



IAFIE NEWS

A Quarterly Review of Events, Issues, and Opportunities for Members of the International Association for Intelligence Education

Spring 2008, Vol. 1, Issue 3

NIU's Rhodes to speak at conference

Jill Rhodes, acting chancellor of the National Intelligence University System, will speak at the 4th Annual IAFIE Conference in Monterey, Calif., on June 24.

During a luncheon that day, Rhodes will discuss the potential relationship between IAFIE and the NIU. She has been with the Office of the Director of National Intelligence as Assistant Deputy Director of National Intelligence for Education and Training, Integration, and Collaboration.

Offering his perspective on a topic that has made the

headlines often in recent months will be Brian Latell, retired CIA officer and author of "After Fidel: The Inside Story of Castro's Regime and Cuba's Next Leader." Latell was the National Intelligence Officer for Latin America from 1990-1994, and has followed the career of Castro for the CIA since the 1960s. He will speak at the conference dinner June 24.

Mark Lowenthal, Ph.D., IAFIE's executive director,

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Annual Colloquium heads to New Haven

IAFIE's 10th Annual International Colloquium on Intelligence is scheduled for Aug. 4-7 at the University of New Haven. This year's theme is "The Role of Research in Intelligence Studies."

Sponsoring the colloquium this year with IAFIE are Proteus USA and the U.S. Army War College. The University of New Haven's National Security Graduate Program is hosting the event, which will take place at the Sheraton Hartford Hotel in East Hartford, Conn.

A strong list of speakers is lined up for the colloquium.

Among them are: Mr. William C. Spracher, National Defense Intelligence College, speaking on "**Research in Intelligence Education: A Broader View than Teaching Intelligence Studies**"; Dr. Magnus Ranstorp, Research Director, Center for Asymmetric Threat Studies, Swedish

National Defense College, Stockholm, speaking on "**Mapping Terrorism Research: State of Art, Gaps & Future Direction**"; Dr. Thomas A. Johnson, Professor Emeritus, Founder of National Security Program, University of New Haven, speaking on "**National Security Issues in Science Law, & Technology**"; Mr. Arthur S. Hulnick, CIA (Retired), Boston University, speaking on "**Intelligence Writing for Practitioners: Difficult But not Impossible.**"

Also speaking will be: Mr. William L. Wimbish, III, Director, Proteus USA, U.S. Army War College; Dr. William L. Tafoya, Director, National Security Graduate Program, University of New Haven, Colloquium Coordinator;

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See Pages 4 & 5 for Dr. Robert Clark's visit to the DC Area chapter

Monterey-bound

Our annual conference at the Naval Postgraduate School in Monterey, Cal., is rapidly approaching and those planning to attend, who have not done so, should register and make their hotel reservations. Necessary information and forms are available on our homepage at www.iafie.org. Remember that our guaranteed hotel rates are only good through May 23. Note that because of a recent rise in government per diem the government rate has risen slightly at the hotels.

**BOB HEIBEL**

The conference agenda is nearly finalized. Additions for June 24 include luncheon speaker Jill Rhodes, Acting Chancellor of the National Intelligence University System, who will discuss the potential relationship between IAFIE and the NIU. That evening's dinner speaker will be Brian Latell, retired CIA officer and author of "After Fidel: The Inside Story of Castro's Regime and Cuba's Next Leader." Our own Mark Lowenthal will be closing speaker on the 25th and provide his perspective of where he believes our intelligence world is headed. Vice Chair Tom Carr has been working with the catering staff at the NPS to insure that our reception and meals are memorable.

Thanks to the efforts of Marilyn Peterson, Kate and Randy McPherson and the folks from i2 and Lockheed Martin the DC Area chapter is off to a strong start, which is vital to the future of IAFIE because over one-half of its members are from that area. Bob Clark's interview at the recent meeting was a gem and fully appreciated by the 30-plus attendees. The Great Lakes Chapter, which had been headquartered in Cleveland, will be moving to Erie, Pa., where the folks at Mercyhurst College can assist in its development. Other chapters are being considered in the Carolinas and Pacific Northwest. Guidelines and other aids to chapter formation are being prepared to ease that process. Amendments to IAFIE by-laws are also being considered by the executive board and will be presented to the membership shortly so that they may be voted on at the general membership meeting in Monterey.

My thanks to Kris Wheaton, Stephen Marrin and others who provide food for thought and discussion via our e-group. It's a vital link in our development as a professional organization.

