The IAFIE Board of Directors has selected the University of Texas at El Paso (UTEP) to host the 2013 IAFIE Annual Conference — May 20-23, 2013. This year’s theme is “Expanding the Frontiers of Intelligence Education.” The conference features prominent keynote speakers including senior intelligence officials and leading intelligence educators and trainers to discuss key issues and developments, exchange ideas, and present cutting-edge research.

UTEP is home to the Intelligence Community Center of Academic Excellence and the Intelligence and National Security Studies Program, the National Center of Academic Excellence in Information Assurance Education, and the National Center for Border Security and Immigration—a Department of Homeland Security Center of Excellence. UTEP is committed to enhancing the security of the United States through innovative higher education teaching and research.

UTEP also has strong relationships with the defense, security, and law enforcement sectors in the El Paso area. El Paso is home of Fort Bliss—the largest installation in U.S. Army Forces Command, the El Paso Intelligence Center, and Joint Task Force North, to name a few agencies. The 2013 IAFIE Conference will benefit from synergy between UTEP and the defense and security community in this critical geographic region.

UTEP and the City of El Paso provide an outstanding conference venue and catering services, a variety of restaurant and dining options, convenient and affordable transportation links, and excellent accommodation for IAFIE’s members. El Paso also offers numerous historical and cultural attractions for persons seeking to explore the city and local area.

Conference registration details will be posted onto the IAFIE website: http://www.iafie.org. The Hilton Garden Inn (adjacent to the UTEP campus and the IAFIE conference site) and the Double Tree Inn in nearby downtown El Paso (a 5-minute shuttle ride from UTEP) provide affordable and comfortable lodging for attendees.
2013 Annual Conference (continued)

A "Call for Papers" has been sent to members via the IAFIE listserv by Dr. Joseph Gordon, IAFIE Chair to the entire membership. This information will also be posted soon on the IAFIE website. Please contact Dr. Larry Valero, Events Chair for further information regarding paper or panel proposals (lavalero@utep.edu). We look forward to seeing you in El Paso!

Chairman’s Greeting: Keep Up the Momentum

Last year while writing in this space at the beginning of the academic year, I issued “a call to action,” challenging IAFIE to work toward realizing its potential to fill an important niche, bringing together intelligence educators and trainers worldwide. The greeting outlined a rather ambitious program to implement this vision. All things considered, we should be pleased with IAFIE’s progress the past year; thus the call to keep up the good work and continue to build on this year’s success.

The crowning achievement during 2011-2012 year was the Annual Conference in May at the Officers’ Club at Bolling Air Force Base, Washington, DC. The attendance increased over past years with more than 100 members from throughout the United States and other countries such as France and Australia. The events chair, Dit Talley, deserves the lion’s share of praise for his tireless effort in putting together a rich selection of quality presentations as well as six prominent guest speakers from each of IAFIE’s three disciplines: national security, homeland defense, and competitive intelligence, from organizations such as the Defense Intelligence Agency, Federal Bureau of Investigation, National Park Police, and a business consulting firm. I would also like to mention the important contributions of Dit’s committee: Jim Kajdasz (local transportation), Bill Spracher and Julian Meade (local arrangements), Cathryn Thurston (essay contest), and Michael Collier (instructor of the year selection). My greeting one year ago laid out specific goals to grow the organization and to offer members more benefits for their dues, such as improving the web site (bibliography, syllabi, find the expert, jobs, links to other organizations); publishing; expanded membership; partnerships with similar organizations; and solicitation of corporate and institutional sponsorship and endowments. A number of members responded to the call to become engaged in IAFIE projects, which was most helpful.

Call it youthful exuberance coupled with the challenge of energizing a volunteer organization, we soon realized that we could not accomplish all of these ambitious goals in one year. However, we have made a good start in several areas and have plans to pursue others presently.

The website: IAFIE webmaster Kris Pollard, Mercyhurst University, has taken the lead on refurbishing the site and plans to begin work shortly. She will probably need an advisory group to assist her and a call for volunteers and general appeal to members for suggestions should be forthcoming soon.

Bibliography: Board member, Larry Valero, has engaged graduate students at the University of Texas, El Paso to start populating the bibliography tab. They have made an impressive start and will soon be ready to post the first substantial tranche of material. The goal is to establish one site containing all pertinent references on intelligence subjects. (See report in this newsletter.)

Membership: The IAFIE board has made a priority recruiting new members and retaining current ones. Thus, we have appointed four new Board members to focus on this enterprise: Valerie Davis, American Public University, and Bob Wysocki, Management Concepts, will share recruiting in the United States. Valerie will focus on individual memberships and Bob on corporate and institutional. Two Australians will address international membership: Don McDowell, Intelligence Study Centre, and Jeff Corkill, Edith Cowan University (full bios to follow separately).

Certification: Although not part of last year’s goals, because we seemed to be at an impasse on how to proceed, the Board has resumed this project in part at the urging of IAFIE members and in response to request from training institutions for IAFIE involvement. Based on the comprehensive study of the subject by Mike Collier and the educational practices committee, Jon Smith is leading a subcommittee to launch IAFIE into the certification arena in a modest way to stake out a niche, for which it appears there is considerable demand. Jonathan promises to submit his report by December. (See separate report in this issue.)
Keep up the Momentum

IAFIE Journal: David Keithly, IAFIE secretary-treasurer, is studying the feasibility of our launching a journal for the membership. An offer to produce a hard-copy publication from a well-known publisher led to the Board’s consideration. We have at least one volunteer to edit a journal. The committee will report on matters such as the efficacy of publishing, hard-copy versus electronic, the associated costs, and whether IAFIE can generate enough material to support the effort.

Partnership with other organizations. IAFIE has entered into a partnership with CASIS (the Canadian Association for Strategic and Intelligence Studies). Its executive director, Alan Breakspeare, has joined the IAFIE Board. In addition, IAFIE has been exploring a closer association with the International Studies Association (Intelligence Studies Group) to possibly cosponsor future events. David Keithly and Bill Spracher will attend the ISA South meeting in October as part of this effort.

Again, permit me to urge you to get involve in IAFIE.

should you choose to contribute to these or other initiatives, please contact me at joseph.gordon@dodiis.mil. As a volunteer organization, IAFIE needs your help. Let me know where you would like to contribute, and I will put you in touch with the relevant committee. Suggestions for further enterprises are also encouraged.

By Joe Gordon

IAFIE Sub-Committee on Intelligence Certification Programs

I began my work as Chair of the IAFIE Subcommittee on Intelligence Certification programs on 26 April 2012. The committee continues to make steady progress on developing a proposal, and I am grateful to the IAFIE board for their support and feedback. I would also like to thank all of the volunteers who have joined me on this subcommittee, particularly Lisa Crowder, Jeff Corkill, Harry Nimon, and Christopher Hickey.

