



# IAFIE NEWS

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

Winter 2008, Vol. 1, Issue 2

## Monterey beckons for IAFIE's 4th

When an expected 150 IAFIE members and their guests gather in Monterey, Calif., in June it will be to hear several top speakers in the intelligence field and to discuss issues built around the theme, "Creating Intelligence Studies Education Programs and Academic Standards."

That will be the theme for the 4th Annual IAFIE Conference, which is scheduled for June 23-25 at the Naval Postgraduate School in Monterey. Lockheed Martin is sponsoring the event.

Leading the list of confirmed speakers is Richards Heuer, former CIA analyst and intelligence theoretician, and author of "Psychology of Intelligence Analysis."

Also on the program as featured speakers are Joe Finder, bestselling author of thriller novels that include "Paranoia," "Killer Instinct," and "High Crimes"; Guillermo Holtzmann, professor and director of the intelligence studies program at the University of Chile.

Several other notable figures in the intelligence field were also invited. They include Maureen Baginski, former FBI executive assistant director of intelligence; Ernest May, Harvard professor and author; and Amy Zegart, UCLA professor and intelligence policy critic.

Along with the speakers, the conference will feature two breakout groups. The first will focus on Developing an Intelligence Studies Program; the second will focus on Academic Standards for Intelligence Studies Programs.

The first breakout will be directed at recently established or start-up Intelligence Studies programs and will

Make your reservations  
now for the 4th annual  
IAFIE conference.  
Turn to Page 6  
or go to  
[www.IAFIE.org/register](http://www.IAFIE.org/register)



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## 10th annual colloquium postponed

The 10th annual IAFIE colloquium will take place at the University of New Haven this year. The theme will be "The Role of Research in Intelligence Studies."

What is still up in the air is the date. William Tafoya, Ph.D., at University of New Haven explained that the original dates of March 17-20 turned out to be in conflict with an event sponsored by Department of Homeland Security.

To avoid the conflict meant postponing the IAFIE colloquium until summer.

With IAFIE's 4th annual conference running June 23-25, Tafoya expects to get the colloquium scheduled for sometime after the conference.

Watch your e-mail and the IAFIE Web site for the adjusted dates.

If you need further information, contact [IAFIE\\_2008@newhaven.org](mailto:IAFIE_2008@newhaven.org) or [wtafoya@newhaven.org](mailto:wtafoya@newhaven.org), or call Tafoya at 203-479-4507.

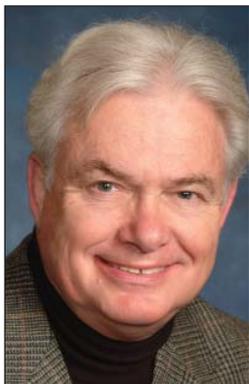
The theme for this colloquium was previously approved by the IAFIE board.

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# Register now

Our June 23-25, 2008 conference at the Naval Postgraduate School has begun to come together nicely. We've gained the financial support of Lockheed Martin, contracted with two nearby hotels, arranged catering support, and designed a program with two tracks which should interest you and serve your diverse needs: developing intelligence studies programs and creating academic standards.



*BOB HEIBEL*

Richards Heuer, former CIA analyst and intelligence theoretician has confirmed as our kickoff keynote speaker, while other invitees include Joe Finder, New York Times, best-selling author; Ernest May, author and Harvard professor; Maureen Baginski, former FBI Executive Assistant Director for Intelligence; Amy Zegart, UCLA professor and intelligence strategy critic; and Guillermo Holzmann, chair of the Political Science Department at the University of Chile and founder of its intelligence studies program.

We're hoping that you will also see this as a vacation opportunity to visit the nearby wine country and one of the most pleasant regions in the U.S. I encourage you to register now.

Our thanks go to Marilyn Peterson, and the folks at Lockheed Martin for initiating and hosting a start-up meeting of the DC chapter. There will be a follow up event early this year.

