degree from Dartmouth College and an MA in International Relations from Yale University.

This summary of the Authors' Roundtable was completed and presented by William C. Spracher

The full Author's Roundtable will be published in its entirety on the IAFIE website <www.iafie.org>.

Call for Submissions

The IAFIE Board encourages all its members to submit any newsworthy items, short articles, reports, lectures, speeches, job announcements, scholarships and awards, commentaries/editorials, book reviews, etc. for publication in the *IAFIE Newsletter*. We seek any submissions as they relate to and/or promote intelligence education broadly defined. We welcome submissions from members of all backgrounds including, but not limited to intelligence professionals, academic faculty and staff, researchers, trainers and instructors, as well as students.

For further information on submissions, please contact:

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IAFIE was formed in June 2004 as a result of a gathering of sixty plus intelligence studies trainers and educators at the Sixth Annual International Colloquium on Intelligence at Mercyhurst College in Erie, Pennsylvania. This group, from various intelligence disciplines including national security, law enforcement and competitive intelligence, recognized the need for a professional association that would span their diverse disciplines and provide a catalyst and resources for their development and that of Intelligence Studies.