IAFIE Newsletter

President’s Greeting - Annual Conference Celebrates IAFIE’s 10th Anniversary

What a great way to celebrate IAFIE’s first decade: a most successful annual conference on the site where it was founded, Mercyhurst University in Erie, Pennsylvania. We had impressive keynote speakers: Jan Herring, a pioneer of business (competitive) intelligence; Jack Devine, a legend of covert action with his co-author Vernon Loeb, former Washington Post intelligence journalist, who conducted a conversation about their recently published book. The Devine and Loeb “show” was so captivating that one IAFIE member recommended that we cancel the rest of the morning’s program to permit more discussion and questions. Of course, the outstanding array of presentations—both “traditional” panels and TED-style talks—were most informative and worthy of the occasion.

Highest praise goes to Mercyhurst’s Bob Heibel, himself a legend in intelligence education, for planning this outstanding conference. IAFIE’s worthy staff members, Michelle Henderson and Kris Pollard, thought of everything to ensure that all went smoothly, such as preventing us from getting lost on Mercyhurst’s beautiful campus by placing signs everywhere. They also organized student assistants to support the entire operation and were especially effective in the presentation venues to insure that the audio-visual equipment functioned flawlessly, which it did! Thanks also to Mike Collier who organized the IAFIE Lifetime Achievement and Instructor of the Year awards (see separate articles), and to Cathryn Thurston who coordinated the essay contest.

Not willing to rest on our laurels, we have already set the date for next year’s annual conference. Please save the date: the week of 20 June 2015 at Marymount University in Arlington, Virginia (just outside of Washington, DC). Marymount Professor Bill Costanza is planning the conference. A quick tour of the campus revealed that Marymount is very well suited for the IAFIE Annual Conference. It is also a beautiful campus, compact (the auditorium and break-out rooms are located very close to each other in the same building), and the dining facility is next door. The receptions will be held in a most elegant nearby setting. Many hotels and restaurants are located nearby; the University will provide shuttle bus service; the sights of Washington, DC, are also easily accessible by Metro. You can also count on a rich offering of distinguished speakers.

Looking forward to the next 10 years, the IAFIE Board formed a strategic planning group, whose members (Alan Breakspear, Bob Heibel, Larry Valero, Mark Lowenthal, and the IAFIE President) met regularly last winter and spring to discuss the way ahead. The group proposed updates of the IAFIE By-laws to keep up with the organization’s evolution and urged a modest raise of dues for the first time since our founding (passed at the Annual Conference). Furthermore, they urged IAFIE to accelerate the updating and expansion of the website, a key member benefit. Because the success of this enterprise rests in large part on member contributions, we urge you to help “populate” the website by registering for the “find-the-expert” tab,
President’s Greeting

submitting syllabi, bibliography, and job announcements.

In addition to upgrading the website, the strategic planning group recommended that IAFIE publish four editions of the newsletter and expand its content. Recognizing that we could probably not meet this goal relying on calls for member contributions, the IAFIE Board is now recruiting an editorial board to plan content and solicit contributions from members and others of interest to IAFIE. However, not wanting to stifle members’ initiative, we urge you to continue to contribute to the newsletter and also appeal to others who may feel that their activities are of interest to the organization. You might be surprised that your experience may be relevant to others toiling in the same field.

Finally, we would like to welcome three new members of the IAFIE Board:

- Vice-President Randy Pherson, president of Pherson Associates and CEO of Globalytica;
- Membership Chair Mike Harbert, vice president for strategic markets and relationships, American Military University; and
- Events Chair Bill Costanza, professor of Intelligence Studies, Marymount University.

We recognize the valuable contributions of Vice-President Andy Singer and Membership Chair Val Davis, who both served on the Board for 3 and 2 years respectively.

Joe

IAFIE Certification Program

One benefit from being an IAFIE member is the opportunity to submit your courses or programs for IAFIE Certification. Individual IAFIE members may submit one course each year for a free IAFIE Certification. Corporate and institutional IAFIE members may submit one program each year for a free IAFIE Certification. Jon Smith, Coastal Carolina University, chairs the IAFIE Certification Panel, which will review all submissions and determine if they meet IAFIE published standards. The IAFIE Certification is a determination that a course or program meets IAFIE standards and the institution is eligible to use the IAFIE logo in its marketing activities. The procedures for submission of IAFIE Certification applications and the IAFIE standards are on the IAFIE web site at the Certification link on the IAFIE home page, http://www.iafie.org/
IAFIE is blessed by being able to boast among its diverse membership a large number of very talented writers. Not only does the Association have a robust coterie of distinguished scholars and academicians, many of them actually produce the scholarly work that is used widely in our civilian colleges and universities and also in our government and military training institutions. Fortunately, we get to hear some of these writers talk about their research in detail during our annual conferences.

