Loch Johnson Receives Lifetime Achievement Award

Dr. Joseph Gordon, National Intelligence University

Loch Kingsford Johnson received the second IAFIE Lifetime Achievement at the Annual conference on 23 June 2015. Professor Johnson is the Regents Professor of Public and International Affairs at the University of Georgia, as well as a Meigs Distinguished Teaching Professor. He is the author of over 200 articles and essays; and the author or editor of over thirty books on U.S. national security, including: American Foreign Policy and the Challenges of World Leadership (Oxford, 6459); The Essentials of Intelligence (Praeger, 6459); National Security Intelligence (Polity, 2012); The Threat on the Horizon (Oxford, 2011); and The Oxford Handbook of National Security Intelligence (Oxford, 6454).

Before his academic career, Professor Johnson served as special assistant to the chairman of the Senate Select Committee on Intelligence (1975-76); as a staff aide on the U.S. Senate Foreign Relations Committee (1976-77); as the first staff director of the Subcommittee on Intelligence Oversight, U.S. House Permanent Select Committee on Intelligence (1977-79); as a senior staff member on the Subcommittee on Trade and International Economic Policy, Committee on Foreign Affairs, U.S. House of Representatives (1980); and as special assistant to Chairman Les Aspin of the Aspin-Brown Commission on the Roles and Missions of Intelligence (1995-96). He was the Issues Director in a presidential campaign (1976); served as a foreign policy adviser to President Jimmy Carter in his 1980 re-election campaign (co-authoring the Presidential Briefing Book on Foreign Policy used during the presidential debates); and is currently a consultant to several government and civic organizations.

IAFIE and AIPIO Sign Partnership Agreement

Dr. Joseph Gordon, National Intelligence University

At lunch on the second day of the IAFIE Annual Conference, Scott Ainslie, President of AIPIO (the Australian Institute of Professional Intelligence Officers) and IAFIE President Joseph Gordon signed a Collaborative Partnership Agreement. This represents the second such agreement that IAFIE has signed, the other concluded in 2011 with CASIS (The Canadian Association for Security and Intelligence Studies). Both agreements were drafted by Alan Breakspear, former CASIS President and IAFIE board member.
Fellow IAFIE Members:

It has been a distinct honor to take up the position of IAFIE President this past summer. I am extremely grateful to the IAFIE membership and our dedicated Board of Directors for their support and confidence. I must also thank Dr. Joseph Gordon, our President Emeritus, for his outstanding leadership over the past four years. Under Dr. Gordon’s direction and numerous initiatives, IAFIE has become the leading international organization for intelligence education. Now in its second decade, IAFIE is poised to continue the steady advancement of intelligence education around the world.

This newsletter issue highlights the annual IAFIE conference held this past June at Marymount University in Arlington, Virginia. This was an ideal setting to return to the national capital region for our conference after holding the annual event in Pennsylvania and Texas the previous two years. We are most appreciative of our hosts at Marymount University, especially Dr. Bill Costanza who organized this outstanding forum with numerous keynote speakers and a variety of high quality panels and papers. Some of these papers will be published openly in a forthcoming issue of the Journal of Strategic Security. We will let all members know as soon as these papers become available.

Our next conference will be a major step for IAFIE. We will be holding our 12th Annual IAFIE Conference in Breda, The Netherlands, June 22-24, 2012. The Netherlands Defence Academy will serve as our capable hosts. This is IAFIE’s first conference in Europe and marks the recent establishment of the IAFIE Europe Chapter. Dr. Bob de Graaff, IAFIE Events Chair and President of the IAFIE European Chapter, is organizing a first-rate event that will bring together intelligence educators and trainers on a global basis. Our conference theme is appropriately titled “Connecting Intelligence Education Communities: Europe, North America, and Beyond.” Please consider submitting a paper proposal and join us in The Netherlands this summer for a very special event to exchange the latest research on the teaching and learning of intelligence.

IAFIE will be engaging in new initiatives over the next two years including more outreach and student related opportunities. If you have the time to assist with any of our activities (e.g., certification, communications, events, or membership) or have suggestions for new directions for our association, please do not hesitate to contact me at lavalero2@utep.edu or (915) 747-5865. I would like to hear from you. IAFIE is a volunteer organization and our strength is based on the many talents of our membership.

