IAFIE Newsletter

President’s Greeting—Expanding International Presence and Relations

At the IAFIE Annual Conference (2013) in El Paso, Alan Breakspear spoke eloquently on the need to foster IAFIE’s international mission, to bring together intelligence educators not only from the US, but from around the world to share best practices and theory. He called for “putting the first ‘I’ in IAFIE.” Of course, the IAFIE founders—most, if not all, Americans—who met at Mercyhurst University in 2004 must have realized that a truly international organization would not hatch from an egg. Holding the 2010 annual conference in Ottawa was an important step in internationalizing the association. Subsequent conferences, though still held in the US, saw increasing participation from some 12-15 other countries. Thus, the internationalization of IAFIE is making some progress and continues to be a major goal.

During my tenure we have increased the international presence on the IAFIE Board. The current Board contains members from three continents: Alan Breakspear, member-at-large, Canada; Jeff Corkill, Australia, international vice president and essay contest chair; and the newest at-large appointee, Bob Degraaff, from the Netherlands. Despite time differences, they all manage to participate in the monthly telephonic board meetings, although it can cost Jeff some beauty sleep.

The most encouraging recent internationalization development is the formation of a European chapter, an initiative of Bob Degraaff, professor of Intelligence and Security Studies at the University of Utrecht and the Netherlands Defense Academy. The other members of the European chapter board are Siegfried Beer, director of the Austrian Center for Intelligence and Security Studies at the University of Graz (treasurer); John Nomikos, director of the Research Institute for European and American Studies, Athens (secretary); and Pierre Memheld, advisor at Inside Co SA and Global Risk Profile, Geneva, Switzerland and Competitive Intelligence Speaker at the University of Strasbourg, (France) Institute of International Relations. (Contact John Nomikos (rieasinfo@gmail.com) to apply for membership.)

Although perhaps premature, one cannot resist speculating on holding soon a future IAFIE meeting in Europe, if not the annual conference. We welcome your views on the IAFIENET regarding meetings in Europe as we discuss the way ahead.

IAFIE’s new certification program launched this year also has attracted international interest. One of the first applications has come from the NATO School, Oberammergau, Germany, for its NATO Intelligence Warning System course. (The School has also just become an IAFIE insti-
tutional member.) Congratulations to Mike Collier, who led the effort to create the certification concept and Jon Smith, who leads the review process. The first program IAFIE certified was the Intelligence and Security Studies Minor at the University of Mississippi, chaired by Carl Jensen. The IAFIE examination committee comprising of Jon Smith, Coastal Carolina University, Bob Smith, University of Maryland, and Matt Crosston, Bellevue University, set the standard for the project’s future conduct.

An IAFIE partnership with other intelligence organizations outside of the US is also a growth area. We began with two countries, Canada and Australia, which have the largest number of overseas IAFIE members. Alan Breakspear launched IAFIE’s first foray into this activity by inviting me to the CASIS (Canadian Association for Security and Intelligence Studies) annual meeting in 2011. Alan also initiated a similar relationship with AIPIO (Australian Institute of Professional Intelligence Officers) in 2014, which seems to be most promising. The AIPIO president, Scott Ainslee, has attended the last two IAFIE conferences and invited me to speak at AIPIO’s annual conference in Canberra in 2013 as well as to be a member of his President’s Advisory Board.

As we plan this year’s IAFIE 20-25 June 2015 Annual Conference at Marymount University in Arlington, Virginia, just outside of Washington, DC, we look forward to further expanding international participation. The chairman for this event, Bill Costanza, has put together a great program. Bill has received a lot of help for this major enterprise. We are glad to welcome back Dit Talley, who planned the 2012 conference in Washington; IAFIE vice president, Randy Pherson; Washington Area Chapter president Bill Spracher and events chair, Julian Meade; and Rebecca Greven Young, a new member.

