The International Association for Intelligence Education

2020–2025 IAFIE Strategic Plan

Final Draft: September 9, 2020

By

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1. Introduction

Background

Based on discussions with the IAFIE Board during the fall of 2019, the Board formed a Strategic Planning Committee in the fall of 2019. In order to better understand the strategic vision and direction IAFIE should take for the next 3–5 years, the Strategic Planning Committee decided to survey the IAFIE membership. The IAFIE Strategic Planning Committee engaged in a 3–month process of ideation and strategic visioning that produce several categories of “big ideas” the planning committee thought pertinent to the next 3–5 years for IAFIE. This iterative process generated several categories of needs, challenges, and opportunities for IAFIE to increase revenue, increase membership and networking among and with related disciplines, as well as structural and organizational challenges within IAFIE that should be addressed in order to enhance IAFIE’s image, its functioning, and outreach and communications.

Consequently, the ideation process developed a structure for a survey of IAFIE members. The process of developing such a survey also generated the desire to survey former members in hopes of learning why they left IAFIE, and what IAFIE might do to become more relevant and sustain its membership moving forward. Both surveys were reviewed and approved by the IAFIE Board. With the information collected from Board discussions, focused ideation by the Strategic Planning Committee, and both surveys, the Strategic Planning Committee will produce a high–level, strategic plan to help strengthen IAFIE and guide it into the next 3–5 years.

The 2020 Strategic Plan, and the strategic objectives identified, are intended to take place over a 5–year period, starting in October 2020 and running until August 2025.

2. Methodology and Results Reporting

Following the Board’s formulation of the Strategic Planning Committee, the strategic planning effort included a three–part data collection methodology:

1 – Discussions and idea submissions from the IAFIE Board. This part was central to how the Strategic Planning Committee understood its role and charge and to learning about what board members believed is important to the sustainability of IAFIE in the coming years.

2 – A focused ideation and strategic visioning process among the Strategic Planning Committee. This part was central to the committee’s ability to conceptualize the more major challenges facing IAFIE and opportunities open to IAFIE and to determining how best they might engage the membership and involve it in a data collection process.
3 – Development of both an IAFIE member survey (see below) and a brief survey of former IAFIE members (see below). This part was central to data collection from those most affected by IAFIE’s strategic planning and to better inform the planning committee as to how it ultimately structures its strategic recommendations to the Board.

The IAFIE Member Survey is found in Appendix 2 and was constructed using QuestionPro™ surveying software. The member Survey was composed of a combination of close–ended questions requesting specific information such as demographics as well as rating or ranking questions using a Likert scale. The rating/ranking questions asked the membership its view of the importance of a wide variety of issues facing IAFIE now and in the future. Many of these issues were identified and raised by either the IAFIE Board or via the ideation phase by the Strategic Planning Committee. To more clearly gauge interest by the membership in the rating/ranking questions, a 5–point Likert scale was devised as follows:

1. Not Important (value =1)
2. Limited Importance (value =2)
3. Neither more nor less important than the others (value =3)
4. Important (value =4)
5. Extremely Important (value =5).

In addition, each rating/ranking question provided an opportunity for the respondents to clarify or elaborate on their answer by providing additional comments or suggestions.

The IAFIE Former Member Survey is found in Appendix 3 and was also constructed using QuestionPro™. The Former Member Survey was shorter and consisted of 3 questions and similar demographics to the IAFIE Member Survey. Like the Member Survey, the former Member Survey also included the opportunity to submit comments for each question as well as summary comments not tied to specific questions. Former member comments appear as submitted in Appendix 5.

Survey sampling frames. The IAFIE Member Survey sampling frame was the universe of current IAFIE membership (n=267) and the IAFIE Former Member Survey sampling frame was the entire email distribution list maintained by IAFIE of former members (n=1,224).

Survey distribution. A link to the survey, instructions, and a request to participate was emailed to current IAFIE members listed on the IAFIE listserv as of June 1, 2020. Weekly reminders were sent out once each week for four weeks. The IAFIE Member Survey was closed on July 15, 2020.

A link to the survey, instructions, and a request to participate was emailed to former IAFIE members using the archived emails from a list of former members maintained by IAFIE as of June 25, 2020. No reminders were sent due to the size of the distribution list and the number of bounced emails. The Former Member Survey was sent on July 28, 2020 and was closed on August 11, 2020.
Results Reporting

Results from both surveys are presented in two parts:

*Part 1 – Demographics, Completion, and Response Rate*

The following is a snapshot of the current demographic information of IAFIE membership based on those members who responded to the survey.

*Part 2 – Main Themes (including “main findings” and “representative comments”)*

Following the demographics, presented are several notable highlights that combine “Important” with “Extremely Important” responses into “Main Themes” according to the nature of the survey questions.

3. Demographics

3A. IAFIE Member Demographics

**Completion and Response Rate:** The IAFIE Member Survey was emailed to 267 unique and valid members in good standing. The survey was viewed by 119 individuals of whom 80 started the survey and 72 respondents completed all questions for a completion rate of (72/80) 90% and a response rate of (72/267) 27%.

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>56</td>
<td>77.78%</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>13.89%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>6</td>
<td>8.33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20–29</td>
<td>3</td>
<td>4.29%</td>
</tr>
<tr>
<td>30–39</td>
<td>7</td>
<td>10.00%</td>
</tr>
<tr>
<td>40–49</td>
<td>19</td>
<td>27.14%</td>
</tr>
<tr>
<td>50–59</td>
<td>21</td>
<td>30.00%</td>
</tr>
<tr>
<td>60+</td>
<td>20</td>
<td>28.57%</td>
</tr>
</tbody>
</table>
### Which best describes you?

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>5</td>
<td>6.94%</td>
</tr>
<tr>
<td>Post–doctoral Student</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Professional in the Intelligence Community</td>
<td>8</td>
<td>11.11%</td>
</tr>
<tr>
<td>Professional, but Not Directly in the Intelligence Community</td>
<td>3</td>
<td>4.17%</td>
</tr>
<tr>
<td>Professional in the Private Sector</td>
<td>7</td>
<td>9.72%</td>
</tr>
<tr>
<td>Law Enforcement or Homeland Security Professional</td>
<td>2</td>
<td>2.78%</td>
</tr>
<tr>
<td>Academic in an Intelligence Program</td>
<td>28</td>
<td>38.89%</td>
</tr>
<tr>
<td>Academic Not in an Intelligence Program</td>
<td>11</td>
<td>15.28%</td>
</tr>
<tr>
<td>Institution</td>
<td>3</td>
<td>4.17%</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>6.94%</td>
</tr>
</tbody>
</table>

### Length of Membership

<table>
<thead>
<tr>
<th>Duration</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–5 years</td>
<td>46</td>
<td>64.79%</td>
</tr>
<tr>
<td>6–10 years</td>
<td>20</td>
<td>28.17%</td>
</tr>
<tr>
<td>11–15 years</td>
<td>3</td>
<td>4.23%</td>
</tr>
<tr>
<td>16+ years</td>
<td>2</td>
<td>2.82%</td>
</tr>
</tbody>
</table>

### 3B. Former IAFIE Member Demographics

**Completion and Response Rate:** The IAFIE Former Member Survey was emailed to 1,224 email addressees who were on record as having been formerly members in good standing. The survey was viewed by 271 individuals, of which 90 started the survey and 76 respondents completed all questions for a completion rate of 84.4% (76/90) and a response rate of 22% (271/1224).

### Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>57</td>
<td>77.03%</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>21.62%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>1</td>
<td>1.35%</td>
</tr>
</tbody>
</table>
## Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20–29</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>30–39</td>
<td>5</td>
<td>6.85%</td>
</tr>
<tr>
<td>40–49</td>
<td>18</td>
<td>24.66%</td>
</tr>
<tr>
<td>50–59</td>
<td>16</td>
<td>21.92%</td>
</tr>
<tr>
<td>60+</td>
<td>34</td>
<td>46.58%</td>
</tr>
</tbody>
</table>

## Which best describes you?

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>1</td>
<td>1.37%</td>
</tr>
<tr>
<td>Post–doctoral Student</td>
<td>1</td>
<td>1.37%</td>
</tr>
<tr>
<td>Professional in the Intelligence Community</td>
<td>15</td>
<td>20.55%</td>
</tr>
<tr>
<td>Professional, but Not Directly in the Intelligence Community</td>
<td>8</td>
<td>10.96%</td>
</tr>
<tr>
<td>Professional or Consultant in the Private Sector</td>
<td>10</td>
<td>13.70%</td>
</tr>
<tr>
<td>Law Enforcement or Homeland Security Professional</td>
<td>4</td>
<td>5.48%</td>
</tr>
<tr>
<td>Academic in an Intelligence Program</td>
<td>13</td>
<td>17.81%</td>
</tr>
<tr>
<td>Academic Not in an Intelligence Program</td>
<td>12</td>
<td>16.44%</td>
</tr>
<tr>
<td>Non–academic Institution</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Other</td>
<td>9</td>
<td>12.33%</td>
</tr>
</tbody>
</table>

## Former Member Country:

<table>
<thead>
<tr>
<th>Country Code</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>6</td>
</tr>
<tr>
<td>Canada</td>
<td>2</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1</td>
</tr>
<tr>
<td>Germany</td>
<td>3</td>
</tr>
<tr>
<td>Estonia</td>
<td>1</td>
</tr>
<tr>
<td>Great Britain</td>
<td>3</td>
</tr>
<tr>
<td>Israel</td>
<td>1</td>
</tr>
<tr>
<td>Japan</td>
<td>1</td>
</tr>
<tr>
<td>Nigeria</td>
<td>1</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2</td>
</tr>
<tr>
<td>New Zealand</td>
<td>2</td>
</tr>
<tr>
<td>Singapore</td>
<td>1</td>
</tr>
<tr>
<td>United States</td>
<td>63</td>
</tr>
<tr>
<td>South Africa</td>
<td>2</td>
</tr>
</tbody>
</table>
### 3C. Former IAFIE Member Main Findings

What was your main reason for leaving IAFIE? (choose all that apply):

<table>
<thead>
<tr>
<th>Reason</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Dues were too expensive</td>
<td>21</td>
<td>16.54%</td>
</tr>
<tr>
<td>b. Loss of interest</td>
<td>9</td>
<td>7.09%</td>
</tr>
<tr>
<td>c. Lack of relevance</td>
<td>20</td>
<td>15.75%</td>
</tr>
<tr>
<td>d. Lack of student chapter structure</td>
<td>2</td>
<td>1.57%</td>
</tr>
<tr>
<td>e. Conference expense</td>
<td>10</td>
<td>7.87%</td>
</tr>
<tr>
<td>f. Conference locations</td>
<td>10</td>
<td>7.87%</td>
</tr>
<tr>
<td>g. Poor communication with leadership</td>
<td>5</td>
<td>3.94%</td>
</tr>
<tr>
<td>h. Website not helpful</td>
<td>11</td>
<td>8.66%</td>
</tr>
<tr>
<td>i. Lack of resources relevant to me</td>
<td>17</td>
<td>13.39%</td>
</tr>
<tr>
<td>j. Lack of ability to get involved</td>
<td>22</td>
<td>17.32%</td>
</tr>
</tbody>
</table>

1. Which of the following would you find adds value to IAFIE? (check all that apply):

<table>
<thead>
<tr>
<th>Value</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. A repository to share syllabi or other educational resources with its members</td>
<td>49</td>
<td>15.61%</td>
</tr>
<tr>
<td>b. A peer–reviewed journal (publication schedule to be determined) focused on intelligence education and training</td>
<td>47</td>
<td>14.97%</td>
</tr>
<tr>
<td>c. Publishing proceedings from the annual conference</td>
<td>35</td>
<td>11.15%</td>
</tr>
<tr>
<td>d. Opportunities (such as webinars, etc.) to connect members virtually on issues of key concern and spark dialogue prior to and following the annual conference</td>
<td>39</td>
<td>12.42%</td>
</tr>
<tr>
<td>e. Better student chapter structure</td>
<td>11</td>
<td>3.50%</td>
</tr>
<tr>
<td>f. Better ties to related professional communities such as homeland security, public health, public administration, law, emergency management, etc.</td>
<td>37</td>
<td>11.78%</td>
</tr>
<tr>
<td>g. Opportunities to engage with members about issues of interest to you</td>
<td>32</td>
<td>10.19%</td>
</tr>
<tr>
<td>h. Communities of interest such as public health intel, climate security, intelligence management systems, pedagogy, accreditation, etc.</td>
<td>31</td>
<td>9.87%</td>
</tr>
<tr>
<td>i. Opportunity to have courses certified by IAFIE, with permission to use IAFIE logo in publicity to indicate certification</td>
<td>33</td>
<td>10.51%</td>
</tr>
</tbody>
</table>
2. Should IAFIE expand its portfolio to include disciplines in the larger field of security studies such as national security, homeland security, etc.?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Not important</td>
<td>6</td>
<td>8.11%</td>
</tr>
<tr>
<td>2 – Limited importance</td>
<td>16</td>
<td>21.62%</td>
</tr>
<tr>
<td>3 – Neither more nor less important than the others</td>
<td>17</td>
<td>22.97%</td>
</tr>
<tr>
<td>4 – Important</td>
<td>22</td>
<td>29.73%</td>
</tr>
<tr>
<td>5 – Extremely important</td>
<td>13</td>
<td>17.57%</td>
</tr>
</tbody>
</table>

3. IAFIE recently partnered with the Australian Institute of Professional Intelligence Officers (AIPIO) to offer reciprocal benefits. Should it seek to create strategic partnerships with other organizations to bolster membership, increase opportunities for members, and offer other benefits to its membership?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Not important</td>
<td>1</td>
<td>1.37%</td>
</tr>
<tr>
<td>2 – Limited importance</td>
<td>6</td>
<td>8.22%</td>
</tr>
<tr>
<td>3 – Neither more nor less important than the others</td>
<td>15</td>
<td>20.55%</td>
</tr>
<tr>
<td>4 – Important</td>
<td>31</td>
<td>42.47%</td>
</tr>
<tr>
<td>5 – Extremely important</td>
<td>20</td>
<td>27.40%</td>
</tr>
</tbody>
</table>

4. Would you like a member of the Board to contact you?

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21</td>
<td>28.77%</td>
</tr>
<tr>
<td>No</td>
<td>52</td>
<td>71.23%</td>
</tr>
</tbody>
</table>

Former IAFIE members were asked if they would like to be contacted by a member of the IAFIE Board. 21 responded affirmatively and are listed in Appendix 4. Similarly, Former IAFIE members were also asked how to improve IAFIE and to list the top two reasons they left IAFIE. These responses are directly transcribed in Appendix 5.

