

Spring 2014



# IAFIE Newsletter

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## IAFIE Certification Program Accepting Applications

To help IAFIE meet its goal to advance research, knowledge, and professional development in intelligence education, the IAFIE Certification Program was created to promote professional standards and ensure quality in intelligence education through both academic programs and training courses. The IAFIE Certification Program assists in ensuring intelligence education courses and programs meet content standards established by IAFIE.

The IAFIE Certification Program is ready to accept applications for course and program certification. The Certification Program policy and application procedures are located on the IAFIE website at [www.iafie.org](http://www.iafie.org) > Certification. This site also contains the IAFIE Standards, which are used in the certification process. For evaluation of courses or programs where there are no specific IAFIE Standards published, the Standards for Intelligence Education Undergraduate and Graduate Programs will be used until more specific standards are developed. Certification application package requirements are listed

on the IAFIE website. Application packages must be submitted to [cert@iafienet.org](mailto:cert@iafienet.org).

The IAFIE Certification Program allows each individual IAFIE member to submit one course for certification at no cost each year. Each additional course certification application in the same year costs \$200. Entities with a IAFIE institutional or corporate membership may submit one application for a program certification at no cost each year. Each additional program certification application in the same year costs \$500.

Volunteers are needed to serve on the IAFIE Certification Panel. Please contact Jon Smith, Chair of the IAFIE Certification Panel, at [jonsmith@coastal.edu](mailto:jonsmith@coastal.edu) if you are interested.

For administrative questions on certification applications please contact Michelle Henderson at [mhenderson@mercyhurst.edu](mailto:mhenderson@mercyhurst.edu).

For other questions about the IAFIE Certification Program, please contact Mike Collier, Chair of the IAFIE Educational Practices

## IAFIE Strategic Steering Committee to Plan Next 10 Years

Celebrating the 10th anniversary of IAFIE, the Board has formed a strategic steering committee to examine the association's fundamentals, including but not limited to the by-laws, initiatives, and website, in order to build a foundation for IAFIE's further growth in its 2nd decade. The committee will report to the association members at the 2014 conference/annual meeting in Erie, PA this July. The committee is comprised of expert IAFIE members, including three of IAFIE's 'founding fathers': Bob Heibel (organizer of the 2014 annual meeting/10th anniversary conference), Mark Lowenthal (Executive Director of IAFIE since its founding), and Tom Carr (former IAFIE Chair). In addition, the committee's membership includes: Alan Breakspear (with extensive experience serving as Executive Director of the Canadian Association for Strategic and Intelligence Studies (CASIS), Larry Valero (long-serving IAFIE board member and planner of the association's most successful conference in 2013 in El Paso, TX), and Joseph Gordon (IAFIE Chair, ex-officio).

## Greetings from the Chair – “IAFIE’s Tenth Anniversary”

The Tenth Anniversary Conference of the International Association for Intelligence Education (IAFIE) will be celebrated 14-16 July 2014 at Mercyhurst University, where it was founded. IAFIE has become a paramount professional organization for intelligence education and training and claims membership in 30 countries worldwide. This year’s IAFIE gathering will concentrate on theoretical and practical approaches to Intelligence Education. The conference will lead off with a reception on the evening of Monday, 14 July followed by two full days of speakers, panels and presentations.. The conference agenda is posted on the IAFIE website.

In addition to recognizing the “instructor of the year” and the winners of the IAFIE essay contest, we will inaugurate a new award for life-time achievement in intelligence, to recognize a well-known figure who will also address the conference. This award will be publicized shortly. Offering half-price registration to founding IAFIE members, we expect to have substantial representation from the “old-timers.” We owe many thanks to Bob Heibel, assisted by Drew Danzell, of Mercyhurst University for organizing the conference and to the University for hosting in its new facilities. We look forward to seeing you all there in July and hope that we can exceed the 175 (or so) attendees at the El Paso Annual Meeting last year. We also urge you to bring your friends and family to Erie, Pennsylvania, a most pleasant vacation and recreation place.

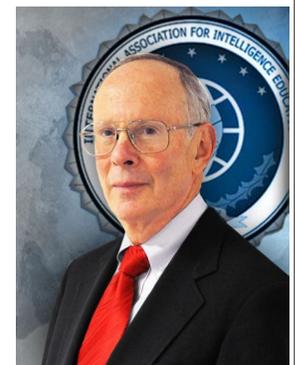
Besides celebrating its 10th anniversary, the IAFIE Board formed a Strategic Steering Committee to chart the next 10 years (see separate article) and will present its findings and recommendations at the Annual Meeting.