Administratively we've been working with our CPA to solidify the non-profit umbrella we can offer developing chapters and also updating financial records for the forthcoming tax season.

All the best to you and yours in 2008.

*Sincerely,*

*Bob Heibel  
Chair*

## Monterey

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offer valuable information from experienced program leaders across the U.S.

Some of the issues to be covered include:

- Selling the concept of Intelligence Studies to an institution.
- Finding a "home" within an institution.
- Which intelligences should be taught? (law enforcement, national security, business intelligence).
- Which level? (undergraduate, graduate, certificate).
- Classroom, distance learning, or both?
- Developing a curriculum.
- Teaching tools.
- Recruiting and developing faculty.
- Recruiting students.
- Using and developing resources.
- Understanding your potential and limitations.

• Preparing students for the job market. Roundtable participants currently include:

- Ken Newbold, James Madison University;
- Phil Jones, Embry Riddle, Prescott, Ariz;
- Ron Chance, Neumann College;
- James Breckenridge, Mercyhurst College;
- Jason Thomas, West Virginia University;
- Greg Moore, Notre Dame College, Cleveland, Ohio;
- Greg Rogers, Point Park College;
- Mike Bennett, U.S. Coast Guard Academy;
- Bill Tafoya, University of New Haven;
- William Sondervan, University of Maryland, University College;
- Bob Heibel, Mercyhurst College.

## Washington chapter to host speakers

A luncheon meeting of Washington area members was held on Nov. 15 in Springfield, Va., hosted by Lockheed Martin.

Thirteen members attended and they engaged in a lively discussion on the direction of the chapter. People from several colleges/universities, schoolhouses, and training vendors attended the session.

The members present decided that the chapter should hold a series of meetings with selected speakers from the area who have lead the field of intelligence education. These presentations will be in an interview format, with an audience-generated question-and-answer session as well.

The series will begin in the spring. Specifics of the speakers and locations are to

be determined.

A listing of over a dozen speakers was proffered by meeting organizer Marilyn Peterson, and additions to the list were suggested by others.

A sub-committee comprised of Kathy Pherson (Pherson Associates) Marilyn Peterson and Bill Spracher (Department of Defense), Tip Clifton (Eastport Analytics), Bill McGilvery (i2, Inc.), Eileen Hurley, and Melinda Hofstetter (Lockheed Martin).

*Contact Tom Carr (tcarr@wb.hidta.org or Marilyn Peterson (marilynbp1@cox.net.) for more information on IAFIE's Washington Area chapter.*

## International Association For Intelligence Education

Executive Director:	Mark Lowenthal, Ph.D, mml28@columbia.edu
Chair:	Bob Heibel, rheibel@mercyhurst.edu
Vice Chair:	Tom Carr, tcarr@wb.hidta.org
Vice Chair/ International	Felix Moos , Ph.D., felix@sunflower.com
Secretary/Treasurer:	Bob Allshouse, Ph.D., rhaaidi@aol.com
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Chair, Events Committee:	Marilyn Peterson, marilynbp1@cox.net.
Chair, Educational Practices	Gregory Moore, Ph.D., gmoore@ndc.edu
Newsletter editor:	Bill Welch, wwelch@mercyhurst.edu
www.iafie.org	email: info@iafie.org

# Assessing, re-assessing and further re-assessing

## Preventing Surprise Attacks: Intelligence Reform in the Wake of 9/11

By Richard A. Posner,  
Rowman & Littlefield Publishers, Inc.,  
2005,  
208 pages, \$18.95

## Uncertain Shield: The U.S. Intelligence System in the Throes of Reform

By Richard A. Posner,  
Rowman & Littlefield Publishers, Inc.,  
2006,  
219 pages, \$19.95