The subcommittee began with the need to clarify one fundamental issue: What is “certification”? It is clear that there are many different definitions employed by different people and the term is commonly equated to accreditation. At the end of the day, the subcommittee agreed to utilize the definition of certification that is outlined in DODI 3115.11 DOD Intelligence Human Capital Management Operations. (What is that definition?)

At this time, the subcommittee is developing its proposal using the process outlined in the Standards for Assessment-Based Certification Programs produced by the Institute for Credentialing Excellence. In addition to this document, the subcommittee remains focused on developing a certification program that is conscious of IAFIE’s available institutional resources, as well as producing a program that will be of value to IAFIE member institutions.

One sign of the continuing development of our organization and the discipline of intelligence studies has been the ability of the subcommittee to use the work of preceding IAFIE projects. For instance, the substantive content of the proposed certification program will be based on the IAFIE Intelligence Training Syllabus drafted by the Intelligence Training Standards Subcommittee that was convened by Marilyn Peterson last year and the Standards for Intelligence Education; Undergraduate and Graduate Programs developed earlier by the IAFIE Educational Practices Committee.

The committee expects to complete its work by late December so that the IAFIE board can consider the proposal in advance of the 2013 IAFIE conference in El Paso. If other IAFIE members would like to join the subcommittee, please contact me at jonsmith@coastal.edu.

IAFIE Annual Conference a Big Success

Approximately 110 members attended the Eighth Annual IAFIE Conference held at Bolling Air Force Base from 21 to 24 May 2012. Participants came from all over the United States and from France, Canada, and Australia.

Organized around the theme, “Intelligence Education: Theory and Practice”, the conference offered a broad spectrum of panels and workshops that offered thoughtful discussion in each of IAFIE’s three general disciplines: foreign intelligence, law enforcement, and competitive (business) intelligence. Subjects ranged from numerous regional issues, homeland...
IAFIE Annual Conference a Big Success (continued)

security, analytical methodologies, history of intelligence, education and training standards, lessons learned in intelligence education at various universities, and to the perennial crowd pleaser, the authors’ roundtable.

Participants especially enjoyed the four keynote speakers, who also represented IAFIE’s three disciplines. David R. Shedd, Deputy Director of the Defense Intelligence Agency, spoke on “preparing analysts for the tasks at hand” in defense intelligence. Tracy Reinhold, former director of the Federal Bureau of Investigation’s Directorate of Intelligence, discussed coordination and collaboration among federal stakeholders. Kenneth Sawka, President of Outward Insights, spoke on intelligence issues confronting business and government. Finally, Theresa Chamber, chief of the US Park Police Force, discussed interagency cooperation in the “management of large events”.

Dr. Carl Jensen, University of Mississippi received the 2012 IAFIE Outstanding Instructor Award presented by educational practices committee board member, Mike Collier, at the first lunch, which was sponsored by the American Military University. IAFIE board member Cathryn Thurston organized and presented the five essay contest winners in two undergraduate, two graduate, and one professional categories.

Most credit for the successful planning and organizing of the conference belongs without question to Dit Talley, events chair board member. He tirelessly pursued every detail not only in planning the program, but also coordinating the logistics so critical to its success: IT, catering, and site support. Planning benefitted greatly from the wisdom and contacts of the IAFIE executive director, Mark Lowenthal. James Kajdasz played a key role organizing the transportation of members and speakers to the conference site from the hotel or airport, a most complicated enterprise. The IAFIE District of Columbia chapter, chair, Bill Spracher, and events chair, Julian Meade, assisted in planning and local arrangements. IAFIE’S administrator, Michelle Henderson put to good use her experience in running conferences for Mercyhurst College to ensure that registration and administration ran smoothly. IAFIE IT expert, Kristine Pollard ensured that not one speaker was forced to stare helplessly at a blank screen.

The IAFIE Board has since May been hard at work to build on the momentum of this successful conference scheduled for 20 to 23 May at the University of Texas, El Paso. Plan ahead now; you won’t want to miss it.

By Joe Gordon

8th Annual Conference at Bolling AFB, Washington DC “Intelligence Education: Theory and Practice
The International Association for Intelligence Education (http://www.iafie.org/default.asp?) is pleased to announce its Essay Competition for 2013. This competition promotes IAFIE’s goal of providing a forum for the creation of knowledge and the dissemination and exchange of ideas and information for those interested in and concerned with intelligence education. The Competition is open to everyone with an interest in furthering intelligence education. (IAFIE officers and staff are not eligible to compete.)

ELIGIBILITY

Professional. An individual who works or who has worked as an intelligence practitioner or an individual who is or has been involved in teaching intelligence studies or providing intelligence training (e.g., teacher, trainer, consultant).

Graduate Student. A full-time or part-time graduate student currently enrolled in a college or university.

Undergraduate Student. A full-time or part-time undergraduate student currently enrolled in a college or university.

AWARDS

First place winners in each category will receive $1,000 in cash, and second place winners in each category will each receive $500 in cash. First- and second-place winners have the opportunity to publish their essays on the IAFIE website, and receive free one-year membership in IAFIE.

ESSAY QUESTION

Please answer ONE of the following questions in your essay:

1. Innovations in cross-disciplinary instruction within intelligence education and training (collections-analysis or other innovative ideas). What works and why?
2. Domestic and national intelligence priorities: How can national intelligence organizations better work with domestic, state, and local to address homeland security needs?
3. Breaking down the border between training and education: What and how can the two communities learn from each other?
4. New frontiers of education: Online intelligence education and training and how it will affect intelligence practice?

SUBMISSION GUIDELINES

Submissions must include a cover sheet with the author’s name, contact information (include phone, e-mail, and mailing address), the category they represent (professional, graduate student, or undergraduate student), and title of the essay. Graduate or undergraduate students must include the name of the college or university they attend. Each applicant must submit a SHORT biography of 150 words or fewer.

DO NOT INCLUDE YOUR NAME ON THE ESSAY.

Essays must not exceed 3,500 words (excluding endnotes and bibliography). Text must be double-spaced use Times New Roman 12-point font. Essays must be submitted in English using only MS Word .doc or .docx format. No PDFs. Essays must be original and not previously published. Submission constitutes permission to publish.

E-mail submissions to: submissions@iafienet.org.

Deadline for Submission: January 15, 2013, midnight, EST

Notification: Award winners will be notified no later than March 1, 2013.

Evaluation Criteria: A panel of intelligence professionals will judge all entries and select the winners for each category. Essays will be judged on their relevance to the question, resourcefulness, clarity of the argument, logic and coherence, evidentiary support, and the quality of the exposition.

Address questions to submissions@iafienet.org.
International Association for Intelligence Education 2013 Outstanding Instructor Award

General Information

The IAFIE Outstanding Instructor Award recognizes individuals who have made a significant contribution to intelligence education. The Outstanding Instructor Award is presented annually 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, $1,000 cash award and a commemorative plaque.