The Tenth Anniversary conference held in July 2014 at Mercyhurst University included on its agenda, for the sixth year in a row, the popular Authors’ Roundtable. The Roundtable has been moderated by Dr. Bill Spracher each year since its inception at the conference held at UMUC in College Park, Maryland, in 2009. This year, seven works dealing with intelligence and homeland security were showcased before an audience of nearly 50 on July 16, the last day of the conference.

Regrettably, one of the authors, Ruben Arcos of Spain, was unable to make the trip due to last-minute transportation difficulties, and his co-author, Bill Lahne-man, was not able to participate either. Consequently, Dr. Spracher briefly reviewed their book, The Art of Intelligence: Simulations, Exercises, and Games (Rowman & Littlefield Publishers, 2014). Dr. Arcos is a professor at Rey Juan Carlos University in Madrid and editor of the Spanish intelligence journal Inteligencia y Seguridad: Revista de Analisis y Prospectiva, while Dr. Lahneman now teaches at Embry-Riddle Aeronautical University following earlier stints at the University of Maryland and Towson University.

Six other books were presented by their author, co-author, or editor. Dr. Jim Bruce discussed the second edition of the popular work he co-edited with Dr. Roger George, Analyzing Intelligence: National Security Practitioners’ Perspectives (Georgetown University Press, 2014). A week earlier, Dr. Bruce had talked about the book with a different audience in a “Meet the Author” session at the National Intelligence University library.

Dr. Erik Dahl of the Naval Postgraduate School presented his book on indications and warning, Intelligence and Surprise Attack: Failure and Success from Pearl Harbor to 9/11 and Beyond (Georgetown University Press, 2013).

For the second year in a row, IAFIE Treasurer David Keithly talked about his latest iteration of The USA and the World, now in its 9th edition (Rowman & Littlefield, 2013), which is part of a broader series with several regionally-focused editions. At the 2013 conference held at UTEP in El Paso, Texas, Dr. Keithly had previewed an effort in which he, Dr. Spra-
Authors Showcase Work—continued from Page 3

cher, and several other IAFIE members are involved, the Encyclopedia of U.S. Intelligence.

This year, the overall editor of that 2-volume work, Greg Moore—who teaches at Notre Dame College near Cleveland, Ohio, and is a former Vice Chair of IAFIE—gave a detailed update and indicated that the inaugural edition is due out in November 2014 from Taylor & Francis Publishing. Dr. Moore solicited future inputs to the Encyclopedia from other IAFIE members, as there are several intriguing topics still unspoken for which he would like to see included in future editions.

The ever-prolific Randy Pherson—President of Pherson Associates in Reston, VA, and newly appointed Vice President of IAFIE—discussed the second edition of the book he co-authored with Dick Heuer, Structured Analytical Techniques for Intelligence Analysis (CQ Press, 2014).


Dr. Spracher has available the abstracts of each of these books provided by the authors, along with their full bios. Rather than occupy a lot of space in this newsletter with such details, if you would like more information please contact him at William.Spracher@dodiis.mil or call him at (202) 231-8462. At a minimum, this article should provide enough information to facilitate your checking out these excellent books online.

Tenth Annual IAFIE Conference Draws Founders Back to Mercyhurst
Robert Heibel, Mercyhurst University

Eighteen IAFIE founders who came from as far away as Prescott, Arizona, reunited in Erie at the annual conference. They included: Tom Algoe, Halen Allison, Bob Allshouse, Jim and Mary Hastings, Eileen Hayes, Bob Heibel, John Hurley, Phil Jones, John King, Liza Krizan, David Moore, Dax Norman, Bill Spracher, Bill Tafoya, Tim Walton, Kris Wheaton, and Dawn Wozneak. It’s great to see that the majority remain active in the intelligence field. Bob and Susanne Heibel hosted them at their home for an after-conference picnic. Hopefully we’ll see them all in 2024.
Oh What A Time We Had...Wives’ Excursion at IAFIE Conference

Elke Gordon

Four wives came along to the IAFIE conference in Erie: in part to support our husbands; in part out of curiosity of how such a conference would go and to possibly attend a few sessions ourselves; and, perhaps most importantly, to have some fun and go on a few adventures. This was our quartet: Karen Spracher; Francette Van Den Esker (from the Netherlands); Joy Ainsly (from Australia); and me, Elke Gordon.