### By Mark Lowenthal

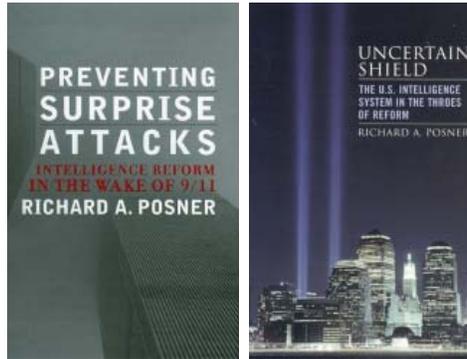
Judge Richard Posner provides a lucid assessment of reform issues within the Intelligence Community. To those unfamiliar with Posner, it may seem odd that a U.S. Court of Appeals judge would provide a valuable addition to the debate on national intelligence but as a prolific author on topics from family law to national security he has a tremendous amount of experience in critical thinking, which is one of the professional goals of every intelligence analyst.

Preventing Surprise Attacks: Intelligence Reform in the Wake of 9/11 and Uncertain Shield: The U.S. Intelligence System in the Throes of Reform provide an evaluation of the intelligence reform actions prompted by the terrorist attacks of 9/11. However, considered another way, Posner's methodical approach to the intricate topics creates a model for how to deconstruct complex issues, logically speculate upon them, and assess possible outcomes. How he handles the topics is, in effect, a lesson in analysis.

Although many of the same intelligence issues are brought up in both the 9/11 Commission Report and the WMD Commission, not all of them overlap nor do all of the recommendations support each other or fully correspond with the points covered in the Intelligence Reform and Terrorist Prevention Act of 2004. Posner's exploration of this disconnect between assessment, recommendations and reform represents the key dilemmas that will ultimately be of most value to students of intelligence analysis. The underlying theme of his texts is common sense. Is the assessment accurate? Are the recommended reforms reasonable? Will they address the problems? Can they be achieved? What are the issues that will come up at

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## The Intel Bookshelf



the administrative and legislative levels in implementing the suggestions? Are there other solutions? Throughout both books, he advocates a cover-all-the-angles-and-don't-rush-into-anything approach.

Posner's ability to present the issues and go through the various common sense questions with ease is the reason both books can be used in an academic setting. Preventing Surprise Attacks is a dissection of a document, the 9/11 Commission Report; it is a "how to" critically evaluate an assessment and offer a counter remark. Students involved with document assessment i.e., how a constitution, legislation or planning document, military or otherwise,

*"... (W)hy then does the same (9/11) Report conclude that organizational change is necessary?"*

fits its objective, will derive much benefit from the flow of Posner's logic.

The premise of Preventing Surprise Attacks is simple: the 9/11 Report singled out management flaws as enabling the attack on the U.S. to take place; why then, does the same Report conclude that organizational change is necessary? Posner explores this divide between the narrative of the 9/11 Report and its recommendations by carefully reviewing the various themes believed to have enabled the attacks – lack of cooperation among agencies, flow of information, dealing with uncertainty – and juxtaposing them against the subsequent recommendations made by the Report, primarily the creation of a DNI. He concludes that these organiza-

tional changes represent flawed logic.

To understand the inherently difficult nature of intelligence and the ultimate purpose it is supposed to serve, Posner provides an eloquent look at past surprise attacks. He outlines the necessity of allotting for, and dealing with, uncertainties. Again, focusing on common sense, Posner argues for quality – the pursuit of identifying and overcoming cognitive and careerist impediments – rather than reorganizing. To exemplify this point, he notes that Israel, after the 1973 surprise invasion by Egypt and Syria, chose to decentralize its intelligence structure whereas, after 9/11 the US has become obsessed with centralizing its Intelligence Community.

To the student, this look at surprise attacks is useful because while Posner concludes that "surprise attacks can not be reliably prevented" he does note that the study of them is beneficial. By using various surprise attack probability models as guides, it is possible to choose the proper defense against a possible attack, determine its likelihood, and location.