Those eligible for the Outstanding Instructor Award include college, university or other post-secondary intelligence instructors, in addition to military, law enforcement and civilian intelligence training officials.

Applicants for the Outstanding Instructor Award may be nominated by a student, colleague or other individual. Self-nomination is also allowed. The nominee must submit an application package, the contents of which are described below, by the deadline date. A subcommittee of the IAFIE Educational Practices Committee selects the winner. Application packages are due by January 31, 2013.

Application Requirements

The application package is designed to allow the nominee the opportunity to describe and contextualize their teaching record as well as articulate their commitment to teaching excellence in the intelligence field. The application provides opportunities for describing the nominee’s teaching approach in intelligence fields such as national security, homeland security, law enforcement or competitive intelligence. The application package includes a cover letter from the nominee, supervisor’s letter of support and nominee’s curricula vita. Electronic or printed applications are acceptable. Applications must be submitted in English using Word or PDF format. Text should be in Times New Roman, 12 point font and single spaced.

Cover Letter. Cover letters should provide clear and concise information highlighting the nominee’s significant contributions to intelligence education. Cover letters may include the following areas (not all areas must be addressed in the cover letter):

Teaching Philosophy Statement
Summary of Courses Taught
Summary and Contextualization of Teaching Evaluations
Reflection on a Teaching Challenge
Curriculum Development Activities
Instructional Innovations
Scholarship (i.e., publications, presentations, etc.) of Teaching and Learning
Instruction-Related Recognition
Teaching Development Plan

Supervisor’s Letter of Support. A letter of support from the institution or department should provide documentation for details of the nominee’s record. As such, it will be a substantial letter that authoritatively addresses important elements of the nominee’s record. The letter should:

- Summarize the nominee’s teaching record in the intelligence field, including assignments and instructional development activities, adding context where appropriate.
- Summarize the nominee’s teaching evaluation record, adding context where appropriate.
- Summarize the nominee’s curriculum development and instructional innovation activities in the intelligence field, adding context where appropriate.
International Association for Intelligence Education 2013 Outstanding Instructor Award (continued)

- Provide a summary statement about why the nominee deserves recognition for his or her teaching in the intelligence field.

**Nominee Curricula Vita.** The vita is limited to 10 pages and should highlight the nominee’s qualifications and their teaching, service and scholarship activities in the intelligence field.

**Submission of IAFIE Instructor Award Portfolios**

Please forward Outstanding Instructor Award nominations and applications either electronically or printed, to Dr. Michael W. Collier, Chair, IAFIE Educational Practices Committee. Nominees will be notified of their nomination and the nomination included in the nominee’s file. Submit electronic materials to Mike.Collier@eku.edu. Submit hard copy materials to Dr. Michael W. Collier, Eastern Kentucky University, College of Justice & Safety, 521 Lancaster Ave., Stratton 250, Richmond, KY 40475.

**DEADLINE FOR APPLICATION SUBMISSIONS IS JANUARY 31, 2013.**

**IAFIE Bibliography Project Well Underway**

This past year, the IAFIE Board of Directors approved the development of an online intelligence education bibliography. Larry Valero, Ph.D., Associate Professor of Security Studies at the University of Texas at El Paso (UTEP) has spearheaded the IAFIE Bibliography Project along with Kristine Pollard from Mercyhurst College. Both project leads have worked closely with students in their respective programs to establish a comprehensive database on intelligence and national security topics that will be of value to the IAFIE membership.

Several versions of the database have been created by Mercyhurst students using Drupal, an open source content managing system and framework. The user-friendly site has been designed so that researchers can input full bibliographies, including the international standard book number or digital object identifier, abstracts, website links, and even attachments of articles.

So far, two UTEP students have logged in more than 700 sources primarily books, articles, and government reports. These entries have come from a variety of sources including annotated bibliographies, agencies’ libraries, National Intelligence University book recommendations, and multiple academic and government websites. The plan is to open the database to the public domain later this academic year when the bibliography attains more than 1,200 entries. The effort to expand the database will continue even after the database is open to IAFIE members.

*By Miguel Ibarra*
Reports from International Co-chairs

Spreading the IAFIE word

I have been lecturing in South Africa to audiences from that country, plus Malawi and Nigeria. I am now continuing this contract and have been lecturing at the Botswana Police College. Throughout this time (six weeks), I have delivered presentations to both middle and senior managers, as well as to intelligence staff, on the goals and achievements of IAFIE. These have been well received although, as always, I am cautious about predicting sign-ups in view of the tight financial situation in all the agencies represented.

In addition, it is worth mentioning that people are more inclined to enlist in IAFIE (or indeed any other international organization) if they can see direct benefit. My current Board position carries the responsibility to help “sell” the relevance of course, however in the case of Africa there are special difficulties. Simply put, there are as yet no academic institutions offering intelligence-related programs in sub-Saharan Africa. Moreover, intelligence training is extremely limited and usually handled as a minor task by police training centers. The level of professionalism in our field is critically low (except for espionage) and that is the hook I have been using to gain and enhance people’s interest in IAFIE. I cannot at this time gauge the results. I will again be running strategic intelligence and advanced strategic analysis training for the Norwegian Police in late November and early December. I will be delivering similar presentations to that audience.

Future conference/seminar ventures

I am currently in discussion with the Polish representative at Europol who has previously shown considerable interest in co-hosting intelligence events in Poland. Although IALEIA has made the running now on two occasions in the past five years, he and I are discussing what might be possible with IAFIE as a co-host/sponsor under terms yet to be negotiated. More importantly from my perspective, we are discussing the focus and themes of a future alliance event, especially since while Europe has numerous intelligence training programs, there is also a growing acceptance of the need to offer academic programs as well.

Some brief views on Australian intelligence education

I acknowledge that others are more well placed to offer comment on this matter, particularly Jeff Corkill. Following comments are my own personal views.

There are many institutions that offer practical training and development courses, typically within police training colleges but also, to a limited extent, at academic colleges. In contrast, the availability of academic course programs in intelligence-related fields is quite limited to about 5 universities. An issue that is often discussed is whether or not attendance at the academic institutions will be sufficient to turn out “trained graduates capable of functioning as analysts.” This is an old argument and one that plagues recruitment officers world-wide let alone in Australia.

A contributing factor is the fact that for most would-be intelligence officers/analysts, there is simply no accessible option other than going to attend a university course. Police colleges do not accept “outsiders” and private training suppliers are few and far between, with none being recognized by government bodies. The prevailing view within the government policing community is that private suppliers could not possibly offer anything acceptable. This is not the global model and thus Australian policing is self-sustaining to the extent of ignoring other training and development options for practical vocational skilling. Only the very few colleges that offer certificate-level courses—some intensively—offer anything like a reasonable alternative. The academic course programs are offered, in some cases, both by distance as well as campus-based. An issue that needs exploration further is one related to the quality and experience of the faculty members as well as the curricula themselves. Criticisms have been levelled that demand some exploration, since they assert that many faculty members have little experience, particularly in practical intelligence applications, but qualify for their
Please consider making a submission to the IAFIE Newsletter. We want to hear from you!