I look forward to continuing my service to this most important academic organization and working with all our members and our Board of Directors to promote and enhance intelligence education!

Warmest regards,
Larry Valero, Ph.D.
President, International Association for Intelligence Education
IAFIE 2015-2017 Board of Directors

IAFIE welcomes its 2015-2017 Board of Directors.

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  Dr. William Spracher (National Intelligence University)

IAFIE 2015 Conference Photos
IAFIE and AIPIO Sign Partnership Agreement—continued

The agreement calls for each organization to recognize the partnership and list their events on their respective websites. It permits membership in the other organization at a discount to be determined. Members of each organization are authorized to attend at member rates “annual conferences, international events and local chapter events”. Further, the agreement envisions the “opportunity to conduct joint meetings locally between IAFIE and AIPIO regions or chapters”. Perhaps most promising is the provision that the two organizations conduct conversations on how they might offer presentations on security and intelligence at each other’s annual meetings.

AIPIO President Ainslie furthermore raised the possibility of joint sponsorship of regional conferences, say in Singapore, Hong Kong, or Europe. With IAFIE planning its next annual conference in the Netherlands 22-25 June 2016, this may be the first opportunity to realize benefits from the just-concluded AIPIO-IAFIE partnership.

IAFIE President Gordon also noted that this partnership agreement symbolically recognizes the strong Australian support for IAFIE as AIPIO members such as Scott Ainslie, Jeff Corkill, Brett Peppler, and Rebecca Vogel have regularly attended our conferences.

Mike Collier Awarded Certificate of Appreciation

At the 2015 annual meeting, Mike Collier was awarded an IAFIE Certificate of Appreciation for his 4 years of service on the IAFIE Board. In 2010-2011, Mike chaired the IAFIE committee that developed the IAFIE academic standards. He was then elected in 2011 as the Chair, IAFIE Educational Practices Committee, which includes membership on the IAFIE Board. During his tenure, he oversaw the development of the IAFIE initial intelligence analyst training standards and the development and implementation of the IAFIE Certification Program to provide IAFIE approval of academic and professional training programs in intelligence studies. To date, two universities, University of Mississippi and University of Leicester, have received IAFIE certifications. He also coordinated the annual IAFIE Instructor of the Year selection process. Mike, a retired U.S. Coast Guard officer, is an Associate Professor of Homeland Security at Eastern Kentucky University, and is the principal investigator and a co-director of the Bluegrass State Intelligence Community Center of Academic Excellence. He intends to remain an active IAFIE member.
10 Lessons Learned About Teaching
Dr. Loch Johnson, IAFIE Lifetime Achievement Award Recipient

In accepting his Lifetime Achievement Award, Professor Loch Johnson delivered the following cogent remarks on “what I have learned about teaching”:

1. Mastery of one’s subject is the starting point. Study Lowenthal’s legendary text, along with its bibliographies; examine the various intelligence readers now available.

2. Make the classroom an interesting place. Bring copies of declassified NIEs to class. (The Kean Commission even declassified a couple of PDBs. Show pictures of Oleg Penkowsky and Kim Philby. Try some drama, such as reinacting the CIA’s plans to murder Patrice Lumumba. Use a day or two for an intelligence simulation—perhaps dividing students into groups and having them analyze unfolding events in a country.)

3. Bring some passion to your teaching, perhaps by discussing interesting historical nodes in the intelligence field, such as the role of GEOINT during the Cuban missile crisis.

4. Build rapport with your students by going out for Dutch-treat coffees or lunch. In the classroom, know your material well enough that you can maintain eye contact with your students.

5. Listen to your students. In part, classes should consist of a dialogue between you and your students. They need to learn how to speak, not just write.

6. Be rigorous. As the educator John Gardner used to say, “When you expect high performance, you increase the likelihood of high performance.”

7. Be relevant. Talk to your students about the importance of intelligence every day in Washington, as our IC provides information that often becomes the foundation for key decisions of foreign and security policy.