See you in Monterey.

Bob Heibel, chair

Got chapter?

IAFIE is encouraging members in regions to establish chapters.

The first such chapter was the **Great Lakes Chapter**, which covers northwestern Pennsylvania, western New York and northeastern Ohio. The second to be recognized is the **Washington DC Area**, which includes Maryland, District of Columbia, and Virginia.

Chapters may be recognized by IAFIE after the organizer of the proposed chapter has sent in a request for a chapter charter. Generally, the area of the chapter should have at least 12 IAFIE members in it, with the potential for at least a few dozen.

IAFIE has developed model chapter bylaws which areas wishing to start a chapter can request. Chapters allow members to network, develop collaborative efforts in varied institutions/agencies in their areas, and bring the goals of IAFIE to the local area.

If you are interested in starting a chapter, contact **Marilyn Peterson**, IAFIE Events Director, at marilynbp1@cox.net or 202-231-6041.

Washington chapter hosts first speaker

The Washington DC Area IAFIE Chapter held the first in a series of interviews with Distinguished Authors/Educators on March 13 at the Reston, Va., headquarters of Pherson Associates. The interviewee was Dr. Robert M. Clark.

Opening remarks were made by Mark Lowenthal, the executive director of IAFIE, who introduced Robert Clark. Marilyn Peterson was interviewer. Audience members also asked some questions during the interview. It was followed by networking among the over 30 people attending, which included both members and non-members. Refreshments were provided by i2, Inc.

After the meeting, an IAFIE Board of Directors meeting was held, attended by Chairman Robert Heibel, Executive Director Mark Lowenthal, Vice Chairman Thomas Carr and Events Director Marilyn Peterson. Plans for the Annual Conference in Monterey, Cal., were finalized. Several amendments to the bylaws were suggested and will be announced to the membership at the annual business meeting.

SEE INTERVIEW WITH CLARK ON PAGE 4.

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UNDERSTANDING HOMELAND SECURITY: Policy, Perspectives, and Paradoxes

By

John B. Noftsinger, Jr.,
Kenneth F. Newbold, Jr.,
and Jack K. Wheeler

First Edition

From Palgrave Macmillan; 2007

232 pages

\$26.95 - Paperback (1-4039-7243-5)

\$90 - Hardcover

Understanding Homeland Security: Policy, Perspectives, and Paradoxes provides the first truly comprehensive analysis of the historical, social, psychological, technological, and political aspects that form the broad arena of homeland defense and security.

Utilizing an interdisciplinary approach, the text provides a view of past events and how they formed the terrain for current events, allowing the audience to gain a detailed knowledge of government response and policy implications.

With both the public and private sectors investing heavily in protection efforts, this text offers the essential starting point for the dynamic and emerging homeland defense arena.

Intelligence and Politics An Introduction

By Philip Davies

Published by Routledge; Publication Date:
31 January 2009 (available for pre-order)

224 pages

ISBN: 978-0-415-42868-2

\$39.95, Paperback

\$150, Hardback)

The 9/11 attacks, the public furores over intelligence following the invasion of Iraq in 2003, and a succession of highly publicized inquiries on both of sides of the Atlantic, have served to amplify a rapidly growing interest in Intelligence Studies. Subsequent terrorist attacks in Britain, Spain and Indonesia, and emerging international tensions over nuclear proliferation and the so-called 'war on terror' drive a continued and ever growing interest in the subject.

Colloquium

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Mr. Robert J. Heibel, IAFIE Founder & Director, Research & Intelligence Analysis Program, Mercyhurst College; Dr. Timothy R. Walton CIA (Retired), Sherman Kent School; Dr. Peter Bythrow, DIA; Dr. Natalie Ferringer, University of New Haven; Dr. Greg Moore, Notre Dame College; Dr. Richard H. Ward, Dean, Henry C. Lee College of Criminal Justice & Forensic Sciences, University of New Haven.

Registration is Monday, Aug. 4. The working sessions begin Tuesday, Aug. 5. Attendees will have the opportunity to tour the U.S. submarine base at Groton, Conn., on Aug. 6. Dinner that evening will take place at the U.S. Coast Guard Academy.

For reservations to the colloquium, go to www.newhaven.edu/iafie_2008. For reservations at the Sheraton Hartford Hotel, at 100 East River Drive, East Hartford, Conn., 06108, go to www.starwoodmeeting.com/Book/unh.