More than 50 IAFIE members have submitted papers. It should be worth the trip just to hear the keynote speakers, representing the three IAFIE constituencies: Cliff Kalb, past president of the Strategic and Competitive Intelligence Professionals Society (SCIP); Charlie Allen, legendary CIA officer; and a speaker to be announced from the law enforcement area.

We look forward to seeing you all at Marymount in June.

-Joe
University of Mississippi’s Intelligence and Security Studies Minor is the First to Receive IAFIE Certification

Carl Jensen, Director, Center for Intelligence and Security Studies, University of Mississippi

The Intelligence and Security Studies minor at the University of Mississippi (UM) became the first program to receive certification from the International Association for Intelligence Education (IAFIE).

Following the attacks of Sept. 11, 2001, as U.S. intelligence agencies sought ways to improve the critical task of analysis, the UM School of Applied Sciences created the Center for Intelligence and Security Studies (CISS). CISS’s mission is to train students for careers in intelligence analysis and provide educational and scholarly resources to the national intelligence community.

IAFIE certification required meeting 32 standards, including intelligence history, organizations, planning, collection, analysis, counterintelligence and security.

“Those days, we have a steady stream of students from all over the country visiting the Center,” said Melissa Graves, associate director and instructor of the Center. “Having this certification allows us to provide evidence that people from within the intelligence community and academe have reviewed our program inside and out and concluded that we meet their rigorous standards.”

IAFIE’s decision to certify the CISS minor is a validation of the hard work faculty and staff have done building the program over the last six years, said CISS Director Carl Jensen. “We have sought this IAFIE certification since the first day it was offered,” Jensen said. “Being the first program to receive it is an incredibly rewarding experience.”

The IAFIE certification further enhances the minor’s appeal to potential students, UM Provost Morris Stocks said. “The Intelligence and Security Studies minor is one of the premier programs offered at the University of Mississippi,” he said. “Students have come to Ole Miss from across the country to become part of this important program.”

One benefit from being an IAFIE member is the opportunity to submit your courses or programs for IAFIE Certification. Individual IAFIE members may submit one course each year for a free IAFIE Certification. Corporate and institutional IAFIE members may submit one program each year for a free IAFIE Certification. Jon Smith, Coastal Carolina University, chairs the IAFIE Certification Panel, which will review all submissions and determine if they meet IAFIE published standards. The IAFIE Certification is a determination that a course or program meets IAFIE standards and the institution is eligible to use the IAFIE logo in its marketing activities. The procedures for submission of IAFIE Certification applications and the IAFIE standards are on the IAFIE website at the Certification link on the IAFIE home page, http://www.iafie.org/.
On February 12, 2015, the Washington Area Chapter of IAFIE co-hosted its quarterly meeting in partnership with the U.S. Geospatial Intelligence Foundation, an inaugural alliance between these two organizations. While IAFIE provided the speaker and handled registration, USGIF furnished the excellent venue, attendee nametags, and refreshments. It was a highly successful arrangement and continues a recent trend of IAFIE partnering with other like-minded professional intelligence organizations sharing similar goals. In the past, for example, the local IAFIE chapter has teamed up with such entities as the National Military Intelligence Association (NMIA) for an intelligence education and training workshop in November 2012 (held in VA) and the International Association of Law Enforcement Intelligence Analysts (IALEIA) and FBI Intelligence Analysts Association for a symposium on domestic and homeland security intelligence in March 2014 (held in MD). The chapter has also partnered with civilian academic institutions, such as Catholic University, for an evening panel on parallels between library science and intelligence analysis in November 2011 (held in DC). The Chapter likes to move around the metropolitan area to live up to its name and to attract diverse audiences.

For this latest session, held at one of USGIF’s contracted conference facilities (Vencore) in Chantilly, VA, the theme requested by USGIF officials was “National Intelligence University: Future Outlook.” The 90-minute session, with an audience of about 45 personnel consisting of members and guests of both organizations plus representatives of the NIU faculty, included a slide presentation by Executive Vice President and Provost Dr. Susan Studds, distribution of recently published National Intelligence Press books and brochures on NIU certificate programs, and the opportunity for informal networking prior to and after the presentation.