While taking care of the logistics for the conference, Michelle Henderson did not forget the trailing spouses. She hired her father-in-law, John, and persuaded the University to supply an appropriate van; off we went! Through the sweet town of Erie we wound our way toward the Lake. Mr. Henderson had asked us if we would like to see Presque Isle State Park before going to Lake Erie itself. We unanimously cheered our consent! It was early and therefore reservations for a free boat-ride could be made—compliments of the Commonwealth of Pennsylvania!—and we were able to be the first set of passengers that day.

Like a monstrous, prehistoric fish fossil, Presque Isle juts out into Lake Erie. To the west, a thin “tail” touches land and arches eastward, carving a gaping “mouth.” From there, the fish creature stretches back toward the west, forming a “belly.” Thin lines of brooks and mini-lakes traverse this “body,” thus forming the “bones.” Between the underbelly of our fish and the town of Erie lies this glorious, peaceful Presque Isle Bay, a genuine paradise that can be enjoyed by wildlife and nature lovers alike. The sanctuary of a State Park guards and preserves this jewel, and only kayaks and electric boats are allowed to enter here.

How lucky we were to be invited to take a tour of the Bay! The weather was perfect—it was neither too warm nor too cold—although it was a bit windy. The sky was bright blue with only a few fluffy clouds. We quietly glided through the water, meeting up with a gaggle of Canadian geese swimming in a perfect line. We detected several turtles lined up on a trunk floating in the water; they were sticking out their heads from their shells to soak up some sunshine and dry out a bit. A great blue heron flew close so we could admire him and take his photo. The beavers stayed in their mound-homes, but we were able to marvel at the amazing structures, and we imagined the beavers chomping on some tree trunks and gnawing them into housing material.

Our volunteer captain not only guided us safely through the Bay; he also played consummate tour guide by pointing out, for instance, an obelisk at the end of one of the small strips of land. It is the Oliver Hazard Perry Monument, in memory of Perry’s action during the War of 1812, when he was able to hold off a British ad-
vance onto Lake Erie. Perry and his crew spent the harsh winter in the safety of Little Bay; however, small pox ravaged his men, and Perry ordered the bodies burned and sunk into the bay—sometimes, so it is said, including those with some life left in them. Little Bay was renamed Misery Bay, which it is called today.

We did make it to the Lake itself. The beach was empty, not a soul walking or sunbathing on such a beautiful day! The wind had picked up so much that huge, white-capped waves pounded the beach, and we could barely stand. Stretching out our arms, we felt we would lift off at any moment. We took in the beautiful sight of Lake Erie beach for just a few minutes. Some sunbathers, not to give up their day at the beach, had pitched their blankets next to the shelter of their cars in the parking lot.

Our luck continued into the next day: John Henderson brought his wife, Cindy, along and all of us boarded our van again for the next adventure. We felt as if we had known each other forever and had been travelling as a group for a long time. Our goal this time? Nothing less than Niagara Falls! None of us had been there, and we were told that it would only take about two and a half hours to get there. Well, a little longer if you find interesting spots to stop on the way. Tim Horton’s doughnuts got us started in a delicious way. At Valvo’s Distinctive Candy and Gift Store you could find, besides “sponge candy,” yard sculptures of animals, angels, or Jesus with stretched-out arms to bless you. Many life-sized, wood-carved statues could be found inside: there was Captain Hook next to John Wayne, and a butcher wielding his knife, sharing a space with a baker. Many, many other figures crowded into the space, providing wonderful photo ops with one’s favorite sculpture. Next door, we admired a huge sign for a jewelry store; it had its name on a large sign, and in its left corner a model of a diamond with the caption “available in smaller sizes.” How clever.

Niagara Falls overwhelmed all of us. I had thought that it would be a large version of “my” Virginia Great Falls, but it is like a series of huge falls and rivers, squirting foam into the air, almost erasing the line between sky and falls. Horseshoe Falls came closest to what I had imagined Niagara to be, but the gushing and gurgling and the amount of all the other bodies of water amazed us.
Wives’ Excursion—continued

the most. We did not have the time to do the “Misty” ride, nor could we cross over to the Canadian side of the Falls. This left us anxious to visit again and share with family and friends.

Tourists are well taken care of at Niagara Falls: all sorts of fast and slow food establishments invited us to visit, and we were delighted to find the Hard Rock Café of Niagara Falls! The huge glass door handle is a brass guitar, having us enter into the musical restaurant with a smile. Photos and mementos of rock stars are everywhere, and the restaurant made Joy Ainsly’s day: in a glass case, there was one of Jimmy Hendrix’s guitars! I think Joy was happier about having her picture taken with that guitar than any waterfalls or luscious bays could have made her. We enjoyed a great lunch and delicious beer before boarding our van to return to Mercyhurst.