Uncertain Shield is a critical review of a process, intelligence reform thus far. It is a guide on "how to" appraise what is happening, make a prognosis on where the process is going, consider various aspects that might be encountered along the way, and offer constructive well poised input. Posner's journey through the various intelligence reform possibilities and their likely influence on the US Government – relevant departments, executive branch and Congress – typifies how one may approach the study of, for example, a foreign political system.

However, Posner's comparative studies of the various domestic intelligence systems that exist abroad, although useful, cannot give a complete picture as to how a comprehensive comparative study should be done. It must also be noted that this book is denser and suffers from bouts of convolutions – undoubtedly reflective of the difficulties in analyzing "how to" do something. Nevertheless, the second book is recommended for those students and analysts evaluating intertwining organizations that are codependent and share responsibility. It may also be useful for managers who are presented with reorganization and want to understand how to look out for various options and their pos-

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# Analysts in intelligence tradecraft

## DHS department-wide training for Homeland Security

By Stephen Pick, Psy.D  
and Pete Peterson

(Reprinted with permission from the Summer 2007 issue of American Intelligence Journal, Vol. 25, No. 1.)

The Department of Homeland Security (DHS) is referenced in the media daily. Often times, the media attention DHS receives is critical, from Katrina response fallout to lagging Federal Human Capital Survey results.<sup>1</sup> Until now, one of DHS' important successes had not received enough media attention. The Office of Intelligence Analysis (I&A), headed by Assistant Secretary Charles Allen, is creating a series of training and development courses for new and experienced Homeland Security Analysts across the DHS Intelligence Enterprise. Its effects are hoped to be far-reaching, both within DHS and throughout the Intelligence Community.

Assistant Secretary Allen, DHS' Chief Intelligence Officer, is a nearly 50-year CIA veteran who has broad, far-reaching visions for the Office of Intelligence and Analysis, DHS, and the entire Intelligence Community. Mr. Allen, an often controversial figure for his outspoken views, has been cited widely in the press. In February, the New York Times featured a half-page story on his efforts to, "...Rescue [a] Fledgling Agency." When Mr. Allen assumed the position of Chief Intelligence Officer, he declared that he would deliver results against five priorities, "...All of which ensure that the direction of DHS Intelligence is firmly aligned to the intent of intelligence reform within the Department and in the Intelligence Community. His priorities included:

- Improving the quality of intelligence analysis across the Department
- Integrating DHS Intelligence across its several components
- Strengthening our support to state, local, and tribal authorities, as well as to the private sector
- Ensuring that DHS Intelligence takes its full place in the Intelligence Community
- Solidifying our relationship with Congress by improving our transparency and responsiveness.

A promising start for Mr. Allen and I&A that addresses these priorities and works

towards relieving some of DHS' human capital issues is the creation, and successful execution, of The Basic Intelligence and Threat Analysis Course (BITAC). Developed by intelligence analysis subject matter experts at DHS and the private sector, BITAC is a six-week course for new homeland security analysts that provides them with the foundational knowledge and skills that they will need to succeed in their analyst positions in the respective DHS intelligence components.

*"... While each DHS component has its own unique mission and objectives, many of the competencies needed for a successful intelligence analysis are cross-cutting."*

A training and development curriculum for all of DHS' homeland security analysts is significant. As a conglomerate of multiple agencies, DHS traditionally offered separate intelligence analysis training in each of its seven component agencies, as well as at the state, local, and tribal levels. While each DHS component has its own unique mission and objectives, many of the competencies needed for a successful intelligence analysis are cross-cutting. For example, the ability to think critically is necessary regardless of which component an intelligence analyst works for.

The Basic Intelligence and Threat Analysis Course was a mix of lectures, experiential exercises, and site visits. It featured over 45 leaders in the Intelligence field from numerous departments and agencies speaking about the following topics:

- A breakdown of the DHS organization and how each component's unique intelligence functions contributed to the overarching goal of a safer homeland.
- An overview of DHS' Intelligence Enterprise including state, local, and tribal counterparts.
- An intelligence community primer provided context, history, and an understanding of the intelligence field and the different types of intelligence (human, imagery, measurement, open source, and

signal).