We are pleased to see IAFIE local chapters active. Anne Walton and Keith Cozine have been busy organizing the many IAFIE members in the New York area. After two organizational meetings, they held their first “event” on 18 April with Rebecca Weiner, Director of Intelligence Analysis, NYPD Intelligence Bureau, as guest speaker. Anne and Keith expected this program would attract a sizable audience to launch the chapter. The Washington Area Chapter held its second event of the year, co-hosting with IALEIA (The International Association of Law Enforcement Intelligence Analysts) a program on law enforcement Intelligence at the University of Maryland on 18 March. Bob Smith and David Jimenez planned the program and chapter chair Bill Spracher led the IAFIE contingent. If it had not snowed that day, the planners were convinced that the event would have attracted more than the 175 brave souls to attend a most rewarding event. (see separate article).

Bob De Graaff of The Netherlands reports to have formed the nucleus of a European chapter (see separate article). He has recruited an impressive nucleus of IAFIE members from four different countries to launch the chapter. We wish them well.

Perhaps the most promising news of late has been the completion of the IAFIE Certification project to validate intelligence training and education programs and courses (see separate article). Long in planning under the tutelage of Mike Collier, Eastern Kentucky University, the program is ready to be launched to certify intelligence education and training courses and programs. Some 15 IAFIE members have volunteered to serve on the certification board. Jon Smith, Coastal Carolina University, will lead the implementation of the program. We expect that certification will be an important IAFIE contribution to the field and should also provide a source of some revenue. The first step in the process is to publicize this activity and then launch the program.

We look forward to seeing you all in Erie in July.



*“Perhaps the most promising news of late has been the completion of the IAFIE Certification project to validate intelligence training and education programs and courses.”*

## Chapter News : NY Chapter Spring Event

## European Chapter formed



## IAFIE NY Chapter Hosts NYPD Intelligence Bureau Leader

IAFIE members in the NYC metro area held their spring event on April 24, 2014 and it was attended by nearly three-dozen students and IAFIE members. The event held at Columbia University and cosponsored by the School of International and Public Affairs, featured Rebecca Weiner, Director of Intelligence Analysis, for the NYPD Intelligence Bureau, as the keynote speaker. Ms. Weiner discussed the role of the Intelligence Bureau in counterterrorism and careers in intelligence outside the Intelligence Communi-

ty. Following her presentation Ms. Weiner engaged the audience in an hour-long "question and answer" period covering a wide variety of topics including the legal limitations governing the Bureau's activities, addressing the variety of controversies regarding the Bureau appearing in the media, and how the Bureau works with a variety of public and private partners to achieve its mission.

For more information on the NY Chapter and future events please contact Anne Walton (analystscompass@gmail.com).

## A European IAFIE Chapter

Last year Bob de Graaff (University of Utrecht and Netherlands Defense Academy, Breda, The Netherlands) and James M. Nyce (Ball State University) started a project on an edited volume about lesser-known European intelligence communities. Currently the following countries are included: Albania, Austria, Belgium, Bosnia, Bulgaria, Croatia, the Czech Republic, Denmark, Finland, Greece, Hungary, Italy, Latvia, Lithuania, Montenegro, The Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden and Ukraine. In mid-January of this year this group held a conference in Breda, The Netherlands, where the authors discussed each other's contributions, made recommendations for harmonization of the texts and presented their current findings to an expert audience.

The idea behind the volume is that intelligence studies are still mainly focused on four countries: the US, the UK, Russia (and the former Soviet Union), and Israel. Since many European nations now have some kind of academic intelligence studies the need for information about the intelligence communities of other European nations has increased.

During the conference the group expressed an interest in institutionalizing its cooperation beyond the book project. As most of the

authors are working in academia teaching intelligence studies, it was decided that the most logical way of doing so would be to establish the group as the starting point of a European chapter of IAFIE. The group decided unanimously to have Siegfried Beer, Bob de Graaff and John Nomikos on the first board of this European chapter. As the IAFIE chapter should also include the larger European nations, the group agreed that Pierre Memheld, who is already an IAFIE member and had in the past indicated an interest in founding a European chapter, should join them. So here it is, the new IAFIE offshoot. Below you will find the bios of the new board members. Several of us will attend the tenth IAFIE conference at Mercyhurst this summer, where we may discuss our plans. Meanwhile, we hope that this article about the newborn chapter will be the start of a permanent corner in the IAFIE Newsletter.