4. **Main Themes & Comments**

The following observations and comments were drawn from responses from both the IAFIE Member Survey and the Former Member Survey. Note that the latter was not constructed in the same way as the Member Survey regarding rating and ranking questions; hence comments offered in the Former Member Survey were more generic and focused on reasons for leaving IAFIE, etc., as opposed to on specific issues facing IAFIE. For example, there were no ranking or rating questions, only questions asking for qualitative responses such as “please list the top two reasons why you left IAFIE,” etc.
Both the nature of the rating/ranking questions and associated comments clustered conveniently into four main thematic categories. The main thematic categories which emerged from the Member Survey are:

1) Education and related issues, opportunities, and challenges
2) Website design and capacity
3) Dues, IAFIE organizational structure, and IAFIE governance
4) The annual IAFIE conference and other revenue–related opportunities

It is important to note that some questions as well as some comments could be categorized into several of the main theme categories. In recording such comments, the Strategic Planning Committee made every effort to not place the same comments multiple times.

IAFIE member comments are summarized and categorized below while the direct transcription of them appears in Appendix 1. In addition, since each question had a comments box associated with it, the most impactful/complete/ clear comments were also highlighted and placed into one of the four main theme categories. Note that not every respondent offered logical, helpful, or constructive comments. For example, some comments were relatively simple such as “no comment”, “I’m too new”, “I didn’t know this”, or “I am ok with things as they are”, while other comments were more helpful and specific. The more meaningful comments were gathered and grouped into the same thematic categories as the “Main Findings” identified above.

The entire survey and its results are in Excel format and both are available upon request. Appendix 1 is a direct transcription of the most relevant comments from the overall survey grouped into each of the four thematic categories. The findings below are not in any specific order.

4.1 Education–Related Main Findings

4.1.1 83% feel it is “Extremely Important” or “Important” for IAFIE to create and maintain a web–based repository of syllabi, teaching materials, and open educational resources.

4.1.2 80% feel IAFIE should engage in and support a peer–reviewed journal dedicated to the scholarship of teaching and learning (SoTL).

4.1.3 About 80% said IAFIE should make available to academics a comprehensive list of intelligence–related materials such as books, journals, and monographs on the website.

4.1.4 69% said IAFIE should expand its student chapter network.

4.1.5 84% said IAFIE should complete and publish the results of the intelligence program mapping project.
4.1.6  60% said they were aware of the IAFIE course certification program, and 53% said an IAFIE certification program for academic courses is “Extremely Important” or “Important.”

4.1.7  About 46% said IAFIE needs to do more to support professors/instructors, and about 60% said IAFIE needs to support students better.

4.2  Education–Related Comments

The comments about and around education as a main theme were varied and included topics such as accreditation, program mapping, syllabi and open educational resources (OER) support, student chapters, and course certification. In general, a lot of support was expressed for establishing education standards and for IAFIE taking a leading role in Intelligence education internationally. These efforts should include integration of adult learning strategies into the IAFIE certification program; establishing peer-reviewed education standards; pursuing accreditation; establishing a broader network of student chapters; better integration and support for both students (undergraduate and graduate) and faculty; establishing a peer-reviewed journal focusing on the scholarship of teaching and learning (SoTL); and developing a repository for open educational resources, syllabi, and other teaching materials. There was also support for publishing conference proceedings and memorializing conference presentations as manuscripts in a SoTL–focused journal.

While mapping intelligence programs internationally and field testing (as defined in the survey) were of interest, they did not seem to warrant top priority. Cost, maintenance, and accuracy were concerns.

4.3  Dues and Organization–Related Main Findings

4.3.1  83% felt current IAFIE dues were “About Right,” while fewer than 50% were interested in a lifetime membership.

4.3.2  63% suggested IAFIE create a standing governance committee.

4.3.3  Over 50% said IAFIE should produce a value proposition; 37% said it was “Important/Extremely Important” to develop a value proposition.

4.3.4  About 77% said IAFIE should create strategic partnerships with other associations, etc., and about 48% said partnering with related groups such as homeland security/emergency management/public health is valuable.

4.3.5  About 50% say IAFIE needs more focus on law enforcement and homeland security.

4.3.6  About 40% say IAFIE has about the right focus on national security.
4.3.7 About 40% say IAFIE needs more focus on competitive intelligence.

4.3.8 About 60% say IAFIE needs more focus on students, and another 46% say IAFIE needs more focus on supporting professors and instructors.

4.3.9 About 50% say IAFIE needs more focus on practitioners.

4.3.10 When asked if IAFIE was doing enough to encourage diversity, about 57% answered “I don’t know.”

4.4 Dues and Organization–Related Comments

Generally, the current dues structure is seen as acceptable and at about the right level. However, several respondents noted that they are not sure what they get for their dues. The concepts of a purpose or “value proposition” were viewed as important, but not seemingly distinct. Taken together, it is clear that the membership would like more clarity around how IAFIE conveys its mission, and what value membership brings as well as what individuals can expect to get from their commitment to IAFIE.

Lifetime membership was observed to be a novel and compelling idea, but was viewed as too expensive and, again, lack of certainty what the value of it would be.

Strategic partnerships with such groups as AFIO, IACA, IALEIA, ISA, ASIS, and InfraGard are regarded as important. Partnerships with sister disciplines such as public health and homeland security were also considered wise and, together, are vital to IAFIE’s continued ability to stay relevant and to grow.

Many observed that IAFIE needs to do more to support practitioners, professors, and students as noted in the previous section. In addition, IAFIE should create a standing governance committee in order to maintain alignment between how IAFIE operates and its governing documents, to help manage elections, and to help sustain robust policies, procedures, and strategic planning efforts.

4.5 Website–Related Main Findings

4.5.1 Only about 50% felt as if the IAFIE website was “helpful,” and 72% felt it is “Extremely Important” or “Important” for it to be improved, and if not “slicker,” at least more comprehensive, offering more services, and be more user friendly.

4.5.2 Over 63% said IAFIE should invest in professional web development services.

4.5.3 86% said IAFIE should create/maintain an internship directory on its website.
4.5.4 60% said IAFIE should create/maintain a listserv, while about 50% said IAFIE should produce a quarterly (if not biannual) newsletter.

4.6 Website–Related Comments

The website is widely viewed as old, clunky, and unrepresentative of a modern website and a discipline critical to national security. It is also viewed as not user friendly. However, it is critical to IAFIE’s reputation, its ability to communicate its value and mission, and central to the Association’s ability to serve its members. Therefore, many observed that it is worth investing in improvements to enhance its usability and provide more robust services to the profession and to its membership. Examples include that the website should host a journal, be a repository of educational support materials as noted above, offer a way for members to meet and communicate and discuss intelligence topics, and even make it easier to donate money. Ideally, the website should host more information about previous and upcoming conferences; publish a newsletter (quarterly or biannually); and offer a comprehensive internship directory, a publications digest, and the intelligence program mapping project. Several comments were centered on the relatively poor outreach to new (and even existing) members, and the poor communications flow among the organization, the IC, and the membership. In addition, IAFIE needs to do more with its European partners in both conference planning and making it easier for them to integrate, participate, and communicate through the IAFIE website.

4.7 Conference & Revenue–Related Main Findings

4.7.1 60% said it was extremely important or important to publish conference proceedings.

4.7.2 54% said IAFIE should alternate conference locations between the U.S. and other countries.