Dr. Studds joined NIU in early 2009 after many years as Assistant Provost at National Defense University. She was previously a professor teaching leadership for one of NDU’s subordinate elements, the Information Resources Management College (IRMC, now also called the iCollege). During her time at Ft McNair, she worked closely with NDU’s International Fellows, as she does now with NIU’s International Intelligence Fellows Program. NIU is a longtime institutional
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IAFIE Chapter News

Washington Area Chapter Puts the Spotlight on National Intelligence University—continued

Member of IAFIE. The Provost explained the mission and vision of the University, briefly reviewed its history, outlined the curriculum, elaborated on recent Director of National Intelligence guidance being factored into the strategic planning process and the next Middle States accreditation visit in 2018, discussed the University’s remote academic centers and growing number of certificate programs, and examined the complementary roles of teaching, research, and outreach. There was considerable interest in NIU’s move to the Intelligence Community Campus-Bethesda (ICC-B) in 2016 and how the move will impact the IC.

Dr. Bill Spracher welcomed the audience as Chapter President, and Dr. Joe Gordon gave brief remarks as IAFIE President, urging the USGIF attendees to become involved with IAFIE and hopefully participate in its annual conference in June at Marymount University in nearby Arlington. Also in attendance were IAFIE Executive Director Dr. Mark Lowenthal and Vice President Randy Pherson. The event was an excellent opportunity for NIU to put its best foot forward to a diverse, influential audience and spread the word about how it is rapidly becoming “The Center of Academic Life for the Intelligence Community.”

Metro New York Chapter Fall Event

The IAFIE Metro New York Chapter held its Fall 2014 meeting on November 19, 2014, at St. John’s University in Queens, NY. Several IAFIE members as well as a large number of St. John’s University faculty and students attended the meeting. The event featured Danielle Gilbride, Field Intelligence Manager of the Drug Enforcement Administration’s New Jersey Division, as the keynote speaker. The topic of her talk was “The Use of Intelligence in Counternarcotics Operations.” Following Ms. Gilbride’s talk there was a lengthy discussion about the role of the DEA within the Intelligence Community and intelligence career opportunities within the DEA.

For more information on the Metro New York Chapter or future events please contact Chapter President Keith Cozine at cozinek@stjohns.edu.
Announcing the New Center for the Interdisciplinary Study of Terrorism and Peace (CISTP) at James Madison University

Dr. Frances Flannery, Director of James Madison University’s CISTP

The Center for the Interdisciplinary Study of Terrorism and Peace (CISTP) at James Madison University presents a new model of interaction between the intelligence community and academia. We bring intelligence analysts, public policy officials, and NGOs together with our twelve PhD scholars, who possess subject matter expertise in the humanities, social sciences, natural sciences, counseling, intelligence analysis, and education. The model greatly expands the range of perspectives normally available to intelligence analysts. We are non-partisan and funded without assistance from the government.

CISTP maintains that the absence of terrorism does not constitute peace. We take a complex, systems-based approach to the challenges posed by terrorism, focusing on long-term solutions. CISTP understands peace as entailing not just national security, but also the physical, psychological, material, cultural, and ecological well-being of peoples. We hold closed workshops with experts in intelligence in a “Faculty Conversation” in which we offer a spectrum of opinions on difficult, knotty topics. The Conversation for Spring 2015 is planned with Ambassador Shala of Kosovo and other dignitaries on the topic of stemming extremism in Kosovo. CISTP also has begun producing white papers. The CISTP position paper on ISIS/ISIL is currently available at: www.jmu.edu/cistp. We welcome any queries or suggestions: flannefl@jmu.edu.

2015 IAFIE Instructor of the Year Award

IAFIE is soliciting nominations for the 2015 IAFIE Instructor of the Year Award. IAFIE recognizes individuals who have excelled in intelligence instruction, which includes both academic and professional training instruction. The IAFIE Instructor of the Year Award is presented at the IAFIE Annual Conference. The award recipient is a guest of IAFIE at the Annual Conference and is provided with travel expenses, conference fees, and a commemorative award.