**Siegfried Beer** (b. 1948) studied history as well as English language and literature at the University of Vienna, Austria. In 1968-69 he was a Fulbright undergraduate at Wesleyan University, Middletown, CT, USA. In 1972-73 he was a German language instructor at Claremont High School, Kenton, Harrow, Greater London, UK. In 1974 he received his Mag.phil. (M.A.) at the University of Vienna, whereupon he became research

## A European IAFIE Chapter - cont'd from page 3

assistant with Prof. Gerald Stourzh at Institute of History, at the same University of Vienna. Since 1978 he has been a member of the Institute of History, Department of Modern History, at the University of Graz. In 1983 he became Dr.phil. (Ph.D.) at the University of Vienna. In 1999 he presented his "Habilitation" for late modern and contemporary history. Dr. Beer worked as an ACLS-Fellow at the U.S. National Archives in Washington, DC, as a guest professor at the University of Minnesota (Twin Cities), as a Schumpeter Research Fellow at Harvard University, Cambridge, MA, USA, and as Botstiber Visiting Professor for International Affairs at Columbia University in the city of New York, USA, being appointed Director of the Botstiber Institute of Austrian-American Studies, Media, PA. Since 2000 he has been a member of the Viennese Restitution Commission.

In 2004 Dr. Beer founded the Austrian Center for Intelligence, Propaganda and Security Studies (ACIPSS), of which he became the first and so far only director. Since 2007 he has been the Executive Editor of the *Journal for Intelligence, Propaganda and Security Studies* (JIPSS). Recently Dr. Beer retired from regular teaching. However, he has continued his research and his directorship of ACIPSS.

**Bob de Graaff** is currently professor for intelligence and security studies both at the University of Utrecht and the Netherlands Defense Academy in Breda, The Netherlands.

He is a historian by training and taught and researched at the Vrije Universiteit in Amsterdam, the Erasmus University in Rotterdam, the Institute for Netherlands History in The Hague, The Netherlands Institute for War Documentation and the The Hague Campus of Leiden University. He was coordinator of the research-team commissioned by the government that researched the circumstances relating to the

fall of the so-called UN safe area Srebrenica in 1995 during the war in Bosnia. He was also the first professor in the Netherlands for the study of terrorism and counterterrorism, between 2007 and 2009.

From 1991 till 1997 he was president of the Netherlands Intelligence Studies Association (NISA), of which he was one of the founders and is still a board member today. Together with his colleague Cees Wiebes he wrote an extensive study on the Dutch foreign intelligence service IDB, which was called *Villa Maarheeze*, i.e., the place near The Hague where the IDB was located.

His most recent book was *Op weg naar Armageddon. De evolutie van fanatisme* (The Road to Armegaddon. The historical development of fanaticism).

**Pierre Memheld**, MBA from Essec Business School, MSc in Competitive Intelligence and Information Security, and French Army Staff Intelligence officer. His work experience includes several positions as competitive intelligence analyst for consultancy companies with missions in India, UAE, Qatar, Japan, South Korea, China, and Brazil. He is currently Senior Advisor for the Organized Crime Observatory, a Swiss NGO specializing in the analysis of criminal organizations.

**John M. Nomikos** (PhD) is the Director at the Research Institute for European and American Studies (RIEAS) based in Athens, Greece, Chairman of the European Intelligence Academy (EIA) and founding editor of the *Journal of Mediterranean and Balkan Intelligence* (JMBI). Nomikos directed the Greek team in a consortium of five countries (Northern Ireland-UK, Spain, Germany, Bulgaria, and Israel) and completed successfully a two-year (2009-2011) European Union-FP7 research project titled: SAFE COMMS on "Counter-terrorism Crisis Communication Strategies for Recovery and Continuity." He

Chapter News :

European Chapter

Board introduced





## A European IAFIE Chapter - cont'd from page 4

is a Certified Master Antiterrorism Specialist (CMAS) by the Antiterrorism Accreditation Board (ATAB) in USA. He is an expert on transatlantic intelligence studies, intelligence reform, and national security architecture. He has written many articles on security-

intelligence issues in academic journals such as the *International Journal of Intelligence and Counterintelligence (IJIC)* and he has done research and studied in various research institutions in USA, UK, Norway, Finland, Germany and Israel.

## Member News

**Commander Toni Gay**, U.S. Coast Guard, will retire August 1, 2014 after nearly 25 years of military service. Commander Gay joined the Coast Guard in 1991 as a Public Affairs Specialist and attained the rate of Petty Officer First Class before being selected for Coast Guard Officer Candidate School and receiving her commission as an Ensign in December 1994. Commander Gay held numerous positions in operations prior to joining the Coast Guard Intelligence Program in 2000 where she has served in a variety of operational, staff, and training and education intelligence positions. Most notably she served four years on faculty at the Coast Guard Academy where she was the Director of the Coast Guard Intelligence Development Program, taught academic courses in Intelligence, National Security, Terrorism as well as developed and taught an Analysis course that incorporated the use of structured analytic techniques. Her current position is Chief of Intelligence Requirements at Coast Guard Atlantic Area in Portsmouth, Virginia, which has an area of responsibility within a geographic region that ranges from the Rocky Mountains to the Arabian Gulf and spans across five Coast Guard Districts and 40 states. Commander Gay is an alumna of the Postgraduate Intelligence Program

at the Joint Military Intelligence College, and graduated with a Master of Science of Strategic Intelligence in 2004.