4.8 Conference & Revenue–Related Comments

In addition to dues, conferences remain a primary revenue driver for IAFIE. Many are happy to contribute to the development and planning of a conference and expect that IAFIE’s annual conference be rotated out of the U.S. at least every other year (if not every 3rd year). A common sentiment was that IAFIE needs to take a leadership role in creating and sustaining the body of knowledge that defines it. However, other revenue streams are needed and other mechanisms for enhancing membership are also needed as noted above in the discussion about strategic partnerships.
5. Strategic Objectives, Estimated Timeline, and Relative Cost Estimates

Strategic objectives (or goals) were derived from both the ideation process by the Strategic Planning Committee as well as from the data provided by both surveys. Objectives are organized into the same four main thematic areas as the highlights and comments. The strategic objectives below are ranked in order of importance, with lower numbers indicating higher importance. In addition, and assuming a start date of October 2020 for the 2020 IAFIE Strategic Plan, the rankings include an estimated time to complete the objective as well as an estimated cost. Cost estimates were structured in a relative way as either “low” versus “high,” etc.

5.1 Education–Related Strategic Objectives

5.1.1 Establish an education standards committee that leverages the current “Education Practices Committee,” but with an enhanced mission to establish and support new student chapters, identify, and acquire teaching support materials (i.e., syllabi, OER, etc.), and to establish a peer–reviewed set of education standards that supports course certification and recognized accreditation. In addition, it will be the charge of the education standards committee to investigate how IAFIE pursues recognized program–level accreditation and to sustain and update the mapping project once completed.

**Timeline** 3 years

**Cost** Low – Medium

5.1.2 Complete the intelligence program mapping project.

**Timeline** immediately

**Cost** Low – Medium

5.1.3 Establish a student engagement task force. The main charge will be to engage students at conferences, support student research, and expose students to education and training opportunities and professional development opportunities. It is expected that this task force will work with both the conference planning committee and the education standards committee.

**Timeline** 24–36 months

**Cost** Low

5.1.4 Establish (or at least partner with, if possible) a peer–reviewed journal to encourage and publish scholarship of teaching and learning (SoTL), publish conference proceedings, and solicit commentaries, peer–reviewed research, and offer a place to publish graduate student research to advance the scholarship of teaching and learning in the intelligence discipline. This effort may become part of the education standards committee to start with but may also be under a stand–alone task force charged with how to establish a SoTL effort within IAFIE.
5.2 Dues and Organization—Related Strategic Objectives

5.2.1 IAFIE should establish a Widening Participation Task Force with the main task of creating a structure and process around which IAFIE can build partnerships; expand IAFIE globally; and facilitate diversity within IAFIE. This charge would include proactively seeking and establishing partnerships with closely related disciplines such as homeland security, healthcare, retail/insurance, and law enforcement in order to enhance membership as well as to offer a larger set of opportunities to engage the membership in meaningful ways adding value to one’s membership. For example, building “communities of interest” or “specialty interest groups” that better engage the membership and provide a platform for working with other organizations.

**Timeline** 36–60 months

**Cost** Low

5.2.2 IAFIE should establish a standing governance committee. This should be written into the Bylaws and be chaired by a Board member, report to the Board, and may include members not currently serving on the Board. The initial governance committee will be charged with developing a set of standard operating guidelines to help describe and sustain governance committee structure, operations, and timelines.

**Timeline** 12–24 months

**Cost** Low

5.3 Website—related Strategic Objectives

5.3.1 IAFIE should invest in a comprehensive and professional overhaul/restructuring of its website. This includes developing a task force to work with Kayla Murphy to identify possible structures, functions, and capacities.

**Timeline** Immediately to 12 months

**Cost** Medium to High

5.3.2 IAFIE should establish a communications task force to see how it can better use social media and the website to enhance communication with the Intelligence Community, the academy, and the membership. This includes how IAFIE might better use social media, at least as a complement if not replacement for a listserv, to reach out to, connect with, and serve its members.

**Timeline** Immediately to 12 months

**Cost** Low
5.4 Conference & Revenue–Related Strategic Objectives

5.4.1 IAFIE should establish a conference planning committee that includes broad board membership including Board members and members from Canada, Europe and Australia, and other nations as possible. The committee should always be at least two conferences ahead.

**Timeline**   12–24 months

**Cost**   Low

5.4.2 IAFIE should establish a “partnership task force” whose charge would be to seek out other organizations in related disciplines for webinars, conferences, etc. This task force will also be charged with investigating other revenue streams which might leverage the skills, backgrounds, and capabilities of its membership.

**Timeline**   12–24 months

**Cost**   Low
### 2020 IAFIE Strategic Plan

#### Strategic Objective Gantt Chart

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<th>Objective</th>
<th>Starting Oct 2020</th>
<th>0–12 months</th>
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Appendix 1 – Transcribed Comments Grouped into the Four Thematic Categories
Comments about Education
This section reflects a direct transcription of comments related to education, education standards, accreditation, program or course certification, etc.

1. Course certification
   a. Good programs have three components: competent and experienced instructors, solid content and appropriate updating. I do not see how the IAFIE certification program measures these adequately.
   b. I would like the certification process to consider intelligence programs not associated with national security such a competitive or law enforcement intelligence.
   c. This was one of the main reasons to join IAFIE besides networking with others.
   d. I tried to find certified organizations on IAFIE's website – nothing. So I lost interest.
   e. I suggest that the IAFIE Certificate Program is highlighted to all members in an email, maybe at the beginning or at the end of a year. New members should receive information about the program when they join IAFIE.
   f. 'Aware' and 'conversant' are two different things, and I can't tell you much about the program despite being in IAFIE for over a decade.
   g. The principles of the Certification program should be updated in accordance with adult learning standards. Otherwise institutions which run educational and training programs that comply with adult learning standards cannot apply since these standards clash with requirements of IAFIE certification.
   h. I have only recently become aware of the IAFIE Certification Program. I am assuming that they are linked to the United States Analytic Standards as per the ODNI Intelligence Community Directive 203 but I am not sure.
   i. Unaware this existed.
   j. Please provide additional information on the certification program when possible.
   k. We have our hands full with lots of other certification and accreditation, and we just don't feel it's needed.
   l. National Intelligence University is a government–operated school and hence not eligible for certification. Even if it was, it has no special budget to pay for something like that.
   m. With the relatively early stage of intel education, this may be one of the most lasting contributions of IAFIE.
   n. I teach for a US government educational institution, and I don't think this certification would be useful or necessary for us.
   o. At this moment of time it is pointless. Nobody knows about it, nobody seems to appreciate it.
p. Most of the European universities go through so many assessments, they will not make time free for another assessment. Besides, in most European university’s intelligence studies is 1–, 2– or 3–person affair. The department of which they are part will not be willing to go through the ‘trouble’ of certification just for them.

q. It is not really well known in our community, nor is considered more valid or prestigious than other US accreditation programs.

r. I see it as important for the discipline to evolve. It is unclear as to how important it is to any academic institution. For example, how many of the DIA IC CAE’s are IAFIE certified. I guess it is pretty low...

s. recognized program level accreditation is the ultimate status and IAFIE should aim to create the capacity to support accreditation in order to advance the intelligence profession.

t. I see it as important for the discipline to evolve. It is unclear as to how important it is to any academic institution. For example, how many of the DIA IC CAE’s are IAFIE certified. I guess it is pretty low...

u. I believe that there are certain standards and requirements in education that all intelligence programs should share; especially given the current climate.

v. Certification provides for a measure of quality control and peer review on intelligence courses. It is also an excellent marketing tool.