Nominations for the IAFIE Instructor of the Year Award may be submitted by a supervisor, colleague, or other individual. Self-nomination is also allowed. Nominee application packages, including the nominee’s cover letter, supervisor’s letter of support, and nominee’s curriculum vitae or resume, are due by May 1, 2015. A subcommittee of the IAFIE Educational Practices Committee selects the winner.

For additional information, please contact: Michael W. Collier, PhD
Eastern Kentucky University, Chair, IAFIE Educational Practices Committee,
Mike.Collier@eku.edu Tel: 859-622-6762
USF Launches “Next Generation” Intelligence Studies Degree
Dr. Randy Borum, University of South Florida (USF)

In Fall 2014, University of South Florida’s (USF) School of Information enrolled its first cohort in a new online, STEM-based, “next-generation” intelligence studies degree program. Instead of focusing primarily on International Relations or traditional Security Studies, the curriculum emphasizes analytic competencies, grounded in the disciplines of Information Science and Informatics. The principal aim is to train problem-solvers who understand strategic concepts and analytic methodologies and can apply that knowledge to advance a nation’s or organization’s interests and objectives. Graduates will be capable of developing and evaluating new knowledge; generating and analyzing courses of action; expressing clearly reasoned opinions; and communicating effectively in writing, oral presentation, and visual display. That is, they will know how to use information and apply knowledge to support complex decision-making.

The master’s degree requires 36 Semester Credit Hours of graduate instruction, comprising a total of 10 graduate courses/seminars, an applied internship, and a competency-based capstone project portfolio. Six required core courses, each corresponds to one of the program’s five core knowledge areas: analytic strategy, analytic methods, applied informatics, project management, and analytic communication. Formal concentrations are available in either Strategic Intelligence or Cyber Intelligence.

USF has been actively developing educational initiatives in the area of cyber intelligence, which the program defines as: The acquisition and analysis of information to identify, track, and predict cyber capabilities, intentions, and activities that offer courses of action to enhance decision making. This new master's degree is one of three graduate-level cyber intelligence programs housed in the School of Information. There is also a Graduate Certificate in Cyber Intelligence and an M.S. in Cybersecurity with a Cyber Intelligence Concentration. This creates two distinct educational/career pathways for cyber intelligence with differing levels of technical focus; one for intelligence professionals who specialize in cyber and another for cybersecurity professionals who specialize in intelligence.

Cyber Intelligence entered the DNI’s National Intelligence Strategy in 2014 as one of the US Intelligence Community’s core mission objectives. USF has created these programs to help build the nation’s capacity and future workforce. USF hosts an Intelligence Community Center of Academic Excellence and has also been designated by the National Security Agency (NSA) and the Department of Homeland Security (DHS) as a National Center of Academic Excellence in Information Assurance/Cybersecurity.

For more information, contact Dr. Randy Borum (borum@usf.edu) or “Scuba” Steve Gary (sgary@usf.edu) with any questions.
The Fantasy Factor: Does Literary Genre Influence Analyst Performance?

Jeff Corkill

Background

In the world of contemporary intelligence analysis there appear to be two diverging lines of thinking in regard to the future of analysis. On one hand, in response to volume and big data, there can be seen an increasing reliance on software systems and technicians to create answers to problems through exploitation of algorithms and code: the veritable black box where the “analyst” feeds data in and the computer provides the answer. On the other hand, the traditionalists argue the need for intelligence analysts with outstanding critical thinking skills who can make sense of the complex human interactions of the modern world and communicate that meaning to decision makers as intelligence. In reality, these lines of thinking are less divergent than assumed. Both scenarios will likely require analysts with inquisitive minds, innovative thought processes, and a strong sense of creativity. That being the case, we must identify how those graduates might be best suited to become good intelligence analysts. Moreover, we must identify whether there are simple interventions that might contribute to the development of the sorts of graduates the intelligence community will need in the future.