**Reports from International Co-chairs (continued)**

positions as lecturers/tutors based on the fact of their having a Masters degree.

I do not make these comments with any intent other than to open up the issues for discussions and exploration. I see no reason why we should spend considerable effort in looking at the performance of training college staff, and yet not apply the same expectation of professional excellence within the academic equivalent organizations.

By Don McDowell

**Executive Director’s Notes**

When those of us gathered at Mercyhurst College in 2004 to create IAFIE, one of our purposes was -- and is -- [to] “advance the intelligence profession by setting standards,…” We have not made much progress on this aspect of our goals, for a variety of reasons. But several of us believe that we have reached the point where IAFIE can and should begin to move forward in this crucial area.

Why do we need standards? We all know that as intelligence education has become an area of interest for academic and commercial providers there has been a certain rush to build course offerings, not all of which are of the highest quality. IAFIE has among its members enough people with expertise in intelligence and in teaching to be able to make that assessment and to distinguish between the good and the not so good. There have been concerns about the basis for IAFIE doing this. The answer to this is simple: we are professionals and we care deeply about the reputation and the future of our profession. Our position is no different from those of the American Bar Association and the American Medical Association some 100 years ago, when they decided to create professional standards to safeguard their professions.

Over the last few months several of us have renewed the discussion about how (not why) IAFIE should go about doing this. We are responding not only to IAFIE’s original commitment but also to a growing desire among people in the intelligence education field to have standards set. Some points are already clear to us:

- We are talking about accreditation of offerings certification of expertise upon the completion of a course or courses.
- We will accredit by example. In other words, we will give IAFIE accreditation to those offerings that meet our standards. We will not comment at all on offerings that we choose not to accredit. We are not trying to grade all offerors but to note those that meet our standards.

We believe that taking these steps is not only important to our profession for the reasons noted above but also important to IAFIE, to keep building our brand and our role within the intelligence education sector.

Finally, we invite member participation in the process. What we need right now is a complete set of standards by which we will make our accreditation decisions. We have some initial thoughts but we invite all IAFIE members to offer their suggestions as to what these standards should be, in general and, if necessary for academic and commercial providers. As many others have said before: “If not us, who? If not now, when?”

By Mark Lowenthal
Author’s Roundtable Always a Crowd Pleaser
Annual Conference

For the fourth year in a row, one of the most popular recurring events during the IAFIE Annual Conference was the Authors’ Roundtable, during which a variety of authors, most of them active and productive IAFIE members, were able to showcase their latest books. And for the fourth year I had the privilege of organizing and moderating the Roundtable, which is a great way to meet really smart people and help them obtain added visibility for their hard work and excellent handiwork. Attendees received the added bonus of participating in a lottery for free copies of some of the books, and of course also had the opportunity to listen to the authors’ summaries, ask questions, get books autographed, and in some cases meet publishing company reps to purchase even more books.

A couple of our authors were repeat performers, the prolific few who actually can plug one book while writing another, or in some cases update their previous work with revised editions. Those in that category who spoke at the 2012 conference included Bob Clark, Keith Logan, and Kathy and Randy Pherson. Newcomers to the Roundtable included David Keithly (also IAFIE Secy-Treas), Mike Metcalf, and Gary Ross. Two individuals who submitted their work but were unable to attend at the last minute for whatever reason were Ron Marks (from the Washington Area Chapter) and Ben Freeman. Ben’s summary is included below.

Synopses of the books and bios of the authors are as follows:

Robert M. Clark, Intelligence Collection (2012, CQ Press)

Synopsis: Most books and courses on intelligence collection are descriptive and tied to the U.S. structure of collection disciplines. Intelligence Collection takes an analytical view of collection that is appropriate for a graduate-level course textbook. The book’s purpose is to:

- explain how collection systems work, why they work that way, their advantages and shortcomings, so that analysts can more effectively use collection assets;
- equip collectors to work cooperatively across boundaries and stovepipes; and
- encourage integrated collection strategies and the sharing of collection approaches; concepts from one collection discipline can be useful in another.

Part I explains the collection, processing, and exploitation of literal information – that is, information in a form that humans use for communication. Open source, HUMINT, COMINT, and cyber collection are mainly concerned with obtaining such literal information. Following a systems analysis methodology, the chapters are divided into three sections – structure, function, and process.

Part II deals with nonliteral information – mostly intelligence derived by obtaining signatures and analyzing patterns from physical objects. The chapters explain how these technical collection sources work with a focus on the “back end” process. Many of these sources, usually described as MASINT, IMINT, and ELINT, are not well understood by collectors from other disciplines, all-source analysts, and their customers.
An Introduction
to Homeland
Security, a first
fresh holistic
look at a
21st century
homeland
security
curriculum

Author’s Roundtable Always a Crowd Pleaser
Annual Conference (continued)

Part III discusses the challenges of managing collection across disciplines, and presents a methodology for creating and implementing cross-INT collection strategies.

Bio: Dr. Robert M. Clark is an independent consultant performing space systems threat analyses for the Intelligence Community. He also is a faculty member of the Intelligence & Security Academy and a professor of intelligence studies at the University of Maryland University College.


Synopsis: U.S. foreign policy responses to wars in Europe and later to the Cold War were largely the product of domestic experience. The priority of internal political and economic tasks, a characteristic of the United States since its beginning, demonstrated that the United States had successfully isolated itself from European power politics. As a nation with non-threatening neighbors to the north and south, and fish to the east and west, the United States could take security for granted. Mostly free from external threat, it could focus on its development as a democratic society.

Considerations of power and interest enter the foreign policy of all nations. Indeed, nations often pursue their interest to the limit of their power with little attempt to justify what they are doing. More often, perhaps, nations believe or pretend to believe that their national interest coincides with some transcendent purpose, with the justifiable cause of a civilization, a race, a religion, or a political system. Of no nation—with the possible exception of the former Soviet Union—has this been more true than of the United States. The unusual persistence, emphasis upon, and specific content of the American version of transcendent purpose make the “American Mission” a distinguishing feature of American conduct of foreign affairs.

The Framers’ general sense of the novelty and universal significance of the regime they were founding carried over into the realm of foreign policy. The entire founding generation probably shared the view expressed by Washington in his First Inaugural Address:

> The preservation of the sacred fire of liberty and the destiny of the republican model of government are justly considered as deeply, perhaps as finally staked, on the experiment entrusted to the hands of the American people.