Commander Gay's plans upon retirement include spending more time with her family, boating the Chesapeake Bay, and engaging in activities at the Comte de Grass Chapter, Daughter of the American Revolution in Yorktown, Virginia, where she is the National Defense Chair. In Fall 2014 she will begin her PhD studies in Higher Education Policy and Leadership at the College of William and Mary in Williamsburg, VA.

**John M Nomikos**, Director of the Research Institute for European and American Studies ([www.rieas.gr](http://www.rieas.gr)) based in Athens, Greece, participated in the Counter-Terrorism Challenges in the Region of Southeastern Europe Conference delivering a paper on "Balkan-Mediterranean Intelligence-Sharing Cooperation and Counterterrorism Policy in Greece." The Conference took place in the Slovene Armed Forces Military Schools Center (3-7 March 2014) in Maribor, Slovenia. A recent article by John titled "Reasons for an Independent Intelligence Service in the European Union" was published in the *European Business Review*, Issue 1, January 2014 in Athens, Greece.



**Join us for the Tenth Anniversary Conference of the International Association for Intelligence Education July 14-16 2014 at Mercyhurst University!**

**Attendees can register via the IAFIE website ([www.iafie.org](http://www.iafie.org)). Be sure to check back for scheduling updates and conference details.**

## Huge Success: Partnership for Law Enforcement Intelligence Education and Training Symposium

On March 18, 2014, the Washington Area Chapter of IAFIE joined hands with the DC Chapter of the International Association for Law Enforcement Intelligence Analysts (IALEIA) and the University of Maryland University College (UMUC) at the first-class UMUC academic center in Largo, MD, to host an all-day symposium on law enforcement intelligence training and education.

This event represented the second in a row in which the Washington Area IAFIE chapter veered from its usual heavy focus on national security intelligence and instead explored another key vector of IAFIE's area of interest—law enforcement/homeland security. Homeland security was the subject of the last meeting in December 2013, with guest speaker DHS official Jennifer Lasley at an afternoon event in Reston, VA. This time, DHS, DoD, DOJ, and a whole host of other federal, state, and local law enforcement elements were involved including representatives from several colleges and universities heavily invested in teaching such subjects.

Approximately 175 persons attended this symposium, the overall theme of which was "Law Enforcement Intelligence, Training, and Academia: Partnerships Making a Difference for Tomorrow." This one-day symposium offered law enforcement executives, managers, analysts, trainers, and educators insight into the current demand for qualified law enforcement intelligence managers and analysts to meet national standards, as well as current state-of-the-art college and university education and training programs which support this need. Dr. Mark Lowenthal, IAFIE Executive Director, welcomed the large, diverse group of attendees on behalf of the international/national organization, and Dr. Bill Spracher, local chapter chair, welcomed them on behalf of the sizable contingent of IAFIE members living and working

in the DC metropolitan area. Many attendees were new to IAFIE, and the chapter manned a table with recruiting materials easily accessible. Also doing yeoman duty in organizing the event were Bob Smith, former IAFIE board member, and David Jimenez, chapter vice chair, who was unable to attend due to a family medical situation.



James E. McDermond, Assistant Director, Office of Strategic Intelligence and Information, Bureau of Alcohol, Tobacco, Firearms, and Explosives, and member of the National Criminal Intelligence Coordinating Council, was keynote speaker.

Mr. McDermond described current law enforcement community intelligence needs and requirements that meet post-9/11 legislative mandates and implementation of the National Criminal Intelligence Sharing Plan (NCISP). He was followed by three panel discussions featuring federal, state, and local law enforcement executives, managers, analysts, and senior representatives from intelligence analysis organizations, as well as professors from colleges and universities teaching law enforcement intelligence, along with some of their students.