Informal observations in the academic environment seem to suggest there is a correlation between the reading habits of students and their academic performance. Furthermore, discussions with a range of analysts operating in both the law enforcement and national security domains in Australia and overseas have raised some interesting issues with regard to reading habits. Many analysts indicated that, in addition to being professional readers, they are also prolific recreational readers with a significant bias toward the science fiction and science fantasy genres. This qualitative research project seeks to explore the influence of reading and genre on analytic potential.

Aim

To determine if reading frequency or reading genre provides any indications of potential analytic capability.

Method

This project is to be undertaken in two distinct stages. Stage one will look for simple correlation between participants’ reading preferences and frequency and their assessed performance in analytic tasks. Participants will be recruited from intelligence and security undergraduate degree programs. For example, at Edith Cowan University (ECU) in Australia, we will track the performance of a cohort of students enrolled in the Bachelor of Counterterrorism, Security and Intelli-
The Fantasy Factor—continued

Intelligence. Students will be surveyed on their reading habits and reading preferences in first, second, and third year. The resultant survey data will then be compared against assessment outcomes in the second and third year intelligence analysis units for evidence of correlation between reading habits and the quality of intelligence assessments produced. Stage one is planned to commence at the beginning of the academic year in 2016. Interim reports will be produced at the end of each academic year until participant graduation.

It is envisaged that stage two of this project will survey a cohort of active intelligence analysts with regard to their reading habits and preferred genres, together with a self-assessment of their analytic proficiency. Participant supervisors will then be interviewed with regard to their perception of the analytic competence of the analysts surveyed. Resultant data will then be compared for evidence of correlation of reading habits and analytic competency. Stage two may be conducted in parallel with stage one.

Request to IAFIE Members

I am seeking potential collaborators from other academic institutions where intelligence programs are offered at the undergraduate level, preferably with at least two courses that require students to produce real-world analytic products. If this seems like a project that would interest you please contact me via details below.

Jeff Corkill
Email: j.corkill@ecu.edu.au
Phone: +61 8 6304 5544
Skype: jeffcorkillats2i

Creative Student Feedback

A student in Bonnie James’s Speedreading Plus Technical Reading and Writing course, a US Marine Corps intelligence training class, provided the following creative feedback:

The class was amazing and so was Bonnie. If I'm needed as a reference, feel free to call me. You increased my speed by over 8 times so I write this review with 8 cool rhymes.

At first I was scared and a tad anxious
but now I am reading with an attitude voracious;
My comprehension went from 80 to 95
as cool as a turkey that isn't jive;
I read like a fool,
now I’m reading real cool;
I’ll continue to read fast,
down to the very last;
This class was sweet,
really quite neat;
If I ever reach fame,
I'll have to thank Bonnie James!
In the broadest sense, intelligence analysis is the application of value-added information to mitigate risk. In the intelligence community, of course, we understand that it can be much more. Despite its fallibility, intelligence analysis is an invaluable tool for decision-makers. The intelligence community, in its broadest sense, is much more than the 17 components of the American national security apparatus. It includes representatives, both individuals and agencies, from law enforcement and competitive intelligence as well.

Missing from that pantheon is the field of Emergency Management (EM). Ironically, the expression “Emergency Management” elicits the same response as does its ambiguous cousin, “intelligence (analysis)”, a look of curiosity mixed with confusion. Using both terms in my work, I recognize the look even before the second syllable escapes my mouth. Having this forum is a refreshing relief.

Emergency Management (EM) is the component in the Federal Emergency Management Agency’s (FEMA) “All-Hazards Emergency Operations Planning.” Whereas most people are familiar with the response components, such as police and fire, the behind-the-scenes role of EM remains a mystery. However, since the terror attacks of September 11th, Hurricane Katrina in 2005, and many other man-made and natural incidents in recent years, it is time for EM to emerge from the shadows. Presidential Protective Directive (PPD)-8, issued by the Obama administration in 2011, eliminated categorical distinctions between natural, man-made, and terrorist incidents. Hence, the result is an all-hazards operating environment, unbounded by the narrow constraints of current intelligence operations.