8. Take student evaluations seriously, both the ones that are formally written at the end of a course and their less formal suggestions as they get to know you. This guidance can be a great help as modify and improve your courses.

9. Have fun in the classroom; introduce some humor. We tend to take ourselves too seriously sometimes, huddled over computers in our separate academic caves.

10. Finally, view Intelligence Education as a lifelong commitment. Good teaching is a process of trial and error. Keep at it. Ask if you can sit in occasionally in the classrooms of highly regarded teachers in your school.
On the afternoon of June 23, 2015, one of the most popular panels during the IAFIE Annual Conference hosted by Marymount University in Arlington was held. Moderated by Bill Spracher for the seventh year in a row, the Authors’ roundtable (AR) has been a staple of the yearly get-together since the session held at UMUC in College Park in 2009. There is usually no shortage of authors or editors, most of them long-standing IAFIE members, who relish publicizing their work and sharing some of the key issues facing intelligence educators and trainers. This year the AR lineup was strong and diverse. I will discuss each author’s book(s) briefly and provide a short biographic sketch so that IAFIE members unable to attend the conference, or that particular panel, can get a taste of what they missed and perhaps their appetites will be whetted to purchase the books for later reading and interaction with the authors.

Although not included in the main lineup of presenters, former IAFIE Vice President Gregory Moore took a few minutes at the outset of the panel to announce the publication of the large compendium (2 volumes) he edited and promoted at previous ARs, which is titled Encyclopedia of U.S. Intelligence. The inaugural edition was published by CRC Press in late 2014 but additional entries for subsequent editions are still being solicited. Several IAFIE members have contributed one or more entries. Dr. Moore chairs the History and Political Science Department at Notre Dame College in Cleveland, OH. Anyone interested in knowing which topics are still awaiting a write-up should contact the editor at gmoore@ndc.edu. Greg also briefly mentioned another book he authored, Defining and Defending the Open Door Policy: Theodore Roosevelt and China, 1901-1909, published in 2015 by Lexington Books. A free copy was raffled off at the end of the AR.

The first regular book presented during the panel was Target-Centric Network Modeling: Case Studies in Analyzing Complex Intelligence Issues, published by CQ Press in 2015 and co-authored by Robert Clark and William Mitchell. Bob Clark, a prolific AR veteran of past conferences, presented a summary of that book and also another that he and Dr. Mark Lowenthal, IAFIE Executive Director, have produced, Intelligence Collection: The Five Disciplines, also published by CQ Press in 2015. Dr. Clark is currently a consultant performing space systems threat analyses for the IC. He formerly served in the U.S. Air Force as an electronic warfare/intelligence officer and later with the CIA. He helped develop the DNI’s Intelligence Community Officers’ Course and was director of the DNI’s Introduction to the Intelligence Community Course. Bob is currently a faculty member of the Intelligence & Security Academy, LLC, and a professor of intelligence studies at UMUC.

Next, current IAFIE Vice President Randolph Pherson, another regular AR contributor, presented the Handbook of Analytic Tools and Techniques, 4th edition, published by CQ Press in 2015. This book describes 24 structured analytic techniques to help analysts overcome mindsets, structure uncertainties, leverage their imagination, reduce the chance of surprise, and instill more rigor in their analyses. It provides a definition of each technique, advice on when to use it, how each adds value to the analysis, and a step-by-step description of the specific method involved. Ten new and revised techniques, and four new sections, are included in this latest edition. Randy
Pherson is CEO of Globalytica, LLC, and President of Pherson Associates, LLC. He teaches advanced analytic techniques and critical thinking skills to government and private sector analysts in the U.S. and abroad. A career CIA intelligence analyst and manager, his final position before retirement was National Intelligence Officer for Latin America.