- An introduction to Homeland Security Intelligence and how it interacts with other intelligence types.

- A foundational understanding of critical thinking skills and analytical methods taught students theory and practice for addressing complex intelligence issues by understanding how to break down issues into their fundamental components and how to build a coherent argument while avoiding common cognitive biases and mental traps.

- An introduction to writing and briefing taught students how to craft clear, concise, and to-the-point intelligence briefings.

- Classmates learned about foreign and domestic terrorist organizations and how new and potential members became radicalized.

- Students learned law enforcement perspectives on intelligence and intelligence support to law enforcement.

- An understanding of the threats and vulnerabilities intelligence analysts will work with.

In addition to a tradition lecture format, BITAC was also an experiential course. Students had weekly writing assignments, almost daily group exercises, site visits to several intelligence installations and fusion centers (where intelligence from different organizations is consolidated and analyzed), and a final three-day "capstone" exercise where students worked individually and in groups on a mock intelligence threat.

The Basic Intelligence and Threat Analysis Course is one of several new intelligence courses to be taught throughout the DHS Intelligence Enterprise. Plans are under way for a Mid-level Intelligence and Threat Analysis Course (MITAC) as well as a Senior-level Intelligence and Threat Analysis Course (SITAC). In addition, there is the possibility that sections of these courses be broken out and taught by mobile training teams across the country. Eventually, BITAC and the other course will be available to state, local, and tribal law enforcement intelligence analysts and other non-federal partners.

Thinking broadly and uniformly about training intelligence analysts could not

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# Analysts in intelligence tradecraft

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have come at a more critical time. The entire federal government, DHS included, is experiencing, and will continue to experience, an exodus of seasoned professionals as baby boomers continue to retire. While the shock of sobering statistics may have worn off, the problem is not going away. A 2006 OPM News Release<sup>2</sup> estimated that 60 percent of the federal workforce will be eligible to retire over the next 10 years and that 40 percent of those eligible will likely retire. Included in those figures are seasoned Homeland Security Analysts. *Government Executive's* May 1 cover story described how the Intelligence workforce can be plotted as two clusters on a graph, with new hires accounting for the first demographic cluster and longtime employees (those likely riding the retirement tsunami) comprising the second cluster. The valley between these clusters represents the lack of mid-level managers and analysts with several years experience. While not an immediate fix, I&A's training programs with its goals of retaining, and integrating DHS homeland security analysts, is an important effort to mitigating the retirement brain-drain. The vision for these courses is to create a pipeline of well-trained and interconnected intelligence analysts who can critically

examine intelligence issues and respond quickly, thoughtfully and competently. We need as many of those professionals as possible.

At graduation, where Mr. Allen delivered the commencement speech and congratulated the students, a majority of the seventeen students told the course administrators how much they appreciated the experience and had learned in these seven weeks. One week after BITAC's conclusion, one student who was back at his intelligence analyst position e-mailed the BITAC government course manager and wrote, "All the materials covered in the training were very useful for the both of us. My constant questions about the applicability of the materials have been definitely answered. I thought you would be happy to know that you really are doing something incredibly important and critical to the Enterprise."

The third BITAC iteration is scheduled to begin on January 28 and run through March 5, 2008.