Traditional intelligence is already a small component within Emergency Management as a formal function of “security.” In this case, security is two-fold: the regular, ongoing law enforcement processes, and that of force protection, both of which are necessary during disasters. Yet by relegating this awesome tool to such a narrow role, all other facets of EM ignore the huge force multiplier that is intelligence analysis. The most common reason for this can be attributed to the classic argument pitting “security procedures” against “need to know.”

The compartmentalized nature of law enforcement and national security intelligence is not suited for progressive use in All-Hazard Emergency Management, which is collaborative in nature. Of course, the vetting process, an expensive and time-consuming exercise, does much to hinder discussion of adopting from those disciplines. The sources, methods, and applications of competi-
Intelligence Analysis in Emergency Management — continued

Competitive intelligence, however, hold much promise. This is not only for the multiple levels of government, both vertical and horizontal, but also the stakeholders from private enterprise and non-governmental organizations (NGOs).

What little research and literature exist on the subject of intelligence applications in Emergency Management deals with how it is currently being employed or is a misappropriated label for actively monitoring social media during an incident. Indeed, monitoring social media, as well as integrating parts of law enforcement and national security practices into any program, are steps in the right direction.

Competitive intelligence, however, may provide a stable foundation on which to construct a robust analytic program for use in Emergency Management.

Because of my paid and volunteer work in the field of Emergency Management, my formal and informal research is based in that community and the diverse organizations which populate it. These include police, fire, emergency medical, NGOs (Red Cross, Salvation Army, etc.), and private enterprise. As I begin preliminary research for my doctoral dissertation, it is now time to seek conversation with the other half of the equation, the intelligence community and specifically the education professionals within. I am very interested in all thoughts, suggestions, and comments from IAFIE members.

I can be reached by phone at 619.980.4305, by email at Scott.Melligan@natuniv.edu or scott.melligan@gmail.com, and at LinkedIn.com/in/scottmelligan.

Journal of Mediterranean and Balkan Intelligence
Published by the Research Institute for European and American Studies (RIEAS)

The Research Institute for European and American Studies (RIEAS), which is based in Athens, Greece, publishes the Journal of Mediterranean and Balkan Intelligence (JMBI). JMBI is an international, postgraduate, academic-led, scholarly publication focused on the fields of intelligence, counterintelligence, terrorism, counterterrorism, geopolitics, and international relations. In the global society we live in today, it is important more than ever to work together in order to solve our common problems. The JMBI aims to provide opportunity to young postgraduate scholars to prepare for careers in academia, government, and journalism as well as in the private sector. The JMBI is committed to providing an outlet for reasoned intellectual study. The editorial team of the journal hopes to ignite a blaze of future success.

For more information, contact: Dr. John M. Nomikos, Founding Editor, JMBI and Director, RIEAS, rieasinfo@gmail.com.

John J. McGonagle

This excellent book is an update of a 2010 book by the same author, *Handbook of Scientific Methods of Inquiry for Intelligence Analysis.*

In structure, it is a very teacher- and student-friendly textbook. The charts are clear, although not always where I would like them to be, and every chapter ends with three teaching aids: keywords and phrases, study questions, and learning activity. It is one of the most complete, readable, and thought-provoking books on intelligence that I’ve had the pleasure of reading.

Given that this book is part of the ongoing series SPIES (Security and Professional Intelligence Education Series), it is no surprise that its focus is on governmental rather than on competitive intelligence. However, the lessons learned from it apply equally as well to competitive intelligence, with the obvious adjustments. From time to time Professor Prunckun specifically deals with competitive intelligence. He sometimes calls it business intelligence for the simple reason that the abbreviation CI can be mistaken by those in intelligence and law enforcement for either counterintelligence or critical infrastructure (page 353). Perhaps this is one reason why this term continues in favor.