Republican government was not, he suggested, exclusively for the benefit of Americans; they were responsible for it to all mankind. This notion that American government was uniquely significant for the entire world deeply influenced the American posture in foreign affairs. From the very outset, American foreign policy was rationalized, discussed, formulated, and administered, not alone with regard to what would profit and secure the nation, but also with an eye to the American Mission—the responsibility somehow to advance the cause of republicanism everywhere.

Bio: Dr. David M. Keithly combines professional writing with a wide range of business interests. He has published five books and over 75 articles in journals and magazines. He is the American editor of *Civil Wars* and teaches at the Joint Forces Staff College.
Author’s Roundtable Always a Crowd Pleaser
Annual Conference (continued)


Synopsis: This book is a first fresh holistic look at a 21st century homeland security curriculum, prepared by academics and practitioners, that addresses the various subjects that comprise the homeland security discipline in a post-9/11 environment. The book introduces students to the dynamic and complex enterprise that is homeland security. Using a broad lens, the authors explore key operational and content areas, as well as the practices and policies that are part of an effective homeland security program. The Naval Postgraduate School (NPS) and the Department of Homeland Security (DHS) established the Center for Homeland Defense and Security (CHDS). Toward developing a better understanding of what should be included in homeland security curricula, in June 2009, 26 members of the CHDS University and Agency Partnership Initiative gathered at NPS to discuss the essential curricular elements of a successful academic homeland security program. There was a general consensus that certain key areas should be considered for inclusion in a program. The basic areas are Administering Homeland Security, Intelligence and Homeland Security, Critical Infrastructure Protection, Terrorism and Counterterrorism, Homeland Security Law and Policy, Technology of Homeland Security, Strategic Planning, Strategic Communication, Civil-Military Affairs, The Private Sector and Homeland Security, and Environmental Security and Public Health.

Bio: Keith Gregory Logan is an Associate Professor in the Department of Criminal Justice at Kutztown University; he teaches courses in Homeland Security, Defense and Intelligence, Criminal Law and Procedure, and Contemporary Legal Issues.

Bio: Jim Ramsay is currently a certified safety professional, professor, and coordinator of the Homeland Security program at Embry-Riddle Aeronautical University in Florida. He was recently appointed by the U.S. Secretary of Health and Human Services to serve on the Board of Scientific Counselors to the Director of the National Institute of Occupational Safety and Health in the CDC.


Synopsis: This little book is a commentary by Metcalf on a commentary by Chen Zhou (a primary drafter of the Chinese Defense White Papers) on the 2006 Defense White Paper. The White Paper, according to Chen, explains the new defense policy based on the 2004 New Historic Missions of the PLA statement by Hu Jintao. The new defense policy marks a historic change to China’s defense policy in that, for the first time, it assigns missions abroad to the PLA. Previous missions had been limited to Chinese territory. The basis for the radical shift was the replacement of “Survival” with “Development” as the core of China’s state interests. China’s development has reached the stage at which China’s domestic security has become vulnerable to events far outside China’s borders and China’s continued development relies on continued and secure access to resources and markets throughout the world. As China must provide defense of these interests itself, China must also develop a military capable of extending its global reach, including foreign
Military bases and alliances. In addition, key terms and phrases in China’s defense policy also are changing to make them conform to the PLA’s new global mission. For example, the meaning of “defensiveness,” “the just and legal use of force,” and “deterrence” no longer apply only to Chinese territory but to the globe as well. “Comprehensive national security” also now includes foreign elements. Nevertheless, Chen says that for some China will continue to abide by Deng’s advice to “hide” and “bide” because China does not yet have the military power it will need to execute its new missions. Of course, this means that as China’s power grows, the self-imposed limitations on its actions will shrink.

**Bio:** Dr. Metcalf was born in Brevard, NC, in 1946. He earned a BA from Western Carolina University, an MA in Political Philosophy from North Carolina State University, and a Ph.D. in Political Science from The Catholic University of America.


**Synopsis:** The book is organized around 20 key questions that all analysts should ask as they prepare to conduct research, draft papers, and present their analysis. We divided the 20 questions into four groups, focusing on the four stages of generating an analytic product:

1. How do I get started?
2. Where is the information I need?
3. What is my argument?
4. How do I convey my message most effectively?

In writing this book, we chose to practice what we preach by including a set of case studies that the reader can use to reinforce his or her understanding of the key points in the book. The case studies focus on a wide range of topics, covering political, economic, military, cyber, and health-related issues. At the end of each chapter, we have provided a set of questions instructors and students can use to test whether the key teaching points have been absorbed.

Throughout the book, feature boxes will alert you to the need to stop and reflect and tell yourself what structured analytic techniques best support the activities discussed in that chapter. We have also included some of our favorite quotations and a robust set of graphics and textboxes to illustrate key points. The back cover of the book includes a foldout graphic, “The Analyst’s Roadmap,” that captures on one page key points made in the book.

**Bio:** Katherine Hobbs Pherson, Chief Executive Officer of Pherson Associates, teaches advanced analytic techniques to intelligence analysts in the intelligence, law enforcement, and homeland security communities. She is a consultant to government and private industry on building analytic communities, use of structured analytic techniques, and security issues.
Author’s Roundtable Always a Crowd Pleaser
Annual Conference (continued)

Bio: Randolph H. Pherson, President of Pherson Associates, LLC, teaches critical thinking skills and advanced analytic tools and techniques to analysts throughout the IC, in the private sector and overseas. He co-authored with Richards J. Heuer, Jr., Structured Analytic Techniques for Intelligence Analysis and a second book, Case Studies in Intelligence Analysis: Structured Analytic Techniques in Action with Sarah Miller Beebe that was published in December 2011.


Synopsis: Who Watches the Watchmen? This book examines the ongoing tension between the U.S. government and its efforts to safeguard classified information, and the publication of this information by the U.S. media. Historical cases are presented to identify a journalist’s motivations and justifications for disclosing classified information as well as the perceived harm to national security resulting from these “leaks.” Watchmen analyzes past government efforts to reduce unauthorized disclosures, including proposed and enacted legislation and criminal prosecutions. The conflict between First Amendment principles and provisions of the 1917 Espionage Act is also considered. Based on the identification of several intractable obstacles, the conclusion is reached that attempting to legislate a solution cannot be effective. In the end, the application of a “Rational-Choice Theory” model is offered as an alternative strategy for addressing the dilemma of unauthorized disclosures.

Bio: Gary Ross is a Special Agent with the U.S. Department of Homeland Security. His academic background includes a Master of Science of Strategic Intelligence (MSSI) degree from the National Intelligence University and a Bachelor of Arts (BA) degree from Michigan State University, with a dual major in Criminal Justice and Psychology.

Benjamin Freeman, The Foreign Policy Auction (2012, publisher not indicated)

Synopsis: U.S. foreign policy is being sold; not just altered, shifted, manipulated, or influenced—but sold. Every single day the agents of foreign governments work to not only monitor U.S. foreign policy, but to actively change and even create it. They meet with policymakers, donate to their campaigns, write their speeches, and even write legislation. This emasculates U.S. foreign policy, imperils U.S. national security, and undermines U.S. sovereignty. Yet, it garners scant attention, and no book has been written on the subject—until now.