#### Contributors:

*Dr. Stephen Pick is a Human Capital Consultant at Management Concepts*

*Mr. Pete Peterson is a Program Manager for Intelligence Training at DHS*

<sup>1</sup> Employees Report More Respect for Managers than Senior Leaders: [gov-exec.com/dailyfed/0107/011707r1.htm?rss=getoday](http://gov-exec.com/dailyfed/0107/011707r1.htm?rss=getoday)

<sup>2</sup> OPM Director Springer Launches Major Media Campaign During Newsmaker Event at the National Press Club: [www.opm.gov/news/opm-director-springer-launches-major-media-campaign-during-newsmaker-event-at-the-national-press-club,1039.aspx](http://www.opm.gov/news/opm-director-springer-launches-major-media-campaign-during-newsmaker-event-at-the-national-press-club,1039.aspx)

## Member notes

■ **Deborah Osborne**, a member of IAFIE, was featured on the Forbes Magazine Web site following her appointment to the IxReveal board of advisors. Osborne is an "internationally recognized expert in the development and improvement of crime and intelligence analysis in national, state and local governments," IxReveal Executive Vice President Kent Sheen said. She has served for the past decade as a crime analyst for the Buffalo Police Department.

# The Intel bookshelf: Assessing ...

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sible unintentional impact.

In *Uncertain Shield*, Posner argues that the WMD Commission Report was overly critical and that many of its recommendations don't cover the real issues. Rather it focuses on endless organizational "tinkering" that degrades intelligence professionals to career-protecting turf wars and ignores the inherent difficulties within intelligence. This does not mean that Posner believes improvements aren't necessary. On the contrary, he believes the Intelligence Community can be improved upon but the solutions must fit the problem.

To highlight one of the disjointed approaches that currently plagues intelligence reform, Posner notes that while the while the 9/11 Commission Report names the lack of information sharing as a weakness that enabled the attacks to take place, the WMD Report points to the fact that intelligence from one source was overemphasized (Curveball). In the 9/11 case, a more centralized intelligence system may have been useful but in the WMD case, centralization was a problem.

Students and experienced analysts alike can read either or both of Posner's books: one, for what he has to say about intelli-

gence reform and two, for the analytical models he provides while doing so. By assessing, reassessing, and further reassessing Posner truly becomes what some reviewers have described him as: "an adventurous intellect and a daring iconoclast." He definitely has something to add to the debate on intelligence reform itself and how to tackle complex intellectual questions.

*Mark Lowenthal is executive director of IAFIE.*

Visit [www.iafie.org](http://www.iafie.org) to get the latest info and discussions

# CONFERENCE REGISTRATION FORM

Name: .....

Title, name on Tag: .....

Title: .....

Spouse/Guest: .....

Spouse/Guest Name on Tag: .....

Employer: .....

Employer address: .....

Telephone: (        ) .....

E-mail: .....

IAFIE member: \$250 (    ) Non -member: \$400 (    ) .....

Spouse Reception & Dinner        \$75 (    ) .....

Total.....

Check for registration fee enclosed: (    )

Credit Card: Visa (    ) MasterCard (    )  
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                                 PO Box 10508  
                                 Erie, PA 16514

Fax to:                814-824-2008  
e-mail:                [register@IAFIE.org](mailto:register@IAFIE.org)

Please make checks payable to: IAFIE

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## HOTELS

A block of 50 rooms has been set aside for June 23 and 24, 2007, at each of two hotels, 25 for federal employees, and 25 at industry room rates.

When making reservations identify yourself with the Naval Postgraduate School – International Association for Intelligence Education conference.

Each of these hotels is within walking distance of the Naval Postgraduate School. Both offer government and industry rates.

**Hyatt Regency Monterey Resort & Conference Center**  
**1 Old Golf Course Road**  
**Monterey, CA**  
**831-372-1234**  
**[www.monterey.hyatt.com](http://www.monterey.hyatt.com)**  
**Rates range from \$125 to \$229**

**Hilton Garden Inn Monterey**  
**1000 Aquajito Road**  
**Monterey, CA 93940**  
**831-373-6141**  
**[www.monterey.stayhgi.com](http://www.monterey.stayhgi.com)**  
**Rates range from \$125 to \$375**

**Discounted block reservations at both hotels will be held until 5 p.m., May 23, 2008.**