2. Field test: This is not a standard accreditation practice.

   a. My take is that IAFIE’s comparative advantage is not in becoming a standards org, but rather coordinating and creating community for those who focus on Intel across other fields (Poli Sci, IR, CJ, Sociology, Business, etc.). They all have their own accreditation and certifications they have to do, I’m not convinced adding more is a winning approach.

   b. This is worth more exploration, but it should be done very carefully and with an eye toward the possibility of requiring energy and effort that might not add too much value, feel intrusive, and/or come with unintended consequences

   c. This helps standardize our intelligence studies internationally.

   d. I think such an effort would be premature, because I don’t believe the standards are on solid intellectual ground. We need a broader and more intellectually adventurous debate about the nature of our profession than we have been having in the last few decades.

   e. again, it strikes me as unnecessary were IAFIE to have recognized program level accreditation – that is the ultimate expression of peer review and quality assurance.

   f. I believe that standardized outcomes would be the ideal outcome. At the very least I believe that it allows for greater standardization of language, which is the first step toward standardized programs and eventually standardized outcomes. This is vital if the IAFIE is to become a truly international organization.
3. Certification cost
   a. There's limited benefit in IAFIE membership anyhow ... free access might spread
      the certification much broader ... making it more meaningful
   b. Seems like it's a more conscious and valuable credential if there's some cost to it
      (particularly in view of the effort required.)
   c. This would give a good reason to other scholars/practitioners to join IAFIE

4. Repository of syllabi and OER
   a. Sharing syllabi of limited importance, but sharing instructional materials and
      sources is very important.
   b. Resource sharing and building community is where IAFIE will thrive
   c. Many starting intelligence teachers will be helped by it. It may also help The US
      and UK intelligence studies to broaden their focus for intelligence the way it is
      done elsewhere.
   d. Yes...one word –synergy
   e. of course! loads of inspiration and best practice sharing expected ...
   f. It could be a useful resource, but most scholars know the sources they want to
      use in their syllabi I think. Q: How does this activity directly meet the mission of
      the organization and how broad/important is the impact? If a lot of time and
      effort is expended but only 3 people hit the page every month then is it worth it?
   g. This could provide needed resources, particularly for smaller schools and give
      IAFIE the chance to create benchmark standards.
   h. Such a repository would be very valuable for assessing the state of the field and
      for faculty developing intelligence related courses for the first time.
   i. there are loads of resources a well–organized website can offer IAFIE
      members.... and it’s critical to be able to be clear as to the value IAFIE offers its
      dues paying members.

5. Peer–reviewed journal on Intel SoTL
   a. Consider aligning with the *Journal of Security, Intelligence, and Resilience
      Education*
   b. Will encourage research in this important area
   c. This would be an important initiative.
   d. In looking at specialized education journals in political science and public affairs, I
      see interesting articles that seem to probe those types of programs more
      frequently and deeply than we do in intelligence studies — So in that regard, I
      think a rigorous, specialized journal would be a benefit.
   e. I'd say an intelligence studies journal with an emphasis on teaching and
      education, but with broader interests as well.
   f. Seems like there are plenty of journals out there already.
   g. I would advise against this. There are two good international peer reviewed intel
      journals that frequently have articles on intel education. Creating another peer
      reviewed article in just a narrow area of intel studies doesn't make a lot of sense.
I see that intel educators can come together though to do special journal versions on topics and perhaps IAFIE could have a non–peer reviewed vehicle for people to write shorter thought pieces on intel education that is not peer reviewed.

h. This also seems like a worthy aspiration however how much will this activity directly meet the mission of the organization and how broad/important is the impact?

i. This would be very valuable. It could also be a locus for debating what kind of education best prepares future intelligence analysts for success at their profession.

j. I am on the fence about this one. Although I would read and submit articles to an IAFIE linked journal, there are a few intelligence related journals at the moment that would benefit from additional articles about intelligence education.

k. Yes.... IAFIE needs to do a lot better at memorializing the body of knowledge it expresses thru webinars, conferences, symposia. All established disciplines have a robust body of knowledge focused on the scholarship of teaching and learning (SoTL). Intelligence needs this as well if we’re to become a mature profession. However, IAFIE may not need its own journal.

l. The new online Journal of Security, Intelligence and Resilience Education (JSIRE) is a ready–made publication outlet for conference proceedings/papers and other SoTL IAFIE members produce.

6. Build a publications digest?
   a. Especially important for those members who do not have direct access to intelligence related journals through their place of work
   b. More resources would be nice.
   c. This could be useful, but is resource intensive. Perhaps a partnership (with AFIO or IALEIA or IACA or whatever) might make that more feasible.
   d. This needs to be done carefully I think — I review the IAFIE digests, and find them very helpful, and often also see books or other pieces that are not really closely related to intelligence and security, some of them coming from really dubious sources and being of the conspiratorial, meanly political type — I cringe a little when I see IAFIE having its name on a document with books that are from very questionable publishers and have no academic value
   e. There are some around and if you really want to give tools for teaching to your members this is the way to go.
   f. This would be a great resource for educators and professionals seeking continuous professional education!
   g. Might help others come to the website if there's links to other information sources all in one spot.
   h. This would be a very useful resource.
i. there seem to be several sites that does this... and I'm not sure IAFIE has the staff to manage such a capacity and keep it relevant/up to date.....

7. Student chapters
   a. So far, I've never seen any real sustained effort to reach out to universities or colleges. I think this is a very good idea.
   b. IAFIE typically has intelligence instructors as members. Students are looking for jobs or higher degrees. the membership might encourage them to choose one school over another, but is not going to give a teaching job to someone preparing to receive a B.A.
   c. Some student groups are great, others are a mess... this seems fine I guess, but does not seem like a high ROI activity
   d. If you do, do not make it a complete U.S./UK students affair. There are other countries in the world and the standards you have for students, their theses and so on, may differ from the situation elsewhere.
   e. Intelligence students often feel lost in the academic firmament. This would help.
   f. Students are the future of IAFIE and the source of fresh, creative ideas.
   g. But what does IAFIE offer students?
   h. Important to what IAFIE says it wants to contribution to the development of intelligence.
   i. That seems to be one area where IAFIE is lacking, student engagement.
   j. I think there could be some payoff for strategic time and effort put into this activity. Student chapters are feeders to long term membership. Students could also benefit from corporate members who could supply internships and jobs.
   k. Yes, and come up with reasons why they should join beyond the low membership fee.
   l. I think it is important to invest in the next generation by getting them involved in the decision process early and often.
   m. IAFIE should encourage the next generation of intelligence studies scholars.

8. Program mapping
   a. A monumental task, that may have limited utility
   b. If it can be done with limited resources, it would be useful. I wouldn't spend precious resources on it though.
   c. only if maintained properly and if it includes some quality features (such as accreditation)
   d. Such a database would allow members to more easily share information with other specific institutions.
   e. This could be crucial. In this way, IAFIE starts to be really an INTERNATIONAL institution much more world oriented as it is today (80% US, 10%UK and 10% rest of EU).
   f. That's a unique contribution!
Comments about Dues and the Organization

1. Dues
   a. Very little is gotten in return for the $125.
   b. Too high for the product and service I receive
   c. I probably actually think it’s a little high... but it’s not crazy or exorbitant. We should have a mechanism where members can pay for grad students to get memberships...
   d. As a member of the European Chapter I’m not convinced I get the same value for money as my US colleagues in that my fees subsidize US programs, events, and initiatives that are not always replicated or easily available to European Chapter Members.
   e. If what is offered to members enhances then yes, I would see a rise in fees as justifiable.
   f. Not clear what benefits come from membership.
   g. Maybe even a bit low....