Oh what a time we had!

IAFIE 2014 Essay Contest Winner Announced

IAFIE is pleased to announce the winner of the 2014 Essay Contest. The theme of this year’s contest was “Varying Approaches to Intelligence Education.”

The first place winner in the graduate student category is Melonie Richey from Mercyhurst University. In this essay, Richey traces the development of theory and practice and discusses the latest trends in the literature from a focus on a linear process of intelligence analysis as done by specialists, to the interdisciplinary, near-simultaneous process done by “generalists” today. Richey, however, points out that today’s “generalist” analyst must be perpetually learning. Richey proceeds to highlight recent work on developing open source intelligence methods such as crowdsourcing. Richey ends with a call for more academic research into the effectiveness of intelligence analytic techniques, and a call for a better lash-up between training and tradecraft, and theory and methods. Congratulations to Ms. Richey for a great essay!
Mercyhurst University Students Reflect on IAFIE Conference

*Steven Messina, Class of 2014*

During the course of the 2014 IAFIE conference, I had the privilege of being part of a team that helped put on the multitude of events that made it up. I worked IT support for presentations and took photos of presenters, award ceremonies, and people simply enjoying themselves. It was a lot of coordination and a lot of running around, but it was worth it to be a part of such a great and important organization. But perhaps my most rewarding experience with the conference was being able to talk with the men and women whose lives have been devoted to a discipline that my classmates and I are just getting into.

As I begin my own career in intelligence as a 2014 graduate of the Mercyhurst University’s Intelligence Studies program, being able to talk to intelligence professionals from around the entire country was an invaluable experience. I spoke with professors associated with other intelligence programs, Mercyhurst alumni enjoying their careers, and professionals with well over thirty years of experience in the intelligence field. This isn’t just about the value of networking and getting to know professionals in the field; rather, it’s about picking the brains of people who have spent their entire lives doing exactly what a student of intelligence wants to do.

Events like this really make me appreciate all of the amazing things I can do in my field. They make me proud to be a graduate of an intelligence program as great as Mercyhurst’s and excited to begin my own career in intelligence analysis.

*Brett Ambrose, Class of 2014*

I had a significant experience with the conference. I met with many forward thinking academics and professionals in the field of intelligence studies. I enjoyed each speaker (when I was present) and what they had to say. I had some one-on-one talks with several of the attendees, and I gained valuable insight on what it meant to be an intelligence professional and what the future of the field may hold. The conference was well coordinated by Kristine Pollard and Michelle Henderson, and it was an absolute pleasure to work alongside them.

My specific duties in the conference was to assist with the overhead activities, which included handing out name badges, assigning keys and room numbers, and directing/guiding attendees toward events. Everything was timely and substantive, with only marginal blunders (such as technical difficulties, and I would gladly assist again if it were possible.
30th Anniversary of Intelligence Studies Section at ISA 2015
Dr. Stephen Marrin, James Madison University

At the next International Studies Association (ISA) conference (18-21 February 2015 in New Orleans), we will be celebrating the 30th anniversary of the creation of the Intelligence Studies Section (ISS) and all the good work it has done over the years to help develop intelligence studies into the emerging academic discipline that it is today. ISS was created in 1985 to promote scholarly research and teaching in all aspects of intelligence; to internationalize the study of intelligence; and to build healthy, collaborative relationships with other academic disciplines. The 30th anniversary celebration will involve a panel on the status of intelligence studies over the past 30 years, with an emphasis on the contributions of British scholars, a roundtable discussion with most of the prior chairs of the section, and a celebratory reception. The official program for the conference itself will be announced in a couple of weeks.

ISS— with over 300 members—has grown significantly in recent years, and currently sponsors over 20 panels at the annual ISA conference. The panels, which involve over 100 speakers, focus on intelligence studies-related subjects and are well attended, averaging 30-40 attendees per panel. ISS also continues to promote and encourage the study of intelligence among junior scholars and students through a variety of initiatives such as the junior scholars committee and an annual award given to the best paper presented by a student at the annual conference. ISS also gives out a “Distinguished Scholar Award” with an associated reception every few years. This past year the award was given to Loch Johnson (University of Georgia) for all the contributions that he has made to the field and discipline.