As some of you who read my reviews in the past know, I often judge a book by how many pages I dog-ear while I’m reading it. Trust me, this is very well dog eared.

The very beginning of the book starts with Professor Prunckun’s statement of intelligence theory. One of the most provocative insights is his effort to express intelligence, in his case governmental intelligence, as an equation:

\[
(\text{secrecy} \ (\text{information} + \text{analysis} = \text{intelligence} \ \therefore \text{insight} \Rightarrow \text{reduces uncertainty})) \ (p. 12)
\]

(For competitive intelligence, just remove “secrecy”.)

While it looks deceptively simple, it does set the sound intellectual basis for the author’s analysis of intelligence theory before he moves into the direct process of educating on this subject.

The coverage of the book goes well beyond intelligence analysis, including chapters dealing with organizational structures, defensive counterintelligence, and ethics.

One of his historical observations on intelligence is that it has two intimately related features: (1) that decision-makers should not base their decisions on information, but rather on intelligence and (2) that intelligence strives to answer the most pressing questions on
Prunckun Book Review—continued

a decision-maker’s mind (p. 20).

For my friends in competitive intelligence who are concerned about where that field is going, perhaps they should look at the second feature and ask whether or not they are seeking to answer the “most pressing” questions or merely questions of interest.

Among the most interesting discussions for any analyst are the chapters on qualitative analysis, where the author walks the user through, very carefully, how to utilize various forms of analysis and to present those results to the end-user. Frankly the book is worth it simply for that chapter.

To that I would add the chapter “Threat, Vulnerability and Risk Assessments” is a real gem. It shows where intelligence must interface with other forms of analysis and planning.

Having taught courses in competitive intelligence, I would not hesitate to utilize this as a primary text for my students. For my colleagues who teach governmental, military, and law enforcement intelligence, I think that a brief review of this book will bring you to the same conclusion.


Ryan Shaffer’s article offers the first history of India’s external intelligence agency, the Research and Analysis Wing (R&AW), that uses primary sources from high-ranking Indian officials. Drawing on rare memoirs from Indian intelligence officers as well as material from other South Asian countries, he traces the transition of Indian intelligence operations from an internal to external focus. He explores the establishment of the Intelligence Bureau for domestic operations after independence, as well as wars with China and Pakistan that gave India challenges it failed to meet. As a result of these difficulties, the Research and Analysis Wing was started in September 1968 and put under the authority of the Prime Minister’s office to fill the gap by gathering foreign, military, scientific, and economic intelligence. Since its creation, the R&AW has been involved in numerous foreign engagements, including the birth of Bangladesh, Tamil separatists in Sri Lanka, and counterterrorism operations in Kashmir and Punjab.

The article has five sections that examine Indian foreign intelligence from independence to the present. It begins by discussing why so little has been published about the R&AW due to legal and govern-
mental constraints. Then the article turns to the history of Indian intelligence operations after independence and the intelligence shortcomings in wars with India’s neighbors during the 1960s. The second section looks at the origins of the R&AW and its role in the breakup of East and West Pakistan that created Bangladesh. The next segment explores the R&AW in annexing Sikkim, an independent country that became an Indian state in 1975, as well as reports of Indian intelligence’s role in suppression of domestic political opposition. Turning to Punjab, Kashmir, and Sri Lanka, the fourth part examines the R&AW’s counterterrorism efforts against Pakistan as well as the aid to Tamil separatists in Sri Lanka. Lastly, the article examines India’s long-standing relationship with Afghanistan and the R&AW’s problems and expansion in the new millennium. Exploring analysis about financial waste, lack of oversight and failures, such as Lashkar-e-Taiba’s 2008 attacks in Mumbai, it shows the growing importance of international alliances to prevent transnational terrorism.


*Lloyd Hoffman*

This is an excellent addition to the general intelligence literature and particularly to American intelligence history. While not a barn-burner, it is clearly a page-turner, albeit with some surprising and disappointing weaknesses. Bottom line: this reviewer recommends it as a primary introduction in American intelligence courses as well as a general readership volume. Now to the strengths and then to some surprising gaps.