The first panel examined "Law Enforcement Executives' Expectations of Intelligence Units and Fusion Center Core Competencies and Capabilities." All panelists agreed that, in the post-9/11 era, all law enforcement agencies, large and small, should have an intelligence capability to meet new homeland security mandates, the National Criminal Information Sharing Plan, and Department of Justice analytic standards in order to



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## Huge Success - cont'd from page 6

think globally and act locally. Panelists felt law enforcement officers are very good at collecting data and arriving at hypotheses identifying the “what, when, how, why, and who” in the commission of crimes. However, because of the culture of law enforcement, officers are generalists and frequently transferred to new duties that do not require analytic expertise, which the professionally trained and certified criminal intelligence analysts and crime analysts provide to law enforcement agencies. Panelists agreed that criminal intelligence analysts “ask different questions than officers, who are focused on short-term tactical goals.” Law enforcement executives and managers of fusion centers now realize the value of having a trained and competent intelligence analyst to apply structured and analytic tradecraft, so much so that FBI and state police organizations encourage analysts to accompany investigators in the field to better understand their operational environment and to establish information liaisons of their own.

The second panel included key leaders of intelligence analyst organizations and trainers from the International Association of Law Enforcement Intelligence Analysts (IALEIA), the International Association of Crime Analysts (IACA), and the FBI Intelligence Analysts Association, plus the FBI Training Academy in Quantico. They discussed the history of criminal intelligence analysis in the U.S. from 1980 to date, as

well as their respective programs for training and certification of analysts. Many of their analyst certification criteria have been incorporated into today's Department of Justice Analytic Standards for Law Enforcement Agencies and are consistent with Intelligence Community analyst core competencies. All panelists agreed their efforts to fully integrate their “value added” analytic skills and knowledge into law enforcement agencies are a work in progress.

The final panel included representatives from colleges and universities that teach intelligence studies and law enforcement intelligence, describing how their respective curricula were developed and implemented. Panelists made the distinction between “intelligence studies” curricula and “intelligence schools” or “intelligence education.” The distinction is that intelligence studies curricula cover the entire intelligence process, while intelligence schools curricula are tailored to a specific vocational intelligence discipline (national security, military, homeland security, law enforcement, or competitive intelligence). Each panelist expressed his/her respective school's difficulty in recruiting subject matter experts to teach and recruit potential students in light of the current budgetary restrictions on both the public and private sectors. Each school is looking for its unique “niche” to attract specific students.

Panel 1: “Law Enforcement Executives’ Expectations of Intelligence Units and Fusion Center Core Competencies and Capabilities”



Panel 2: Professionals discussed the history of criminal intelligence analysis and their organizations' programs for training and certification.

## Intelligence and the Transition from War to Peace, James Madison University Conference Recap

At last year's IAFIE Annual Meeting, Tim Walton announced that James Madison University (JMU) planned to host a multidisciplinary scholarly assessment of soon to be declassified CIA documents on intelligence support for American decision making on Bosnia in the 1990s. The documents were released in October 2013 and highlighted how analysis and collection helped to bring about the Dayton Peace Agreement, which ended the conflict in Bosnia in 1995.

The JMU conference took place March 19-20 in Harrisonburg, Virginia. IAFIE members who presented included: Anamaria Berea from George Mason University, who did a computational analysis of the language of the documents; Bob De Graaff from the Netherlands Defense Academy and the University of Utrecht, who along with his colleague Cees Wiebes did a reassessment of the Srebrenica massacre; and Jonathan Smith from Coastal Carolina University, who examined Department of Defense perceptions. Tim framed the presentations

### ATIC & Wright State University Partner to Add Intelligence Studies Track to WSU's Master of Arts in International Comparative Politics

Wright State University's Department of Political Science and the Advanced Technical Intelligence Center (ATIC) are partnering to offer a new Intelligence Studies track within WSU's Master of Arts in International Comparative Politics (MA-ICP) program. Slated to begin enrolling students in the fall of 2014, the Intelligence Studies Track will build on the MA program's core focus in International Relations and Comparative Politics to add a fifteen credit hour emphasis in intelligence, national and homeland Security issues, and the role of intelligence in strategic policy. Through their studies and research, students will be able to focus on the impact of intelligence on key decision-makers, and its role in contemporary international security. Students will be intro-

duced to the rigorous techniques intelligence analysts use to solve complex problems, and will also be encouraged to pursue advanced foreign language study as part of their graduate curriculum.

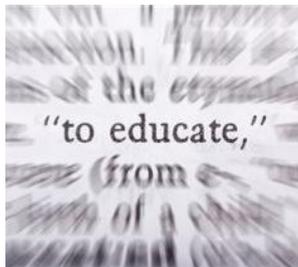
with a discussion of the historical and bureaucratic context, as well as a wrap-up at the end. Other scholars who contributed included: Steven Burg from Brandeis University, Rhian McCoy from George Mason University, and additional faculty and students from JMU. Jan Lodal, former Principal Deputy Undersecretary of Defense for Policy, gave the keynote address while Ljubica Acevska, the first ambassador to the United States from the Republic of Macedonia, made remarks at Wednesday's dinner.