Register early. Registration for IAFIE members is \$150 for those who register by May 7; \$250 when registering from May 8 to July 21; \$300 from July 22 to July 31; and \$350 on-site after July 31. Registration for non-members is an additional \$100.

For more information contact: iafie_2008@newhaven.edu

Federal per diem rate for hotels changes, hotel rep tells IAFIE

Because prevailing federal per diem rates have recently changed, the charge for guests using the Hyatt Regency Monterey Resort and Conference Center for the IAFIE conference in June has changed.

Safarina Maluki recently sent word that the charge for a single/double at the Hyatt will be \$133 rather than \$125 as originally posted. For more information, call 1-831-372-1234.

Vendors offer discounts

IAFIE has been reaching out to vendors in order to provide free access or reduced prices for instructional materials. For example:

■ EBSCO provided a month of free access to a research database titled "International Security and Counter-Terrorism Reference Center"

■ Georgetown University Press has offered 30% discounts on four intelligence-related books. Titles and additional information will be forthcoming shortly.

■ The International Journal of Intelligence and Counterintelligence has offered a reduced subscription rate for IAFIE members, who can now acquire a hardcopy subscription at \$55/year rather than the standard subscription rate of \$113. Additional information forthcoming shortly as well.

Dear Professor Marrin

I have been a member of IAFIE for a relatively short time (less than four months), but regard membership as one of the best investments in intelligence studies I have ever made. SCIP – of which I have been a member for over 15 years (including a Board member from 1996-9) – could learn much from IAFIE's "value proposition" and delivery.

I find the exchange of views on intelligence topics, as well as 'pointers' to intelligence materials, offered on a daily basis by IAFIE members is especially useful. And, unlike SCIP, IAFIE forums are not used to promote yet more courses on "CI 101"!

Best regards

Douglas Bernhardt

Make your reservations now for the 4th annual IAFIE conference.

www.IAFIE.org/register.php

DC chapter hosts Robert Clark

Author is first in series of distinguished authors/educators series

By Marilyn Peterson

Robert Clark, author of *Intelligence Analysis*:

A Target-Centric Approach, was recently interviewed as part of a Distinguished Author/Educator series hosted by the Washington, DC area chapter. The interview was done by Marilyn B. Peterson, a Senior Instructor at the Joint Military Intelligence Training Center (DIA). Portions of the reconstructed/abridged interview appear below, with the speakers delineated as RC and MP. (NOTE: some additions for continuity have been added)

MP: Bob, I understand that in addition to having an S.B. from the Massachusetts Institute of Technology and a PhD in electrical engineering from the University of Illinois, you also have a JD, or Doctor of Jurisprudence, from George Washington University. How and when did you get involved in the law, and why?

RC: I got my law degree while working for the CIA. I've never practiced law, although I am admitted to the US patent bar. I wanted to learn how analysis is used in the legal arena. I wanted to look at evidence-based analysis and how that might apply to my work. After all, the legal profession has been developing methods for weighing evidence for over 600 years; we can learn something from its experiences.

MP: Bob, you also were in the Air Force and flew in Vietnam. How did you make the transition from the military to working in the Intelligence Community?

RC: I was an intelligence officer in the Air Force and applied to both the NSA and the CIA. NSA offered me more money, but the CIA job sounded more interesting, so I went there.

MP: You've written two books, *Intelligence Analysis: Estimates and Prediction* and *Intelligence Analysis: A Target-Centric Approach*. Can you talk about them a bit?



Dr. Robert Clark

RC: The first book took me 18 years to write and when it was done, I hated it. When I see it now, I take the copies and get rid of them. The first edition of *Target Centric analysis* was good, but like all authors, right after it went to press, I realized that it could have been better. I received a lot of feedback from both practitioners and academics, and I completely rewrote the book for the second edition. I am happiest with the 2nd edition that came out in 2006..

MP: What struck me about the book is its depth—it covers critical thinking, modeling, structured analytic techniques, technical collection—quite a wide range of topics. How did you come to be so broadly knowledgeable from the scientific aspects of analysis to the art of analysis?

RC: Having both a scientific and a legal background helps. And it helps to have a variety of jobs – Air Force, CIA analyst, corporate executive; all give you different perspectives. Teaching courses such as the Intelligence Community Officers' Course helps, because you get lots of feedback and insights from many professional disciplines.

MP: Bob, what do you consider are the three most important things we should be teaching analysts today?