Above all, this is a well-researched and indexed volume, clearly reflecting the author’s extensive and impressive credentials. Those of us deeply interested in intelligence history across the globe have been fortunate in recent decades to have moved from a historical research and publication desert to a relative cornucopia. Proper acknowledgement of previous initial works is found where appropriate throughout. When new information has come to light that reflects where previous conclusions should be changed, it is discussed in a positive and non-pejorative manner. While noting the published sources where there is no disagreement, the author clearly notes others’ primary sources whenever there is disagreement. The source listing is outstanding and in itself worth the purchase price.

Perhaps the second great value here is
Daigler Book Review—continued

the way professional analysis of events and persons provides the reader with a most useful perspective, taking those readers—who are not themselves experienced partners in the profession—to a much deeper and far more valuable understanding. While this analysis is candidly stated as being based on the author’s own experiences and knowledge, the resulting linkages to tradecraft, for example, provided this reviewer with some new perspectives and insights. In this manner, the author takes one well beyond a simple chronology which in itself has value, but is nonetheless incomplete history.

One specific example illustrates what we today would call covert action: The Sons of Liberty as a “semi-clandestine” organization. NOTE: one could argue that this was “semi-covert” in the sense that activities were publicly and officially known, but leadership was not acknowledged. Thus, they are covert rather than clandestine, where activities wouldn't be known, as in clandestine collection versus covert action.

Some chapters deserve particular note.

Chapter Two, The United Front Campaign That Led to the American Revolution. The discussion on the ramp-up to the Revolution is excellent and most informative. Bottom line: Chapter Two is as good a concise primer on how to foment revolution as probably exists anywhere.

Chapter Three, The Intelligence War Begins. It is unusual and quite refreshing to be provided a sound counterintelligence (CI) perspective, as most works tend toward emphasizing the collection side only. John Jay’s contribution is long overdue for a full treatment, albeit with severe source limitations noted here. Jay’s defense and contribution on Intelligence as an Executive function, and government’s need to protect sources and methods in The Federalist Papers on page 123, should be noted.

Chapter Four, Covert Action in Europe Leading to the French Alliance. The focus here on British and European intelligence operations as subjects is a major contribution to better understanding the Intelligence War introduced in Chapter Three. There is an excellent summary linkage between classic covert action concepts and the Revolution with Benjamin Franklin’s and Silas Dean’s specific roles well highlighted. Inclusion of British intelligence operations, including both successes and failures, provides a refreshingly balanced perspective.

Chapter Twelve, The African American Role in American Intelligence Activities. This chapter rounds out the volume. It is unfortunate that the record will likely remain so sparse on this topic, as the contributions of African Americans were assuredly more valuable and interesting than currently known.

Now for some Bricks and Bats.

Intelligence terms provided are useful,
but should be recognized as the author’s view. Of specific concern here is an inconsistent “intelligence vs. information” use. Just two specific examples suffice. Page 58, “Once isolated in Boston intelligence on...”. Page 59, “One actionable piece of information...”. Which is it, intelligence or information? This review suggests that information while collected, and intelligence is produced through the central intelligence function: analysis. In this way one may still decide on Intelligence, or decide on information, but they are not the same.

There is no intelligence organizational chart—e.g., the Culper Ring, John Clark’s Philadelphia networks, or even just a concise one place list—when making introductory statements such as Galloway, p. 57. Such references shouldn’t need to be developed by the reader.

Most disappointing is the lack of maps. The Southern Theater, where Francis Marion’s and Thomas Sumter’s primary operating areas were located, is especially unfamiliar to most readers. Although specific locations are discussed, no relational depiction is provided. This otherwise excellent work really needs maps and organizational charts outlining primary networks and personalities.
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: Ethan Johns at Ethan.Johns@us.af.mil

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.

http://www.iafie.org