Each year there are additional events and receptions on intelligence-related issues that supplement the official program. Recent examples include receptions organized by Pherson Associates and SRI (Romanian intelligence service), a film showing of “Our Man in Tehran”, an evening discussion of the impact that Snowden’s NSA file disclosures have had on intelligence studies, and a lunch organized by RAND during which Greg Treverton (the new chairman of the National Intelligence Council) provided an overview of the work and projects that RAND coordinates on intelligence issues.

In terms of its engagement with members, ISS provides members with information about conferences and publications of potential interest, calls for papers/presentations, other resources, and a variety of other research-oriented opportunities. Some of this information has also been provided to IAFIE members through the email list. Other oppor-

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Intelligence Education in Public High Schools: A Case Study
at Stuyvesant High School
Kerry Trainor, Stuyvesant High School

My name is Kerry Trainor and I teach Advanced Placement World History, Advanced Placement United States Government and Politics, and Intelligence and Security Studies (an elective course I created that is specifically geared toward high school students) at Stuyvesant High School in New York City. I earned my BA in Secondary Education at SUNY New Paltz and my MA in History with a focus on intelligence studies at CUNY Brooklyn College. I have been teaching at Stuyvesant High School, a specialized New York City public school, for five years.

Stuyvesant is continually ranked as one of the top public high schools in the country and is primarily known as a math and science specialized high school. Although many students do pursue STEM tracks, we also have vibrant liberal arts curricula that serve our students who wish to pursue other avenues. I created my intelligence course to serve all students at Stuyvesant because the content and skills learned in the class apply to such a wide variety of fields.

My class was designed because I noticed a void in the teaching of history and contemporary global events in that there was little to no focus on intelligence in any area, be it national security, law enforcement, or the private sector. With the condensed approach to teaching history and politics in the public school system, the only way to focus solely on intelligence issues was to create an elective course. At Stuyvesant, we have a supportive administration that prides itself in part on offering a wide array of elective classes and my course breezed through the approval process.

The goals of the course are to provide students with a comprehensive overview of the United States Intelligence Community (IC) with an emphasis on the Central Intelligence Agency (CIA). The content of the course reviews the role of intelligence in U.S. policy-making from the American Revolution to the Obama Administration and beyond. I begin by defining intelligence and examining the role of an intelligence agency: why have such an agency? What does it do? How does it do it? This unit includes a broad discussion of the “intelligence cycle” (collection, integration, analysis, and dissemination of intelligence to policy-makers). Next, I review the role of intelligence in U.S. policy-making from George Washington to Franklin Roosevelt and World War II. When doing so we consider some of the tensions surrounding the relationship between the Intelligence Community and government leaders/policy-makers. I then examine the many facets of intelligence during the Cold War and beyond, culminating with the tragic events of 9/11/2001 and the role of the IC in these calamitous terrorist attacks. Finally, the course concludes with intelligence
Stuyvesant High: Intelligence Education—continued

in the post-9/11 world and an examination of changes made to the IC in the aftermath of the attacks, a look at some foreign intelligence agencies (comparing and contrasting them to the U.S. IC), and a discussion about the future of intelligence in American democracy. Pedagogically, the course combines a lecture-based style with the use of film as well as project-based learning. There are no exams and the assessments include argumentative essays, reading and writing assignments for homework, and creative project simulations that force students to hone their writing and briefing skills. I designed the course as an undergraduate-style course for high school students.

I taught the course for the first time during the spring semester of 2014 and plan on offering it every spring semester as long as I am teaching at Stuyvesant. The students had a challenging workload in the class, but overall they were excited and pleased to be part of my first class—and possibly the nation’s first high school level class—on intelligence studies. As far as I know, this course is the only class in the country that is dedicated to intelligence studies at the high school level. One of my primary goals in creating the class is to inspire other teachers and other schools to consider offering courses in intelligence studies, especially in this time of shifting intelligence priorities, tools, and practices. It is my hope that intelligence studies will expand at the secondary level in order to provide students the skills and the context that they need to be truly informed and productive citizens.

Riverside Research: Advancing Intelligence, Surveillance, and Reconnaissance through Education and Outreach

Elizabeth Davis, Riverside Research

Riverside Research, an independent, not-for-profit company chartered to advance scientific research in the public interest and in support of the United States government, furthered several education and outreach initiatives in the past year. As an accredited provider of intelligence education and a leading technical advisor, Riverside Research is dedicated to advancing intelligence, surveillance, and reconnaissance (ISR) through education and outreach, ultimately aiming to create a qualified pool of candidates to fill technical positions nationwide.