In The Foreign Policy Auction I show how foreign governments buy U.S. foreign policy. The reader walks through the foreign lobbying marketplace where the buyers (foreign governments) hire agents (D.C. lobbying and public relations firms) to purchase U.S. foreign policy from the sellers (policymakers). They learn about dozens of documented cases of lobbyists making campaign contributions to politicians on the very same day they meet to discuss their foreign clients. They see how these illicit transactions help to determine specific foreign policy decisions, like when the Livingston Group effectively expunged Libya’s record of terrorism and when they convinced policymakers to ignore human rights violations in Mubarak’s Egypt, just one month
Author's Roundtable (continued)

prior to the revolution. Finally, the reader discovers that research, including my own work, finds that foreign lobbying systematically determines both U.S. trade and aid policy.

For more information about any of these outstanding written products, please contact the authors directly or the undersigned, who can put you in contact with them. I will also soon begin looking for authors to speak at the 2013 Authors’ Roundtable in El Paso.

By Bill Spracher

American Military University participates in Howard University Cybercamp

In July 2012, in partnership with Howard University in Washington, DC, American Military University (AMU) participated in a Cybercamp to increase awareness of the U.S. intelligence community, provide exposure and training in topics related to cyber security and engineering, and encourage talented students to pursue collegiate studies in science, engineering, technology, and mathematics. In addition to increasing critical academic skills in cyber security and national defense, students gained knowledge about the U.S. intelligence community.

Dr. Valerie E. Davis, Associate Professor, Intelligence Studies, for the AMU School of Security and Global Studies, served on a three-person panel that identified threats associated with cyber security, and cautioned that, “free information is not really free.” James Green, Jr., Manager for Intelligence and National Security Relationships for AMU, discussed the intelligence career field, and provided insight on the qualifications, skills and abilities sought by federal employers. Students later posed questions on Facebook, MySpace, Crowdonation, and Botnet.

Dr. Davis conducted critical thinking exercises, explaining the importance of studying differences in thinking among cultures and its importance with in the intelligence community. “Skilled thinking is needed, regardless of a person’s circumstance, goals, or location,” she noted. The class participated in cognition exercises and learned how to recall information more effectively. Students examined human intelligence, or HUMINT, and analytical skills traits, and an exercise showed how well cognitive processes operate in various settings. Students learned about Harriet Tubman, Josephine Baker, and Frederick Douglass and other African Americans who contributed to the development of HUMINT.

Students learned that the core of HUMINT influences all cognitive tasks and gathering intelligence depends upon multiple abilities such as linguistic, logical, spatial, musical, bodily-kinesthetic, interpersonal, and intrapersonal. As such, students practiced how to categorize, store, and later access information. “Intelligence benefits from diversity because each individual potentially interprets data and information differently,” added Dr. Davis. Overall, students increased their awareness of career opportunities within the intelligence community.

Mr. Green discussed the importance of customer satisfaction and being a problem solver. He also reviewed the fundamental skills required to be successful in any career field. Tips on how to further develop communication, organization and planning, leadership and entrepreneurship skills were shared with the students. In addition, Mr. Green highlighted the importance of critical thinking and analytical reasoning in the intelligence community. He talked about how data and logic are used to process information and shape decisions. Also, he provided a couple of analytical reasoning exercises for the students, and offered sound advice on interviewing, as well as tips on writing winning resumes and researching federal jobs.

By Valerie Davis & James Green, Jr.
The Washington Area Chapter of IAFIE will kick off the fall with “Intelligence Education and Training Day” on November 15, 2012, in Fairfax, VA. IAFIE’s largest chapter will team up with the recently established National Capital Region Chapter of the National Military Intelligence Association (NMIA) in co-sponsoring this unclassified event to be held at the Northrop Grumman facility in the Fair Lakes section of Fairfax County.

The NMIA President asked Bill Spracher, a member of the NMIA board of directors, to organize a 1-day workshop that would build on the success of one of NMIA’s semiannual National Intelligence Symposia of about three years ago, which proved to be very popular among the Association’s membership and generated some superb articles for the American Intelligence Journal, NMIA’s flagship publication that Dr. Spracher oversees as editor. Bill also serves as Secretary of the new NMIA NCR Chapter. The NMIA board intends to dedicate the Fall 2013 issue of AIJ to the theme of intelligence education and training. IAFIE members are certainly welcome to submit manuscripts for that publication to aijeditor@nmia.org, whether or not they attend the workshop.

The keynote speaker will be Dr. Mark Lowenthal, IAFIE Executive Director, who is also President of the Intelligence & Security Academy, has previous executive experience as Assistant Deputy Director of Central Intelligence for Analysis & Production, and has taught intelligence in recent years at such first-rate institutions as Columbia and Johns Hopkins University. The workshop will showcase intelligence and training programs offered by both government and non-government entities. Panels are being organized with representatives from the various schoolhouses of the IC agencies and colleges/universities that offer intelligence studies programs, to include hopefully a sampling of those designated by ODNI as Intelligence Community Centers of Academic Excellence.

Prior to the panels, officials from the offices of the Under Secretary of Defense for Intelligence, Director of National Intelligence, Department of Homeland Security, and National Intelligence University have been invited to discuss educational strategic planning, policy, and outlook in a budget-constrained environment. When the local IAFIE chapter was hosted by NIU for a meeting with its President and a tour of facilities at its DIA location last February, the event was touted as a precursor for this larger workshop that will be able to accommodate a broader audience at a more accessible site. Non-U.S. citizens are welcome to attend if involved in the national security and training enterprise. Students are highly encouraged to come and will be given a discount. IAFIE and NMIA members will be charged a lower registration fee than non-members. To register, check out the NMIA website at www.nmia.org starting about the end of September. Details will also be posted on the IAFIE website at www.iafie.org.

Any questions, or offers to serve as speakers/panelists, can be addressed to the undersigned at William.Spracher@dodiis.mil or by calling (202) 231-8462. Even if you are not living/working in the DC area or involved in one of the sponsoring local chapters, you are still encouraged to come, contribute, and learn about what’s going on in the exciting and still growing field of teaching intelligence!

By Bill Spracher
Bob Heibel founded the intelligence studies program at Mercyhurst University in 1992, and his imprint on the university has grown enormously ever since. The vision of this pioneer of intelligence analysis education has not gone unnoticed by the university, which is now home to the world’s largest full-time academic enterprise educating analysts for government and the private sector.

In honor of Heibel’s contribution to the university and the 20-year anniversary of the program he founded, Mercyhurst announced today that it is establishing an endowed chair in Heibel’s name: The Robert J. Heibel Distinguished Chair of Intelligence Studies.