2. Lifetime membership
   a. Too expensive
   b. Yes, but I think the cost is currently tough
   c. I doubt IAFIE will survive the next years
   d. I am still thinking about this. I find intelligence education to be very important, so I am likely to buy it in the coming years.
   e. I am not asking for solicitation by selecting yes, I am merely indicating that it may be of interest in the future if some of the recommendations I have offered are enacted.

3. Building relationships and strategic partnerships
   a. Homeland Security is very related
   b. Stay in our lane – intel
   c. these are already included.
   d. I think we should... we should NOT become a security studies or CJ program, but incorporating things that are a broad sense of intelligence and security makes sense.
   e. There are many programs that center on intelligence outside the field of national organize.
   f. It will happen anyway, but do not make a deliberate policy out of it.
   g. Personally think it’s important for Intelligence Studies to have a fusion/facilitation role with other areas...bringing expertise in on a topic by topic case by case basis rather than being a stand-alone ring fenced entity.
   h. Interdisciplinary is key
   i. But as long as the expansion is about intelligence rather than teaching security or IR
j. Yes, intelligence and security are inherently linked as reflected in many degree program that our membership are associated with such as Master of Arts in Intelligence and Security Studies at the Citadel and Bellevue to name but a few. This linkage is also mirrored by many of the academic journals that our membership publishes. Any expansion of portfolio to include the larger discipline of security studies should also include a name change for IAFIE that includes inserting the word security into the name.

k. There are plenty of other associations already very active in security–related fields. Instead, IAFIE has a competitive advantage in intelligence matters. Therefore, it must still go to the lead of the future, considering how intelligence is growing its importance academically and professionally.

l. Who would this activity benefit? Would IAFIE mission be diluted?

m. I think we should welcome educators from those fields and could offer associate membership the way APSA offers associate membership to academics in other adjacent fields.

n. Would this relate to education in these domains or just the domains themselves? I like the teaching/education focus that IAFIE has.

o. IAFIE could allow some commingling by some of its members though.

p. Yes absolutely! There’s no logic in not doing this. IAFIE is shrinking, and at the same time is competing with others for time, dues, conference attendance. For example, many homeland security academics either have Intel backgrounds, teach Intelligence or do some sort of scholarship involving Intelligence. We should leverage those connections and grow. Absolutely yes.

q. Intelligence functions within the context of the broader security studies body. Understanding context is important to improve the quality of critical thinking and analysis in intelligence.

r. should maintain focus on how intelligence applies and is taught within those fields

s. Connect to CHDS’ University Agency Partnership Program

t. Yes –partnerships with universities, law enforcement and the military

u. AFIO, IACA, IAIEIA, ISA, ASIS, InfraGard.

v. Many organizations like IAFIE are struggling to survive. If they can help each other, great. But make sure it is a two–way street.

w. Definitely. ISA for one.

x. Teamwork/expanded is better

y. Networks are powerful! I suggest creating a strategic partnership with the International Studies Association’s Intelligence Studies Section (ISA–ISS).

z. More engagement with the Intelligence Community Centers for Academic Excellence (IC CAE) program is a must. Also, maybe more engagement with the Intelligence Studies Section of the International Studies Association.
aa. I think there could be some payoff for strategic time and effort put into this activity. What about partnering with businesses who hire the analysts that are produced out of institutions that IAFIE members produce. What about helping with internships? Perhaps a member benefit is some way to tap into internships/jobs from companies who are also IAFIE members? IAFIE members could help with industry projects?

bb. Far better to seek connections with other related organizations than to try to become them.

c. Yes absolutely. IAFIE would be stronger if it were aligned and working with other organizations that contribute to the overall national security mission, if not the Intelligence profession.

dd. Partnerships are force multipliers.

4. Purpose statement

a. I think IAFIE should take a broad intelligence studies view of what intelligence education is (including public education about intel and the IC)

b. It is good as it is. [Note: we do not have one now]

c. Appeal to next gen

d. Going back to a previous question should be updated to include the larger discipline of security studies.

e. The purpose statement is well written. It clearly states what we want to do. We need to act on this statement more,

f. From my vantage point, it looks like it has a reasonable and useful mission. What is missing is the strategic plan (that you are working on) to come up with achievable and measurable goals.

g. While the existing purpose statement includes much that is relevant, consider the purpose of a purpose statement. It might be better to not be as inclusive and be more concise. A punchy purpose statement gets attention and promotes focus. It doesn’t have to rule out anything.

h. I think that the purpose statement could also focus on increasing the diversity of students studying intelligence and IAFIE members.

i. Yes!! Absolutely needed. It is entirely unclear what IAFIE stands for to the outside world. This is part of forming new partnerships and enhancing its portfolio.

j. That greater effort should be made to put IAFIE on a broader international footing.

5. Value proposition (52% say important/extremely important)

a. May help with membership. I would also use more of marketing plan. I found IAFIE by happenstance.

b. If prospective members are unaware of what the organization can do for them, they will be unlikely to become actual members.
c. Probably – but it should be focused on why join. What is the IAFIE value proposition? For me, it is a venue to share research and network. What would it be for organizations? They have a lot deeper pockets than me or likely than any group of individuals.

d. Yes, try to peruse the IAFIE literature and try to find what it offers you for your dues..... You can’t really answer this. Such a message is critical, and necessary to articulate on all documents, advertising, conference materials, etc.

e. Describing how everyone wins could further motivate others to strategically align or join.

6. Establish a Governance Committee
   a. It will improve accountability and the health of the organization
   b. Don’t need more overhead
   c. I think this is a good idea but haven’t thought about any specifics.
   d. If organized, it works and if it is dysfunctions temporarily others come and will put the show on the road again.
   e. increase transparency!
   f. The guts of any good organization
   g. It is a necessary step in the evolution of our organization.
   h. Not clear how the current board structure cannot meet these objectives.
   i. All established professional associations have standing governance committees that form out of board membership. The main function of a gov committee would be to ensure that IAFIE is operating in alignment with its governing documents, i.e., bylaws, and if not to modify those bylaws. In addition, IAFIE needs to be sure its operating in accordance with the laws that govern how non-profits operate – which will be more true when/if IAFIE hires staff.

7. Emphasis areas:
   a. National Security intel
      i. I think you need to recognise more the importance of law enforcement's role in National Security. I accept in the US this might not be the case (with the exception of the FBI) but across Europe and the other Five Eyes law enforcement its now important with may Intelligence agencies and law enforcement co-located or heavy with secondees. Structures and collaborations have changed considerably since the Cold war.
      ii. NSI will always (rightfully) be the central theme of IAFIE... but increasing focuses on Criminal intel, HS intel, competitive intel, cyber intel, financial intel/AML, etc. is key to staying relevant.
      iii. I think there are some areas that are under-represented. One of these is Cyber Intelligence. This covers national security, especially when it comes to critical infrastructure.
      iv. We don't seem to spend much time articulating the role education plays in national security or even professional intelligence officers' careers.....
v. I wasn’t aware that the organization did not focus on that. It would be helpful if IAFIE created some type of document describing its intelligence focus and perhaps why some of the other sub-contexts have been excluded. I just learned today that there is not a broader focus on intelligence related to security studies proper and national security intelligence. I think it is important for intelligence practitioners to distinguish all of these forms to students, even if they specialize in one or two specific areas. Diversification of thinking leads to new ways of seeing and doing;

b. LE intel (45% need more)
   i. I did not realize IAFIE addressed areas beyond national security
   ii. It seems about right if other areas are increased. Otherwise it is over represented.
   iii. Law enforcement intelligence needs more attention
   iv. There are aspects in the area of local LE intelligence that I have been discussing with area community colleges that they are completely ignorant of. This should be a major effort of our organization.
   v. there’s no real cross pollination between academic HLS and IAFIE.... and there NEEDS to be given the overlaps in mission and personnel, both academically and professionally.