Mary O’Sullivan presented a book co-edited by Randy Pherson and Dr. Ruben Arcos of Spain, *Intelligence Communication in the Digital Era: Transforming Security, Defence and Business*, published by Palgrave/Macmillen in 2015. A major inspiration behind the concept for the book, Ms. O’Sullivan wrote a chapter on “presentational tradecraft.” The theme is that information and communication technology will have a major impact on the delivery of analysis and specifically the presentation of analytic research, data, and conclusions. The world is transitioning from providing static narrative analytic products to the use of more dynamic, digitally-based platforms (e.g., tablets). This will require adapting intelligence products for a customer increasingly inclined to consume information and analytic insights in digital and interactive formats. The ability of analytic units to address this challenge could well determine whether they remain competitive in an era of digital communication. Mary O’Sullivan is responsible for curriculum development and instruction at The Forum, the Pherson Associates’ training facility in Reston, VA, as well as overall training design and delivery. She retired from the CIA as a senior executive responsible for production and review of the President’s Daily Brief (PDB), the creation of the Agency’s first online daily intelligence publication, and the establishment of field-based analytic units. Mary also was the first Chancellor of CIA University. She began her career as a leadership analyst and served a tour with the Defense Department.

Next on the agenda was Russell Swenson, who co-edited with Carolina Sancho Hirane of Chile the book *Intelligence Management in the Americas*, published by the National Intelligence Press in 2015. This book surveys management of the intelligence enterprise in a diverse region of the world that garners little attention due to more virulent threats elsewhere and the perception that these nations’ intelligence and national security structures are patterned closely on the model of the U.S., long the regional military and intelligence hegemon, which is not necessarily true. Dr. Swenson served for two decades at the National Intelligence University and its predecessor institutions. From 1995 until his retirement in 2008 he was Director of Applied Research and founded the Center for Strategic Intelligence Research and the NI Press (then called the JMIC Press). In his formative years he served in the U.S. Air Force as an intelligence analyst and linguist. He continues in retirement to publish works on Latin America and to collaborate with officials in the field of strategic intelligence. Russ was a founding member of IAFIE in 2004.

The final presenter was the current Managing Editor of the NI Press, George Clifford, who has been with DIA and subsequently NIU since 2008. Mr. Clifford’s experience as a political and investigative journalist included positions with *Congressional Quarterly* and as the ghostwriter of an acclaimed national syndicated column. While a reporter for *The Des Moines Register*, he was a member of two Pulitzer Award-nominated reporting teams. George presented three recently published NI Press books.

Article continued on Page 10.
Competitive Intelligence Keynote Speaker: Cliff Kalb, Former Senior Director, Strategic Business Analysis, Merck & Co.

Dr. Willaim C. Spracher, National Intelligence University

On the morning of June 23, 2015, the first of a handful of keynote addresses during the IAFIE Annual Conference was given by Cliff Kalb, former Senior Director, Strategic Business Analysis, Merck & Co., and past President of Strategic and Competitive Intelligence Professionals (SCIP, formerly known as the Society for Competitive Intelligence Professionals). Competitive intelligence (often called business intelligence) is one of the three vectors of IAFIE’s professional focus, the others being national security intelligence and law enforcement intelligence.

Mr. Kalb’s presentation was titled “Assessing the Value of Intelligence in Business.”

The agenda of the conference’s kick-off keynote presentation included a brief literature review on competitive intelligence (CI) measures of effectiveness, the study results from a SCIP survey on both “hard” and “soft” measures, several success stories which build an intelligence mindset and culture, a long-term case history of the pharmaceutical industry (in which the speaker had worked most of his career), lessons learned from pragmatic experience, and educational challenges for the next generation of business intelligence (BI) professionals.

According to the speaker, using BI or CI (not to be confused with counterintelligence in this usage) increases overall business performance in terms of marketplace knowledge, strategic planning, and product quality. Measuring BI/CI effectiveness is critical, as epitomized through an observation by the famous management guru Peter Drucker: “What gets measured, gets managed.” Business management expects CI to cause management to act, and measures of effectiveness (MOE) must be selected early on. CI must be produced in the most actionable form possible. MOEs with CI applications include time savings, cost savings, cost avoidance, revenue increase, value added, and combined values.

Mr. Kalb next shared some CI success stories which illuminate the application of best measures. Proctor & Gamble saved $40 million by applying the results of competitive benchmarking. NutraSweet did not spend $38 million because CI revealed its competitors posed no threat. General Motors cut $100 million from manufacturing costs from competitive benchmarking. Merck increased revenues by $300-$400 million as a result of CI team actions which outmaneuvered the competitor. In short, CI success stories become part of a company’s competitive culture.