“Endowed chairs recognize the distinction of superior individuals like Bob Heibel and enable the university to attract and retain outstanding faculty who are leaders in their fields and provide our undergraduate and graduate students with unique learning opportunities,” said Mercyhurst University President Dr. Tom Gamble, who made the surprise announcement at the grand opening and dedication of the new Center for Academic Engagement (CAE) on Wednesday, Aug. 15. The CAE will house the burgeoning intelligence studies program.

A 25-year veteran of the FBI and former deputy chief of counterterrorism, Heibel currently serves as director of business development for the Institute for Intelligence Studies at Mercyhurst, a multidimensional program he originally founded as the Research/Intelligence Analyst Program (R/IAP). R/IAP was the first four-year college undergraduate program designed to generate a qualified entry-level intelligence analyst for national security, law enforcement and business. Today, Mercyhurst has more than 500 graduates from its on-campus program and another 300 from its online certificate program.

The institute has evolved into a world-class operation with pioneering programs at Mercyhurst’s Dungarvan campus, where it is working with Irish collaborators to establish a European center in intelligence and analytics. Dungarvan is also home to Mercyhurst’s biennial Global Intelligence Forum.

Heibel also founded the institute’s Center for Information Research, Analysis and Training (CIRAT), a nonprofit organization created to capitalize on the talent, expertise and technical capability of its faculty, graduate and undergraduate students, who produce analytical products for real-world clients.

Heibel has served on the board of directors of several national intelligence associations and is a founder of the International Association for Intelligence Education. In 2001 the Society of Competitive Intelligence Professionals presented him with its highest recognition, the Meritorious Award, and in 2006 he received a lifetime achievement award for his work in open-source intelligence.

He holds a master’s degree from Georgetown University. Heibel and his wife, Susanne, reside in North East. They have two grown sons.

By Mercyhurst
Mercyhurst University unveils new Center for Academic Engagement

The northern view from Mercyhurst University’s new high-tech Center for Academic Engagement (CAE) overlooks a vista encompassing the city and Lake Erie, combining a landscape and academic environment that is engaging in every way. It engages you to stop, to look, to contemplate, to interact, to learn … to marvel.

True to its billing as an “engagement center,” the $10.5 million flagship educational facility will deliver a cutting-edge learning environment for students for decades to come, said Mercyhurst President Dr. Tom Gamble. The vision for the CAE as a hands-on, collaborative, high-tech learning environment housing Mercyhurst’s signature program – Intelligence Studies – has been years in the making. The building also becomes home to a pair of initiatives that connect Mercyhurst with the wider community – the Mercyhurst Center for Applied Politics (MCAP) and the Evelyn Lincoln Institute for Ethics and Society.

In this new academic space, students will conduct open-source intelligence analysis for real-world clients using sophisticated computer laboratories, and they will man a 30-station polling center to seek public opinion on local, state and national issues. Completed on schedule for the start of the 2012-2013 academic year, the building includes 31,000 square feet on four levels. Architect Shelley Buehler of Erie’s Buehler and Associates designed the building with Erie’s Perry Construction Group Inc. serving as general contractor.

The structure includes offices, classrooms, labs and conference rooms equipped with state-of-the-art technology, podcasting and video conferencing capabilities and the latest in wireless technologies. Classrooms are surrounded by floor-to-ceiling white boards, providing abundant space for brainstorming, instructing and communicating. A skywalk spanning East Main Drive and connecting CAE with Hammermill Library will be equipped with counters and seating so that students can study in this unique space.

By Mercyhurst

Reports from International Co-chairs continued from page 9

Since assuming the position as a Co-Vice-Chair International I have not done any, what I consider to be real significant promotional work. For the moment I have limited my promotional work to publicizing the benefits of IAFIE to the student body of the intelligence program here at Edith Cowan University. However in November I will be attending a series of security conferences in Singapore, and presenting a paper on the application of intelligence in the security and crime prevention domains. At that conference I will have an opportunity to promote IAFIE to a number of audiences, those being; the attendees, education providers operating in the security space and directly to one of the relevant government agencies. On returning to Australia I will travel to Adelaide to attend the Defense Human Science Symposium at which I will also have an opportunity to promote IAFIE. I’m hopeful that by promoting the association in Singapore that will lead to opportunities for further promotion in countries such as Malaysia and Indonesia. Just as I hope my attendance at the Defense Human Science Symposium will enable greater awareness of the association in the defence domain.
Reports from International Co-chair (continued)

Thoughts on Intelligence Education in Australia

I was asked by Joe to make some observations or comments as to the nature of intelligence education here in Australia and I’d like to acknowledge that that has also been in part discussed in Don McDowell’s report. I will limit my observations to the academic programmes being run at universities here in Australia within a context of providing a rationale for what some might consider a lack of intelligence programs in Australia. For the most part intelligence programs are not taught at undergraduate level and in part that is a result of the fact that the Australian Intelligence Community has traditionally not valued professional focused undergraduate intelligence programs. There is a belief and to a large degree I have also held to this belief that the intelligence community simply wants to draw the best possible graduates from universities irrespective of what particular discipline they may have been studying. In the context of the formal/traditional national intelligence community that is probably a realistic option given that at the national level significant tradecraft training and professional development is provided in house. The problem with that approach to intelligence education is that the intelligence domain within the Australian context is now significantly greater than the Australian intelligence community.

The intelligence domain in Australia in Australia today could be stratified into a number of tiers. The top tier consisting of the six agencies that make up the defined intelligence community and other national intelligence functions situated in defence. There is then a second tier which includes intelligence capabilities found in the law enforcement agencies at national and state level. This tier would also likely include agencies such as Customs and the various crime and corruption commissions that have been established. The third tier includes specific functions and capabilities located within virtually all compliance and regulatory departments at the national and state levels of government. It may well be there is also a fourth tier that exists composed of intelligence service providers in the private sector together with intelligence functions and capabilities maintained by corporate entities. It is this growth and diversity in the second, third and fourth tiers that is to some extent behind a move to the provision of intelligence programs in universities. It should be noted that this stratification as described here is not a reflection of status or professional capability, rather it reflects the language being used in a small research project underway in which we are mapping the Australian intelligence domain.

One issue for the non-traditional intelligence domain is the lack of critical mass that would justify creation of in house training and professional development programs. Whilst, less of a problem for the second tier agencies, it appears to be a real issue for those operating in the third and fourth tiers. There appear to be two standard approaches to overcoming this problem, in the first instance many organisations aim to recruit analysts from other agencies whom have experience and a degree of professional expertise. The alternative for some is to exploit the relationship they have with higher tier agencies and try and leverage training opportunities from them. More recently of course has been the move towards seeking out a service from educational providers such as the universities and, to a lesser extent vocational education institutions. It is my view that this is the reason that most of the universities have focused on the provision of postgraduate programs at Graduate Certificate and Masters level. Another driver in the growth of postgraduate intelligence programs is the move by many of the second, third and fourth tier agencies to developing intelligence career pathways and in conjunction with this requiring their analysts gain professional
Reports from International Co-chairs (continued)

qualifications and demonstrate a commitment to professional development.