c. Competitive intel (39% need more) & corporate intel (39% need more)
   i. Again important – business intelligence often, somewhat, mirrors LEA and Intelligence Agency processes and practices. They are also major contributors to generating intelligence knowledge and intelligence and investigative leads.
   ii. You give no standing to the field of law enforcement intelligence which is unfortunate.
   iii. Corporate intelligence is broader than what I have seen covered.
   iv. Other subfields such as regulatory intelligence and risk intelligence are growing in importance
   v. not sure how this is defined! Isn’t this competitive/business intelligence per the question above?
   vi. This is a very important field. Corporate intel will become more important for businesses in the coming years and will have financial implications for IAFIE (additional memberships, seminars, professional education course offerings).
   vii. How is this distinguished from competitive intelligence? Generally speaking, I don’t feel I know enough about IAFIE’s coverage of these subfields to answer these questions well but asking them is a step in the right direction.
viii. Again, corporate intelligence is limited to financial planning and not the aspects of global information/intelligence management.

ix. Similar to business intelligence. IAFIE should publish a taxonomy of intelligences with roles, uses and outcomes.

d. Supporting students (61% need more)
   i. An IAFIE–sponsored scholarship would be a positive step
   ii. Could we provide support to help students with papers present at conferences? Try to make low cost dorms available, as was done in DC?
   iii. my interaction with grad students at IAFIE is one of my favorite parts – however there are typically not many there... which is sad
   iv. There is much more engagement needed between IAFIE and students this is reflected by that fact that we have only a few student chapters.
   v. We need an engagement and communications plan to engage with students more effectively.
   vi. They are the future. I think the conference poster sessions are great, but need to be opened up to more schools, not just the host.
   vii. we need more student sections, more focus on students at conferences, more webinars focused on student career tracks, virtual interviewing for IC jobs, seminars about careers by our membership, etc.....

e. Supporting professors (46% need more)
   i. I have not really felt any outreach by the IAFIE. I would say I have met very few people in the UK who have heard of the organisation. Even the European chapter has sadly, had relatively very little UK participation at events.
   ii. As noted above, for both junior faculty and senior PhD students, more direct training and support on teaching and pedagogy would be hugely beneficial, I think
   iii. there needs to be a stringer linkage between traditional academic instructors and professional instructors.
   iv. I should know, but I don’t. I am in the DC area and have access to a lot of info about the IC, but what does someone teaching in South Dakota do? Can IAFIE help them so at least they aren’t putting out crap to students who get hired into the IC.
   v. accreditation would help Intel academics defend their curricula as sovereign and separate from other disciplines which seem to get more 'attention' like criminal justice, etc.
   vi. I support any effort to enhance intelligence and security studies. Even if such studies do not lead to a career in the intelligence field they contribute to a better–informed public and thus a body politic.

f. Support practitioners (51% need more)
i. Would maybe like to see more practitioners and IC educators at the conference?

ii. It is not a venue for practitioners, but for educators.

iii. This should be emphasized. I teach both in an academic setting, corporate training setting and I lead cyber intelligence for a Fortune 15 sized company. I only know of the academic support. Again, I am new so it may be my lack of knowledge on what is being done.

iv. As a practitioner, I would like to see more opportunities to establish a dialogue with educators.

v. I wasn't aware of IAIFIE when I was a practitioner

vi. it'd be great to see a larger role for practitioners in conferences and other programmatic offerings by IAIFIE and even more interaction with students, opportunities for academics to work with practitioners, internships for students and for professors, etc.

vii. IAIFIE should make efforts to reach out to practitioners, to forge links between the academic and practitioner communities.

g. Support more diversity and inclusivity (57% don’t know about diversity in IAIFIE)

i. I have not seen any evidence of this.


iii. Probably not doing enough — Should probably make more central focus — One idea off the top of my head might be to try to hold conferences at IC CAE programs sometimes? Promote diversity–related research in conference CFPs?

iv. I just don't have a good sense of what IAIFIE is doing. But the IC certainly is doing a lot, so to the extent that is being included/leveraged than it seems worthwhile.

v. The challenge lies in the question itself. How does one 'encourage' diversity and inclusion when the entire IC continues to struggle. Yes, there has been incremental change, but part of this process should involve recognition and celebration of diversity. The history of intelligence is rich with examples and that should be displayed via venues, newsletter, articles, conference discussions, etc. It should be a consistent effort and part of that is improving the diversity in the IC through high school and college programs to increase interest in the IC among minorities and the LGBTQ community.

vi. I don't think that intelligence organizations encourage diversity. Diverse can help improve innovative thinking, which I think is not really encouraged.
vii. It is important to include and support voices not typically evident and IAFIE seems to do that well.
viii. I am not sure what IAFIE is doing to encourage diversity and an inclusive environment.
ix. IAFIE seems old and mostly white and most male....
x. It is needed!!!
xi. IAFIE should seek ways to actively encourage female and BAME academics to participate and publish. It should also actively encourage and promote scholarship from developing countries.

xii. As I mentioned in many of my responses to this survey, IAFIE has the appearance of a U.S. organization, even with IAFIE – Europe chapters.
Comments about the Website

1. Website
   a. Website helpful
   b. Bit basic and not really updated sufficiently encourage for me to regularly visit or promote
   c. Overall, yes, but it can feel and look clunky and outdated.
   d. It is too low profile; it has too few extras.
   e. Not bad, not great. Needs more information about projects, individuals, development of curriculum etc.
   f. Not very informative or navigable
   g. I have to admit I rarely go on it.
   h. The website needs a better design. It is not very user friendly. It should be redesigned with user input. Input can be gathered via a questionnaire or a (online) workshop where IAFIE members group can express their needs and wants.
   i. It is too old and obscure. It should be definitely improved
   j. Don’t really use it unless I have to do something that absolutely requires it.
   k. A subcommittee to redevelop the website would be a good idea.
   l. Conference presentations are the most useful thing, and the website is behind on posting them from last two years. If IAFIE doesn’t have the manpower to do that, how can it expect to edit and publish a journal?
   m. However, there are a few elements of the website that I would recommend improving such as having more information about previous conferences. Would it be possible to record the keynote presentations at future conferences and then have them available to watch online?
   n. it’s awful.
   o. We need to upgrade the web site with link to US gov. agencies that are currently hiring and recruiter contacts from those agencies, so we can contact them directly and submit resumes. That way, we have direct contact with such agencies and be guided through the application process.
   p. Current website and its management sends out the wrong message about the organization – looks tired.
   q. More resources would be nice.
   r. I don’t think it needs to be slicker or better produced... I do think a more valuable member portal (syllabi, program info, etc.) would be useful
   s. The website looks like it was made when Compuserve was still a thing
   t. Lots of organizations have websites. It needs to be informative to attract information that’s ‘news you can use.’
   u. The website is definitely the first access today to IAFIE as to any other international association. A good website shows also credibility. The first time I
read about IAFIE I wondered what it was, and I searched on the web and I found a weird old–fashioned website. Only when I personally met the great people of IAFIE in ISA I understood I wanted to be part of IAFIE directly. Then, without this direct and personal experience, I wouldn’t have joined it.

v. really, we’re a profession critical to national security ...... we need a website and the optics that act that way.

w. I think it might be helpful to develop a more user–friendly interaction portal within the website to facilitate more virtual networking. It is also sometimes difficult to go directly to the link to pay membership fees or update credit card information.

x. The web site needs to be more transparent and allowing for members to communicate internally instead through Linked in.