The speaker then delved into a long-term case history on how to anticipate and outmaneuver the competition. He discussed the pharmaceutical industry, with which he is most familiar, and the key factors of long lead times and product life cycle. The latter has several phases, including discovery, research, development, registration, global launch, growth, maintenance, decline, patent expiration, and the post-patent period. CI contributes along the way with activities such as data gathering, analysis, hypothesizing regarding positioning, pre-market testing, action, and reaction. In this particular case, the outcomes were that the competitor’s product launch was delayed 18-24 months, the marketed brand captured a new competitive position, market share and brand were protected, and both market share and brand grew.
The CI value to the process can be gleaned from the following lessons learned:

- CI professionals need a deep understanding of the market dynamics and economics of their industry in order to judge project impact.
- Value is determined when recommended actions are implemented and tracked over the long term.
- CI works well in multi-disciplinary teams, and credit should be shared with all subject matter experts who contribute to the outcomes.
- CI value is best measured when finance is part of the team throughout and sets standards of measurement.
- CI value may not be immediately transparent; if hard measures are used, enough time must pass to measure the financial benefit.
- CI value may be measured by the most recent “win,” and consistent wins create long-term value.
- CI value is often seen as commercial success; in this case, it is also success in the regulatory, market research, science, and other metrics for which each team member deserves credit.
- CI value does not always have to be measured financially; CI gains value in recognition, visibility, trust, and access to the “inner circle.”
- Often management will refer to CI’s real value as ensuring “no surprises,” usually after a previous failure.
- CI does not always have to rely heavily on field research to make sound recommendations; there is vast value in the team’s basic industry knowledge.
- CI must work with the client to determine that the business outcome desired aligns all efforts toward the goal.
- CI staff who support marketing and sales are more highly valued if they exhibit a strong drive to win in the marketplace.
- The value of CI professionals will grow if they carefully study each client’s decision-making style and adapt deliverables accordingly.

To wrap up his presentation, Mr. Kalb discussed the educational challenges for the next generation of BI/CI professionals. From a long list of challenges I have selected only a few: industry knowledge, evolving business models, risk management, redefinition of “work,” worker loyalty, impact of IT mega-data, environmental change, social media, cost containment, demographic change, and “wild cards,” especially as applicable to the health care industry (e.g., new infectious diseases, pandemics, war, and biological/chemical weapons). The presentation was well received, and fortunately Mr. Kalb stayed and participated in most of the conference activities the rest of the week.
Law Enforcement Keynote Speaker: Rafael J. Garcia, Assistant Director for the Directorate of Intelligence, Federal Bureau of Investigation (FBI HQ)

Dr. Joseph Gordon, National Intelligence University

Mr. Garcia, the Assistant Director of the Directorate of Intelligence at FBI Headquarters, drew on his 12 years experience as a US Army officer, FBI service in Iraq and field offices in Phoenix, Philadelphia, and Los Angeles (Field Intelligence Group) director of the Terrorist Explosive Device Analytical Center in Quantico, Virginia, and chief of the Weapons of Mass Destruction Countermeasures Unit at FBI Headquarters. He is a graduate of the now National Intelligence University with a master of science degree in strategic intelligence.

Mr. Garcia’s remarks focused on what the FBI is looking for in intelligence analysts. Above all the FBI is looking for values, critical thinkers committed to life-long learning, hard-working, team players, open-and fair-minded, “objective”, confident to take a position, comfortable with the possibility that one might be wrong. If one waits to be right, it may be too late to be effective in giving the policymakers adequate time to act. One should hone research skills and be able to communicate one’s findings focused on the customer’s interests. One should commit to sharing information. Specific skills are less important for they can be easily acquired.

Authors’ Roundtable—continued

works, all produced by CSIR Research Fellows unable to attend the conference.