A number of IAFIE members, in particular a strong delegation from the National Intelligence University, were in attendance, and had a chance to mingle with faculty, students, and other guests. The papers from the conference are being assembled for a planned volume, tentatively titled *The Role of Intelligence in Ending the Conflict in Bosnia in 1995* which will be edited by Tim and is due to be published later this year by Lexington, an imprint of Rowman & Littlefield.

The Intelligence Studies Track will combine two courses from Wright State's catalog with three courses developed and taught by ATIC faculty. Students begin their studies with introductory courses in the politics and principles of intelligence. The final two courses, focused on the role of intelligence in national and homeland security, are conducted at a classified level. Students who do not come to the program with an existing government security clearance may be sponsored for appropriate access to attend and complete these courses.



For more information, please contact: Dr. Laura Luehrmann, Associate Professor and Director, Master of International Comparative Politics Program, Wright State University at [laura.luehrmann@wright.edu](mailto:laura.luehrmann@wright.edu) or Chris Martin, Director of Training, Advanced Technical Intelligence Center at [cmartin@aticcd.org](mailto:cmartin@aticcd.org).



## The National Intelligence University Leadership and Management of the Intelligence Community Certificate

### About The Program

This rigorous and selective program is specifically designed for highly competitive intelligence and national security professionals with approximately 10 years experience in the Intelligence Community (IC). Courses provide a forum for participants from across the IC, to deepen their understanding of current security issues and exercise their leadership and decision-making skills in a group of their peers, all while developing and contributing their own ideas and perspectives. In this increasingly interconnected world, policy and procedure lines are often blurred, making collaboration across traditional boundaries more important than ever before. The certificate meets the need to provide aspiring IC leaders with the core skills required for success by today's and tomorrow's leaders.

### The Mission

Our mission is to provide the knowledge, skills, and competencies required for senior-level service within a framework that enhances IC-wide integration and collaboration. Education in leadership, management, and the policy process (to include the legal and ethical dimensions of policy choices) provide the tools necessary to enable

talented professionals to lead an adaptive and agile IC.

This program is designed to be completed in one year with students attending seminars for one week each academic quarter: October, January, March, June. All sessions combine senior IC members as guest lecturers, seminar instruction with experiential activities, case studies, facilitated group discussions, and personal reflection exercises. There will be study and assignments to prepare outside of these days and weeks.

### Courses

The program offers four distinct and unique courses. Each course is worth three graduate-level credits. The following four courses are required for certificate completion:

- Course 1: Leadership & Intelligence
- Course 2: Intelligence & National Security Policy
- Course 3: National Security Law & Ethics
- Course 4: Organizational Management & Change

The courses will conclude with a capstone group exercise tackling a "hard problem" involving leadership and management of

## The National Intelligence University's Bachelor's Degree Capstone Project

The National Intelligence University's (NIU) Bachelor of Science in Intelligence (BSI) capstone project, the highlight of the year-long bachelor's degree completion program, tests students' understanding of, and ability to apply, concepts learned throughout the academic year to an overarching intelligence problem. The purpose of capstone is to equip students to address one of the most significant challenges facing intelligence analysts: understanding the dynamic and complex relationships between analysis, collection, and warning. Capstone gives BSI students the opportunity to experience the dynamics of a significant strategic intelligence problem, as designated by the National Intelligence Priorities Framework (NIPF), while integrating the challenges of analysis, collection, and



## NIU's Bachelor's Degree Capstone Project - cont'd from page 7

warning. The goal "is for students to successfully apply research and data collection, and to carry out a comprehensive project and complete [a] final written [and] oral product."

Each academic year's BSI class is organized into four teams, each associated with a research question derived from a larger, overarching topic. The respective teams are responsible for building a long-range analytical product out to 2025, using Alternative Futures Analysis as the analytic framework, that lays out four alternative futures for their assigned research question. This year's class will provide a comprehensive assessment of four European-focused research questions on: (1) Russia's commodity dominance as a potential political lever in its relationship with Europe; (2) the potential for the Eurozone to challenge U.S. financial primacy; (3) the likelihood for the growing Muslim population to become a viable political force in select European countries; and (4) the prospects for alternative energy sources to replace nuclear energy production across Europe.

During the upcoming summer term, each

capstone team will give weekly progress briefings that define their respective intelligence problem, describe the emergent strategic environment, identify and evaluate key drivers, analyze possible alternative futures scenarios, and project key intelligence gaps along the way. The capstone project will culminate in four comprehensive, final briefings to NIU faculty, staff, and invited guests that will provide "plausible and provocative [scenarios] about how the future might unfold" regarding their respective research questions. Each team will also produce a detailed, multi-chapter written version of their respective briefings.