RC: First, they need to understand the importance of stating the problem correctly. The WMD (Weapons of Mass Destruction) Commission showed we were asking the wrong question: Are there weapons of mass destruction in Iraq? There are only three answers to that question – 'yes', 'no' and 'we don't

know'. Well, it's impossible to prove a negative in intelligence, so "No" is never the answer. And no analyst wants to admit that 'We don't know'. So the way that the question was framed biased the answer to 'yes.' If the question had been formulated differently, it could have allowed for other answers.

Second, they need to learn that the human networks they develop in this business are extremely important. You are only as effective as your network. In one class, a young analyst said to me, "this is really great; with all the wikis and blogs and e-mail, I never have to talk to people at all." That misses the point. We need to develop personal relationships with real people to network effectively.

Third, they need to understand that they have biases that must be acknowledged to be overcome so they can see and report things clearly.

MP: I have no doubt you've mentored and influenced many analysts in your time; who was your mentor—who influenced you?

RC: When I first worked for the CIA, I was in the Office of Scientific Intelligence (now part of WINPAC). My division chief was Dr. Julian Nall, and the chief scientist was Dr. Herbert Rothenberg. Both were brilliant, inquisitive men who understood how to do good analysis and demanded it from all of us. They hired and inspired a number of scientists and engineers who went on to become senior managers in the intelligence business.

MP: Bob, you've had the opportunity to see intelligence from the sky, as an Air Force Lt. Colonel, and from the ground as a CIA analyst. What do you think the real root of what are termed 'intelligence failures' is?

RC: I devote the first part of my book to target-centric analysis in relation to intelligence failures, and I start by talking about the failure to share information and failure analyze collected material objectively – both of which got a lot of

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Robert Clark speaks at DC chapter meeting

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attention from the 9/11 Commission and the WMD Commission. The third point – failure of the customer to act on the intelligence – doesn't get as much attention. We tend to not want to accept responsibility for this failure, thinking that it's not our problem. But it is. We have to accept that when the customer doesn't understand and make use of the intelligence we provide, we have failed too.

MP: I understand you have a new book in process now. Can you tell us more about it? When is it due out?

RC: The book, Technical Collection for Intelligence is in final draft now and will go into pre-publication review this Spring. Its main thesis is that there are really two types of collected information - literal (mostly COMINT, HUMINT, and open source) and non-literal (mostly MASINT, IMINT, and ELINT). The book focuses on how the non-literal collection and processing is done. It's designed to explain technical collection for non-technical people – no equations.

Questions were also taken from the audience. One JMIC student working on his master's thesis asked Dr. Clark's opinion about the ODNI Analytic Standards and the likelihood of their universal acceptance by the IC. Dr. Clark replied that some people were taking a 'wait him out' attitude, knowing that the Bush administration would be out of office in less than a year and that the standards might be altered or disappear after that.



Sharing a moment during the Washington DC Area Chapter meeting are IAFIE Events Director Marilyn Peterson, Dr. Robert Clark and Chapter President Tom Carr.

“... We have to accept that when the customer doesn't understand and make use of the intelligence we provide, we have failed, too.”

Another (Dr. Peake) asked him about mathematical models used in analysis. Clark responded that he felt no model should be the sole basis for an analysis; you need to step back and do a sanity check: do the results make sense?.

A third questioner (Mr. Heibel) asked Dr. Clark if 'generalist analysts' would be better to be hired than specialists as they have broader backgrounds and

can be trained into a variety of analytic jobs. Dr. Clark noted that after 9-11, many analysts were hired or re-assigned to positions in which they did not have a specific background and may have been specialists in another area; in that case, a general background in intelligence analysis is a big help. But you also need substantive expertise in a political, military, economic or S&T field to have credibility with our customers.

Several further questions were asked of Dr. Clark by audience members and he spoke informally with a number of people when the interview ended.

The series will continue in May, with the distinguished author/educator to be announced.

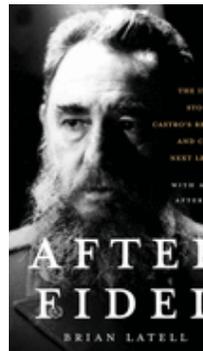
Conference

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will be the conference's closing speaker. He will give his view of where he believes the world of intelligence is going.

The conference will start June 23 at the U.S. naval Postgraduate School in Monterey with registration and continue through the 25th.

Registrations are still being accepted. Go to the IAFIE Website at www.iafie.org to get more information and to register.



Visit www.iafie.org to get the latest info and discussions