In pursuit of this goal, Riverside Research unveiled a pre-release edition of *The Phenomenology of Intelligence-focused Remote Sensing* at the United States Geospatial Intelligence Foundation’s (USGIF) 2013 GEOINT symposium in April. The graduate-level textbook, authored by the company’s senior technical experts under a Cooperative Research and Development Agreement with the Air Force Institute of Technolo-
Riverside Research—Advancing ISR—continued

...gy (AFIT), is the first to include specialized subjects like phenomenology, sensors, and intelligence applications under one cover. Publication is expected in 2014.

Not only did the text garner the attention and enthusiasm of industry professionals during its debut, USGIF CEO Keith Masback praised its value and significance.

“[The Phenomenology of Intelligence-focused Remote Sensing] represents a truly meaningful milestone in the evolution of teaching the technical components of GEOINT phenomenology,” said Masback. “It is fully comprehensive, yet written in a readily understood, engaging style. This text should be part of every GEOINT professional’s library and will readily serve as a superb basic or applied remote sensing reference.”

Proceeds from textbook sales will support a $10,000 annual scholarship. Created in partnership with USGIF, the Ken Miller Scholarship for Advanced Remote Sensing Applications, sponsored by Riverside Research, will benefit students who plan to enter the intelligence workforce.

Riverside Research has also partnered with academic institutions Louisiana Tech University and Ohio’s University of Dayton, enabling the joint pursuit of multiple academic and educational research initiatives. Through their Strategic Cooperation Agreement, Riverside Research and Louisiana Tech work together on cybersecurity and defense systems research and technology projects. Riverside Research and the University of Dayton signed a Cooperative Research Agreement that focuses on curriculum development and implementation. Through these agreements, Riverside Research plays a significant role in educating, training, and advancing the careers of the future technical workforce.

Dr. Les Guice, Louisiana Tech University President, and University of Dayton School of Engineering Dean Tony Saliba explained how these partnerships will benefit their respective students and communities.

“Louisiana Tech is proud to enter into this partnership with Riverside Research and is looking forward to collaborations that will enrich the educational and research opportunities for our students, and advance innovation and growth in North Louisiana,” said Guice. "Riverside Research’s reputation as a national leader in the science, technology, engineering, and math (STEM) disciplines, particularly cybersecurity, makes them a perfect partner for Louisiana Tech."

“Our partnership with Riverside Research will provide our students hands-on, realworld experience,” said Saliba. "In turn, we hope to provide the community with a ready-to-work pool of future employees."

As a result of its Cooperative Research Agreement with the University of Dayton,
Riverside Research delivered a new graduate-level course in remote sensing and technical intelligence. The course—Fundamentals of Remote Sensing & Technical Intelligence—was first offered last January. Blending materials science, physics, optics, electronics, and computer information processing in an exploration of intelligence source-sensor design and operations, this class is the foundation for future intelligence-related course development and implementation.

In addition to educating the future technical workforce through course development and materials, Riverside Research increases advancement opportunities for students through scholarships and internships. The company provided nearly $60K in scholarship funds to benefit STEM students at Dayton-area colleges and universities. The company also hosted a record-breaking number of interns throughout its seven main operating locations across the nation, providing resume-worthy career experience and knowledge.

Riverside Research also collaborated with the University of Dayton to support the Woodrow Wilson Ohio Teaching Fellowship, administered by the Woodrow Wilson National Fellowship Foundation. For the second consecutive year, the company hosted the two designated fellows, graduate students studying education at the University of Dayton. The fellows, who will teach STEM subjects post-graduation, received the unique opportunity to see STEM disciplines applied in a technical workplace. They were also acquainted with useful academic resources and technology, including a preview of the aforementioned textbook, The Phenomenology of Intelligence-focused Remote Sensing.

“Through externships at Riverside Research, they can tell their students they saw these subjects and techniques being directly applied at a local business. This allows the teachers the practical context, the ‘big picture,’ to pass along to their students,” said Dayton’s Chaminade-Julienne Catholic High School Science, Technology, Education, Math, and Medicine (STEMM) Coordinator Meg Draeger, who was instrumental in connecting the fellows with Riverside Research.

Recently reaccredited as an Authorized Provider of Continuing Education Units by the International Association for Continuing Education and Training, Riverside Research plays a key role in supporting students pursuing and academic institutions providing intelligence education. Coupled with career advancement opportunities and other outreach initiatives, Riverside Research is advancing the skills and knowledge of the future technical workforce.
ISA 2015 Intelligence Studies Section—continued

opportunities exist at ISS for outreach and engagement, and promoting research and scholarship. You can find out more information about ISS at the links below. If you have any questions please feel free to contact Stephen Marrin (the current head of ISS) at marrinsp@jmu.edu or spm8p@yahoo.com.