The capstone project of NIU'S BSI program contributes to the IC's understanding of real-world, transnational intelligence problems by providing students with a comprehensive understanding of how to approach future analytical challenges.

For comments or questions please contact Julian R. Meade, BSI Capstone Manager, National Intelligence University and Program Chair, IAFIE Washington Area Chapter at (202) 231-6372 or [julian.meade@dodiis.mil](mailto:julian.meade@dodiis.mil).

## New Certificate Program in Strategic Warning Analysis at the National Intelligence University

The goal of this certificate is to educate intelligence professionals on the history, challenges, and methodologies of warning intelligence. It serves to prepare students for strategic warning assignments throughout the Intelligence Community.

The Strategic Warning Certificate is delivered through four consecutive courses, one per quarter for one year. The course draws heavily on practitioners from the Intelligence Community as guest lecturers, in seminar instruction with case studies, group discussions, student presentations, and written requirements, with strong emphasis on clear exposition and critical thinking.

The four courses are: History of Warning Intelligence, Challenges in Strategic Warning, Warning Theory and Methodologies, and a Warning Certificate Elective.



The capstone project will culminate in four comprehensive, final briefings to NIU faculty, staff, and invited guests.





## Marymount University Introduces Intelligence Studies Concentration

Marymount University in Arlington, Virginia, will now offer students in the Masters of Forensic and Legal Psychology program the option of selecting an Intelligence Studies concentration in partial fulfillment of degree requirements. Assistant Professor Dr. William Costanza, a retired CIA operations officer who designed the concentration, noted that "the basic philosophy is to provide students with the skill sets that will make graduates more competitive for intelligence community jobs as well as more productive earlier in their careers once hired."

The Intelligence Studies concentration includes five courses: The Intelligence Community: Theory, Practice and Challenges; Intelligence Analysis I and II, Counterintelligence, and the choice of an elective. Currently the concentration offers two electives: Contemporary Terrorism and the U.S. Response; or Human Considerations in Cyber Security. Several more electives will be added in the coming years. The concentration will also require students to complete an intelligence-related internship

with a government agency or private sector company.

To ensure that the coursework meets the needs of the Intelligence Community, Marymount established an outside Advisory Group of current and former senior-level intelligence community officials to oversee and guide course development. The Advisory Group members include individuals with professional experience at CIA, Department of Homeland Security, Transportation Security Administration, Office of Naval Intelligence, Defense Intelligence Agency, and private sector companies that support the Intelligence Community. The Advisory Group will also mentor students and help identify internship opportunities. The Intelligence Studies concentration will be introduced in the Fall 2014 semester. For more information, please contact Dr. William Costanza, Assistant Professor, Department of Forensic and Legal Psychology, at Marymount University, 2807 N. Glebe Rd., Arlington, VA 22207, (703)-843-5722.



## The Guide to the Study of Intelligence

The Association of Former Intelligence Officers (AFIO) has developed a new guide for the teaching and study of intelligence. It continues to grow with three or four new articles every four months. Aimed at university instructors as well as secondary school teachers, *The Guide to the Study of Intelligence* assists those teaching related subjects about intelligence and how it currently and historically impacts history, foreign affairs, political science, economics, public policy, and many other areas of national security. *The Guide's* articles also serve as good introductions for students and include a list of additional readings. Written by academics (some of whom are IAFIE members) and practitioners of intelligence, *The Guide's* articles will be published in hardcopy in about two years. Completed articles are already available on the Web at [www.afio.com/40\\_guide.htm](http://www.afio.com/40_guide.htm). AFIO encourages readers' comments, which can be sent to [aep@afio.com](mailto:aep@afio.com).



## Book Notice and Review

Erik J. Dahl, *Intelligence and Surprise Attack: Failure and Success from Pearl Harbor to 9/11 and Beyond*. Washington, DC: Georgetown University Press, 2013.

Those of us who teach intelligence analysis with the theme of intelligence failures and successes and what the U.S. Intelligence Community is doing about the former since 9/11 should consider using this book as a text. The book begins with the surprise attack at Pearl Harbor and the intelligence success at the Battle of Midway and then presents a brief survey chapter of "classic cases of surprise attack" from the outbreak of the Korean War through Iraq's invasion of Kuwait in 1990. The second half of the book focuses on terrorist attacks, beginning in the late 1990s with the East African embassy bombings and the 9/11 attacks beginning with a chapter on the successful prevention of a terrorist attack in New York City in 1993 followed by a detailed chapter on the 9/11 attacks.