As the intelligence domain grows, particularly in those second, third and fourth tier agencies, and the demand for professionalization increases we are likely to see a greater demand for graduates to fill junior analytical functions. It is likely therefore we will see an increase in the offering of intelligence analysis programs at the undergraduate level in the future. Currently Edith Cowan University (ECU) appears to be the only university offering a complete program in intelligence analysis. This program is a four unit minor set with a focus on intelligence analysis and aiming to turn out graduates whom could fit easily into the early career intelligence roles in the second, third and fourth tier agencies. Whilst ECU is probably the leader at undergraduate level intelligence specific education I expect we will see similar programs emerge in future.

For the universities one of the big issues to overcome is how to attract the right staff to faculty. Most university faculty teaching in this domain are former intelligence professionals from cross section of agencies which is beneficial to the students. However for universities to attract research funding to this relatively new discipline area requires academics with research kudos. Research for the most part requires staff whom, possess a Ph.D; however, at this point in Australia we are lacking in this area. The lack of Ph.D. means for many intelligence professionals considering a shift to academia is an obstacle to achieving a position commensurate with their professional role. Notwithstanding the effort required to achieve a Ph.D., the greater benefit to the intelligence profession that will come from academic faculty whom teach and inform their teaching through current research in the form of high quality graduates and enhanced tradecraft should not be understated.

By Jeff Corkill
Five Eyes/IC Centers for Academic Excellence
Analytic Workshops

Seats are filling quickly for the 5 Eyes / IC CAE Analytic Workshops, November 6 – 8. Register now so you’re included! Key speakers this year include Dr. Susan Studds, of the National Intelligence University; Michael Coyne, from the Federal Bureau of Investigation; and John D. Williams, Research Director of the Defense Intelligence Agency. Thirty-six workshops on a variety of topics will be held; with three running concurrently so each attendee can choose his/her agenda.

This year, the workshop combines the participation of Intelligence Community professionals, representatives from Five Eyes countries (Canada, Great Britain, Australia, New Zealand and the United States), and professors and students from the Centers for Academic Excellence program. Student research presentations and workshops by college professors on analytic topics will occur as part of the offerings. Workshop topics range from warning (including a presentation by Dr. Joseph Gordon, of IAFIE and NIU); critical thinking (by Dr. Noel Hendrickson, of JMU); how other professions influence analysis by this year’s IAFIE Instructor of the Year, Dr. Carl Jensen and Melissa Graves, both of University of Mississippi.

The Workshops are held this year at the Conference Center at the Maritime Institute (692 Maritime Blvd, Linthicum Heights, Maryland, which is less than five miles from the Baltimore-Washington International (BWI) Airport, the BWI Amtrak Station, and Interstate-95. Shuttle service from BWI, Amtrak, and MARC (light rail) is available. The Conference Center also includes onsite hotel accommodations for those traveling from out of town; the contracted rate is $109 per night, which includes breakfast.

To register for the workshops, visit http://5eyes.olemiss.edu/workshop/ and enter code “5eyesreg” to complete your free registration for this analytic conference. The workshops will run from 8 AM to 4 PM Tuesday and Wednesday and from 8 AM to 12 noon on Thursday. The agenda is posted at the registration site.

The Five Eyes Analytic Workshops began in 2008, co-hosted by the Defense Intelligence Agency (DIA), James Madison University and University of Mississippi; their locations have varied among the three sites. Between 100 and 150 attendees are expected. IAFIE members are welcome to register. For more information, contact Melissa Mason, IC CAE Program Manager: melissa.mason@dodiis.mil.
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The Volksmarine: Political Purpose and Military Capability

Call for collaboration: If you would like to contribute to David’s research please contact him at: keithld@earthlink.net

The armed forces of the German Democratic Republic (GDR or East Germany) were collectively known as the "National People's Army" (National Volksarmee or NVA). In this military organization, the ground forces constituted by and large the chief component. Other services
The Volksmarine: Political Purpose and Military Capability (continued)

were the semi-autonomous "People's Navy" (Volksmarine), and Air Force and Air Defense Command (Kommando der Luftstreitkräfte und Luftverteidigung) and the "Border Command (Kommando Grenze).

I am conducting a study of the Volksmarine, with an aim to producing the first book-length manuscript on this branch of the NVA to appear in English. No scholarly studies focusing upon the GDR's navy have yet been done in the English language, in fact. The most recent German study was published in 1986, several years prior to the collapse of the GDR and the disintegration of the Warsaw Pact. I have already acquired most key European sources, and plan to travel to Potsdam and Rostock, Germany, within the year for discussions and interviews.

The work will describe how maritime forces, the "People's Police" and the "Sea and Border Police North," were established in the GDR in the late 1940s and early 1950s, and how these forces evolved into the Volksmarine. It will examine mission and equipment; analyze relationships between East German naval personnel, their Soviet advisors, and the SED (Communist Party); explore social values and attitudes; and investigate designated strategies for the employment of forces. One must place former Warsaw Pact forces into perspective. Studies of these forces cannot be conducted in a vacuum, nor separate from domestic and foreign sociopolitical contexts. Accordingly, the Volksmarine should not be viewed apart from broader doctrinal and force posture issues. The Warsaw Pact assumed two basic, though sometimes incompatible roles in Soviet policy: first, as a military coalition to counter NATO and augment the Soviet Union's own military capabilities against the West; second, as an internal mechanism for promoting political cohesion within the Bloc and, when necessary, enforcing Soviet control over potentially errant Bloc members.

The point of departure for this study will be a review of the literature germane to the subject. The scarcity or outright absence of surveys, the unreliability of data, and a general shortage of hard information are problems confronting researchers studying closed societies. Statistical information and sociological research data are typically sketchy or unavailable for Warsaw Pact military forces. The military forces of the former GDR were well trained, and in a high state of combat readiness. Equipment was well maintained. The highest degree of integration in the Warsaw Pact was between the Soviet and East German military forces. By any objective measures, GDR forces were competent and efficient, and thus had positive military utility to the Warsaw Pact. Yet, several subjective factors could have limited the military usefulness of the GDR's military forces. Lingering, and ultimately unanswerable, questions highlight these subjective factors. How effectively would East German military forces have fought against the West Germans? Could the Soviet Union have depended upon the forces of the GDR in a crisis? In a protracted conflict, could the Soviet Union have assumed continued GDR loyalty? Would NVA troops have proven completely reliable frontline forces?

By David Keithly
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:

Dr. Valerie E. Davis, Editor, IAFIE Newsletter
American Military University
Email: valerie.davis7@mycampus.apus.edu