CAPT Erich Telfer, U.S. Coast Guard, is the author of Unlimited Responsibilities: Intelligence Support to the Deepwater Horizon Response (2014). J. Andrew Plowman, a career Foreign Service Officer with the State Department, is the author of Climate Change and Conflict Prevention: Lessons from Darfur (2014). Chuck Howe, a retired U.S. Air Force officer and former faculty member at the Eisenhower School (formerly ICAF) at NDU, is the author of Using Industry Analysis for Strategic Intelligence: Capabilities and Strategic Intent, Discussion Paper #17 (2015). Howe currently serves in ODNI’s acquisition organization.

All the books listed above were superbly presented and well received. As usual, the Authors’ Roundtable enjoyed one of the largest, most enthusiastic audiences of the panels at the conference. Several books were raffled off and presented to attendees at the end of the session, always a positive incentive to attend.
National Security Keynote Speaker: Ronald Patrick, Chief of the Recruitment Center, Central Intelligence Agency (CIA)
Dr. William Costanza, Marymount University

The third and final keynote speaker at the 11th annual IAFIE conference was Ronald Patrick, Chief of the Recruitment Center at the Central Intelligence Agency (CIA). Mr. Patrick’s role is to oversee a worldwide effort to recruit new hires and students into the CIA. In keeping with the conference theme of preparing the next generation intelligence officer, he talked about adapting to a changing environment in which potential candidates come with a range of skills and expectations that differs greatly from applicants from past generations.

He noted that despite the negative press accounts about recent CIA activities, the number of individuals seeking employment with CIA remains high. He estimated that the CIA receives about 140,000 applications per year noting that about half of those applications are eliminated early in the evaluation process because of “unrealistic expectations” i.e. the applicant dreams of becoming another James Bond or otherwise has stated the wrong reasons for seeking a career in the intelligence community.

Mr. Patrick stated that one of the goals of his unit is to identify potential candidates that will assist the Agency in building on its program to increase diversity in its workforce. He believed that they are succeeding in that effort. In addition to the diversity of incoming new hires, he said the quality of applicants in terms of their skill sets remains high, which he viewed as very encouraging. He also highlighted the fact that the current generation grew up in a world of computers are familiar with many of the critical skills sets needed to be a productive intelligence officer.

The challenge, he noted, was that the current generation of applicants often views working in the intelligence community as a potential stepping stone to other opportunities and not necessarily as a long-term career commitment. Consequently, Mr. Patrick sees his job as trying to build a stable workforce that responds to needs of both the Agency and the individuals who make up the workforce.

According to Mr. Patrick’s biography, he joined CIA in 1985. During his career, he has served the Agency and the Intelligence Community through assignments in Human Resources, the Office of Equal Employment Opportunity (OEEO), the Center for Support Services, the Office of Security, the Recruitment and Retention Center, and in the Director’s Area. Mr. Patrick completed a domestic assignment in New York as an Agency recruiter in 1989 and has been in management positions throughout the majority of his career. He has served as a Personnel Officer, Security Officer, Plans Officer, and as a Division Chief in several Recruitment Center assignments. He also served a tour within the Office of the Director of National Intelligence/Chief Human Capital Office as the Chief, Recruitment. Mr. Patrick also served as the Deputy Director, Center for Mission Diversity and Inclusion, where he oversaw the strategic outreach, OEEO, and the diversity and inclusion staffs. He was promoted to the Senior Intelligence Service rank in March 2009.
2016 IAFIE Conference To Be Held in Breda, The Netherlands

22 June 2016 to 24 June 2016 | Netherlands Military Academy (Castle of Breda)

IAFIE will host its 12th annual conference with its European chapter at the Netherlands Military Academy, situated at the so-called Castle of Breda.

Breda, The Netherlands is conveniently located between major cities like Amsterdam, The Netherlands and Brussels, Belgium. A pre-conference dinner and various workshops are being planned and the conference promises to invite IAFIE members from not only Europe, but also from Africa, Asia, and the Western Hemisphere. This conference will be IAFIE’s first conference outside of the Western Hemisphere!

For further information on IAFIE’s 2016 Conference in Breda or to view the Call for Papers, please visit http://iafie-europe.org/conferences.

Registration is possible at https://www.regonline.com/builder/site/Default.aspx?EventID=1781596

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.