Dahl insightfully concludes that intelligence warning of attacks requires more than merely writing a report. Rather, one must convey the message to the policymakers, who can take action to address the possible threats. Dahl argues that, while an intelligence "warning" must be clearly and concisely conveyed, avoiding "surprise" depends on the receptivity of the policymaker to understand the concern and take action to avoid surprise. The book concludes with a plea for the US to improve strategic warning and analysis, while also touting the values of "tactical warning", which proved its merit most recently in the killing of Osama bin Laden.

George W. Grayson, *The Cartels: The Story of Mexico's Most Dangerous Criminal Organizations and Their Impact on U.S. Security*. Denver, CO: Praeger, 2014.

Review by: José P. Jiménez, *Intelligence Analyst, El Paso Intelligence Center, UTEP Graduate Student, Retired U.S. Navy Chief.*

The "War on Drugs" has developed into something of a worn-out phrase except to those individuals working the problem sets surrounding it. The resources on the topic have been limited to the graphic violent publications of the actors as well as the argument that legalizing some drugs would be a solution. Former Mexican President Felipe Calderon's administration prompted various publications on the subject, which is important for this phase in history in regard to Mexican organized crime and its effect on the United States.

Recent works are starting to look at the less obvious dynamics of this phenomenon. One

recent book release, which addresses various topics of Mexican organized drug crime, is veteran researcher on Mexico Dr. George Grayson's *The Cartels*. Dr. Grayson has a long history of research and publication on the Mexican political and narco-trafficking phenomenon. He is one of the most current and knowledgeable researchers today.

I found *The Cartels* a solid piece of research. The author addresses the topics that do not receive much attention likely because of the superficial understanding the U.S. has of drug trafficking and Mexico. He demonstrates this by addressing the various elements and the related topics within this phenomenon that are not limited to the drug barons and their distributors. The illegal drug trade is a complex animal that leaves almost no individual untouched either directly or indirectly. This includes U.S. institutions of government and business as described in chapter nine, "The Enablers". This important chapter touches on aspects the U.S. could better face in its role and responsibility in the drug



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## Book Notice and Review—cont'd

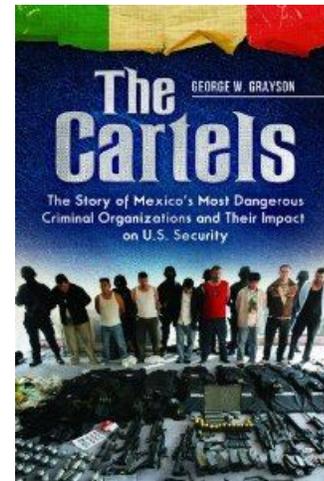
trade. Its role is beyond just being a voracious consumer of illicit drugs.

Dr. Grayson addresses the nuances that affect the broader “drug war” by contrasting the effectiveness of the Mexican Army and Air Force (SEDENA) and Navy (SEMAR) and providing evidence of SEMAR’s greater effectiveness. This is significant because of the reliance on the armed forces, as a result of Mexico’s weak and corrupt law enforcement and judicial system. Law enforcement structures, even if competent, lack the support of The Rule of Law described in chapter eight. The Rule of Law addresses the systemic problems that must be resolved in order to curtail, with any significance, the drug trafficking trade. Impunity runs high not only among politicians, but also drug capos.

*The Cartels* hints at, though in some cases lightly, the numerous variables surrounding the Mexican organized crime organizations commonly called cartels (it seems the term “cartel” or even transnational criminal organizations (TCOs) soften the security threat these organizations represent). Grayson goes into depth about the enablers of these criminal organizations within the Mexican government and its institutions.

The last part of the title . . . *and Their Impact on U.S. Security*, falls short of expectation as Grayson does not convey exactly how it impacts U.S. security. That is an important point for the book in itself and why the country should take heed. He does begin to introduce it in chapter eight, but does not seal the connection.

Regarding the cover photo of the book, it



was interesting to note with concern the quality and condition of the arsenal of arms displayed. Most law enforcement in Mexico does not have this level of weaponry, nor do many U.S. state and

local law enforcement agencies.

*The Cartels* is an important primer for academics and analysts studying the many elements involved. It would be an especially good read for law enforcement in multiple ways and therefore should be introduced into criminal justice studies. For academics, this should be part of a historical catalog that should have a place in such studies as history, anthropology, as well as criminology. Mexican organized crime has slowly become part of academic studies usually referred to as “contemporary studies.” History will show that the Mexican criminal organizations have negatively impacted the United States and its institutions. *The Cartels* should be part of the library of professionals studying this phenomenon.

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