Links to information on ISA’s Intelligence Studies Section:
• Intelligence Studies Section website: http://www.isanet.org/ISA/Sections/ISS.aspx

Research Institute for European and American Studies News

John M. Nomikos, RIEAS Director

The Research Institute for European and American Studies (RIEAS) organized the 1st Executive Security Training Seminar entitled National Security and Intelligence Analysis in the Mediterranean Region. The training seminar, which took place in Athens, Greece (7-10 July 2014), was attended by senior officers from the Hellenic armed forces, the coast guard, the police, and the intelligence agencies; representatives of foreign diplomatic missions based in Athens; and security managers of private companies.

John M. Nomikos (RIEAS Director) delivered a speech on “A Description of Alexander the Great’s HUMINT Networks and U.S. Fusion Intelligence Centers: How OSINT Academic Researchers support the Intelligence Cooperation in the Black and Caspian Region” at the Black Sea and Caspian Sea Security Symposium in Bucharest (20-22 May, 2014), Romania.

The Research Institute for European and American Studies (RIEAS) has published Vol. 3 (June 2014) of the Journal of Mediterranean and Balkan Intelligence (JMBI) titled “Modernization of Intelligence Services in the Mediterranean Region.” For more information, visit http://www.rieas.gr/images/jmbidec14b.pdf.

Call for Papers: Journal of Mediterranean and Balkan Intelligence (JMBI)

The next issue (December 2014) of the Journal of Mediterranean and Balkan Intelligence (JMBI) will explore the topic “European Intelligence in an Era of Change.” For more information, visit http://www.rieas.gr/images/jmbidec14.pdf.
Tim Powell's *The Knowledge Value Chain® Handbook* began as a workbook for his classes on the Knowledge Value Chain® (KVC) that he has continued to develop and improve over the years. He now describes it as being used "both as a training text and as an operating reference. It's really a 'user's manual' for the KVC."

Let me summarize the KVC. KVC is Tim's analysis of how businesses create value and how intelligence of all sorts contributes to creating that value. Tim effectively uses a familiar container, Michael Porter's "value chain" model, to carry forward an analytical vision focused on intelligence of all sorts.

Tim once said that he started on this book when he was teaching competitive intelligence at Long Island University. Obviously, by the version number, it has undergone continuing revisions. In fact, I positively reviewed an earlier version 6 years ago for Strategic and Competitive Intelligence Professionals (SCIP).

The reader quickly moves into the meat of the subject. The *Handbook* is actually constructed as a series of PowerPoint shots with text dealing with that slide only, a sort of an inside look into a presenter's working notes. Consequently each page covers the same subject visually and verbally, providing a nice, non-intrusive, intellectual reinforcement.

Because the text is written in a conversational style it seems as if you are listening to Tim talk about a subject about which he is clearly passionate. The *Handbook* has among its goals

- Helping the reader learn about knowledge production as well as knowledge use;
- Raising the reader's intelligence ROI (return on investment); and
- Avoiding, or "at least demystify [ing]." business and intelligence jargon.
- The handbook accomplishes this by first setting out the basic principles underlying the KVC. Tim makes clear that he is offering a "user's manual to the process of organizational intelligence." To do that, he eschews getting into the content of intelligence, which he (and others) have already covered. The manner in which this is approached keeps the reader feeling confident that he/she is learning about KVC.

After an extensive introduction, the readers are led through KVC in application. The *Handbook* includes how using KVC can help dissect and then solve common intelligence problems. From there, Tim provides the KVC Scorecard. This is designed to help the readers diagnose where intelligence problems lie and what specific solutions are available to them.

There are other sections, including extensive appendices, which alone are worth the book's price, but you will find out about them when you buy the *Handbook*.

The *Knowledge Value Chain® Handbook* is an ongoing project. In the six years since my previous review, Tim has made the following changes to it.

- It is now available in PDF, which allows for several interesting changes:
  - The price has been reduced from $100 to $20 (for now).
  - It offers some built-in interactive navigation tools and links to external re-
sources.

- It includes real-world examples and updated References and Glossary appendices.

- Tim has expanded the KVC Scorecard chapter by adding specific techniques for “fixing” a broken KVC.

Tim is continuing to create a handbook that can easily be used by Competitive Intelligence (CI) professionals and others to explain how CI, together with other sources of knowledge, creates value for enterprises. Also, it can serve CI professionals by teaching them how what they do contributes to developing value for their end users. I continue to highly recommend this for any one involved with CI training, on either side, as an additional way to continue to market competitive intelligence inside an enterprise.

**Book Review: Kenneth Daigler: Spies, Patriots, and Traitors**
*John J. McGonagle*

This book is a wonderful read from two perspectives: first, as a look at American intelligence in our own Revolution, and second, as a compressed walk through the history of that Revolution.

I consider myself fairly well-educated on the American Revolutionary war, although certainly not a scholar. Yet I found literally dozens of things in this book of which I was unaware. Perhaps one of the most penetrating sets of observations led to understanding just how much of a family affair the American Revolution was. To give but one small example, we see the esteemed Benjamin Franklin working on the side of the American Revolution, while at the same time one of his bastard children is a confirmed Loyalist working against the revolution. At another point we find out that Major Andre, Benedict Arnold’s British contact, was billeted in Benjamin Franklin’s home while stationed in Philadelphia. We often refer to our Civil War as a battle between brothers, yet our Revolutionary war was certainly as much of a war among families, neighbors, and friends.

The author, Mr. Daigler, a retired CIA operations officer with an advanced degree in history, has done a commendable job looking at the subject as an historian while writing with the insight of a former intelligence officer; he never lets the work get too technical, too into the weeds. Instead, he leads the reader through the intelligence process of the American Revolution with a keen sense of observation, introducing it with such friendly titles as “George Washington Learns the Intelligence Trade.”

At times, he stands back to comment on how well, or how poorly, Washington and the others in the Revolution conducted intelligence, such as when he observes (and supports the observation) that “perhaps the greatest irony in the intelligence history of the war is that while British intelligence activities were highly successful..., British failure to use information effectively and policy formation and implementation indicated most of its value.” (Page 81).

For the intelligence specialist, in addition to summarizing history—the hows, whys, and why nots—he also provides a short overview of our colonial intelligence operations in a well-crafted conclusion. For the historical student who is not familiar with intelligence, he has also provided a glossary, which is extremely helpful, being both thorough and clear.
UTEP To Expand Intelligence Education Efforts

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The University of Texas at El Paso (UTEP), an IAFIE institutional member, recently was awarded an Intelligence Community Center of Academic Excellence grant managed by the Defense Intelligence Agency. This new grant will have a significant impact on UTEP’s current and future intelligence education activities. A new academic organization, the UTEP National Security Studies Institute—an Intelligence Community Center of Academic Excellence—will be established. Under the National Security Studies Institute will be UTEP’s long-running and successful teaching arm, the Intelligence and National Security Studies Program, which is home to a variety of intelligence and security-related degrees and certificates.

Also under the umbrella of the new institute, the grant will help establish a ground-breaking university "think tank” called the Center for Intelligence and Security Research. This new center will facilitate faculty and student research that is relevant to the Intelligence Community's mission to anticipate and analyze a host of complex national security issues and challenges.

The new research center will be responsible for an annual national security colloquium with the participation of academic, government, and industry partners. These colloquia will foster collaborative research for faculty and students, and will also bring participants into direct contact with leading national security experts and intelligence professionals for career guidance and development. This year's colloquium is titled “Cyber Threats to the U.S. Government and Private Sectors.” The colloquium will be held on March 18-19, 2015. This two-day event will be free and open to the public.

The new grant will also present numerous competitive opportunities for UTEP’s best undergraduate and graduate students over the next five years, including:

- Support for student travel to attend and/present research papers at academic conferences,
- Support for study abroad opportunities for semester and academic year long experiences,
- Support for immersive strategic language training at leading institutions, and
- Support for student analytical training with top commercial vendors.

The principal aim of these opportunities is to help UTEP students compete successfully for employment in the U.S. Intelligence Community by providing them with needed skill sets and experiences that are in high demand by federal agencies and departments.
IAFIE was formed in June 2004 as a result of a gathering of sixty plus intelligence studies trainers and educators at the Sixth Annual International Colloquium on Intelligence at Mercyhurst College in Erie, Pennsylvania. This group, from various intelligence disciplines including national security, law enforcement and competitive intelligence, recognized the need for a professional association that would span their diverse disciplines and provide a catalyst and resources for their development and that of Intelligence Studies.

Call for Submissions

The IAFIE Board encourages all its members to submit any newsworthy items, short articles, reports, lectures, speeches, job announcements, scholarships and awards, commentaries/editorials, book reviews, etc., for publication in the IAFIE Newsletter. We seek any submissions as they relate to and/or promote intelligence education broadly defined. We welcome submissions from members of all backgrounds including, but not limited to, intelligence professionals, academic faculty and staff, researchers, trainers, and instructors, as well as students.

For further information on submissions, please contact: Ethan Johns at Ethan.Johns@us.af.mil