2. More website services.

a. The website needs a better design. It is not very user friendly. It should be redesigned with user input. Input can be gathered via a questionnaire or a (online) workshop where IAFIE members group can express their needs and wants.

b. See above responses

c. Yes, invest both time and money. The only way to get a nice–looking website is to pay for it. However, in these regards, paying does not guarantee quality. Most of the time, regardless of how much you pay, the designs suggested by the developer are poor but acceptable if you are not picky. I don’t think that ‘poor but acceptable’ is what IAFIE should aim at. Be ready to spend lots of time working with the developer to bring this ‘poor but acceptable’ to professional level.

d. Newsletter (84% biannual or quarterly)
   i. This could be an important step – and should be part of the update to the website. DO NOT publish a hardcopy newsletter.
   ii. The newsletter could focus on IAFIE people and activities rather than scholarship.
   iii. The previous newsletter sort of fell by the wayside. It was a good product, but probably too much work to produce more than twice a year.
   iv. I think a newsletter would be a good idea and could contain links to other products like the digests. It could also advertise upcoming talks/conferences and have short articles from relevant experts.
   v. the only recommendation I would make is to encourage greater international participation in submitting articles to the Newsletter.

3. Directory of institutions (86% important/ext important)

a. Provides career opportunities

b. Creates value added
c. Yes. There should also be catalogues of intel ed programs, intel ed resources, conferences, etc.
d. This seems important since we are in the business of educating.
e. Ultimately this is about getting a job.
f. This would help students looking for internships
g. Even an incomplete listing could help student members to be aware of opportunities and POCs. With regard to the organization's value proposition, the needs/interests of student members are not identical to our traditional membership.
h. This goes hand–in–hand with the student chapters.
i. Again, if someone can do this well, keep it current, then yes. But this is a lot of work and really hard to keep current.... and I suspect even more so during COVID–19.
j. That would be a great addition
k. I believe that would be very helpful, particularly for IAFIE members outside the U.S.A.

4. Build and maintain a listserv (61% said important/extremely important)
   a. Not sure what a listserv is!
   b. But this time, make one that works!
   c. Listserv is old technology; there are better options depending on the role intended for the Listserv
d. listserv? – do they still exist??
   e. The previous listserv was plagued with problems for years. A properly functioning listserv is vital to communications among members.
   f. Depends, need more information on who/what purpose it serves. This could cost more effort than it is worth
g. Probably in conjunction with the newsletter. Listserv is a pretty old term – you probably just mean an email list.
h. List serves can be annoying, but they can also be helpful.
i. Yes, and this goes with a proper, and well-structured and helpful website.
Comments about the Conference

1. Proceedings and structured papers from conference presentations.
   a. This could be done in conjunction with publishing a journal. The best papers from the annual conference could form the core of at least one issue of the journal, which would come out once or twice a year initially.
   b. I think this would be a good idea – it would be a good resource for both people who attended the conference and people who weren't able to attend the conference.
   c. Yes, as indicated above, IAFIE needs to take a leadership role in creating and sustaining the body of knowledge that defines it.
   d. It should be as laissez-faire structured as possible. Adding more admin layers won't make IAFIE more effective.
   e. Needs to be like ISA, etc.
   f. Including practitioner, historical accounts. All “publications” do not need to be scientific research. Best practices and after-action reports are just as important for members.
   g. That way people can count it as research output, and you might get an increase in quality papers.
   h. This would really raise the bar
2. Conferences alternate between out of and in the US (54% important/extremely important).
   a. It helps build up networks, share different practices, provide new cultural insights and may help increase the diversity of ideas and membership
   b. vast majority of members are in US. Practitioners have a hard time getting OCONUS approval.
   c. Internationalization is great – but if it comes at the expense critical mass, it seems a problem.
   d. It is the best way to get a better exchange between insights on different intelligence practices. It also helps IAFIE widen its membership.
   e. The conference should be held outside the US a minimum of every third year.

Other Comments:

1. IAFIE needs a 2–3–day workshop of a coalition of the willing to retool for the future. Cyber intel is not addressed. All the upcoming tech (AI), the role of graphical intel...there is a lot there.
2. I think that the organisation is doing a good job.
3. A worthwhile survey but a bit long.
The IAFIE Board would like to be strategic about its operations, structure, and growth in the coming 3–5 years. Toward this end, the Board has created a Strategic Planning Committee. The Strategic Planning Committee would like to engage your help in determining what you feel are the most important/pressing issues facing IAFIE today. The Strategic Planning Committee will produce a high-level, strategic plan based partly on your input importance and then, once the plan is finalized, share this plan with you.

Please take about 20–25 minutes to carefully consider each question, and to offer comments you feel would help IAFIE develop a strategic plan for the next 3–5 years.

Thank you for your time and consideration in this important activity.

1. Are you aware of the IAFIE Certification Program?
   - Yes
   - No

   Comments:

2. If yes, then, has your institution applied for IAFIE Certification?
   - Yes
   - No

   Comments:

3. How important do you think the IAFIE Certification program for academic courses is?
   - 1 –Not important
   - 2 –Limited importance
   - 3 –Neither more nor less important than the others
   - 4 –Important
   - 5 –Extremely important

   Comments:

4. Should the IAFIE Certification Program be completely free to members (currently limited to 1 free program or course certification per member)?
   - Yes
   - No
   - Should stay the same
Comments:

5. Should IAFIE build a repository to share syllabi and other open/online educational resources with the members?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

Comments:

6. Should IAFIE build and manage a peer-reviewed journal (publication schedule to be determined) focused on intelligence education and training?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

Comments:

7. The current IAFIE dues structure/level is:
   1 – Too low
   2 – About right
   3 – Too high

Comments:

8. Would you be interested in purchasing a lifetime membership in IAFIE?
   1 – Yes
   2 – No
   3 – Don’t know about it

Comments:

9. Do you find the IAFIE website helpful?
   Yes
   No

Comments:

10. How important is it to you that IAFIE develop a better (slicker, more capable, more features, etc.) IAFIE website?
11. Should IAFIE invest in a professional renovation of its website in order to offer more services?

1 – Not important
2 – Limited importance
3 – Neither more nor less important than the others
4 – Important
5 – Extremely important

Comments:

12. Should IAFIE structure its annual conference in order to publish annual conference proceedings? That is, should IAFIE require structured manuscripts from presenters at its annual conference in order to memorialize the scholarship that is presented each year?

1 – Not important
2 – Limited importance/make it voluntary, not required
3 – Neither more nor less important than the others/make it voluntary, not required
4 – Important
5 – Extremely important

Comments:

13. Should IAFIE develop a peer-reviewed Education Standards Field Test to assess how well intelligence studies subject matter content has been conveyed in an intelligence studies program? IAFIE would develop the questions based on the standards set forth in the “Standards for Intelligence Education for Undergraduate and Graduate Programs” document that is currently used in the IAFIE Certification Program. The Test could be used both for program assessment by institutions that have IAFIE–certified programs, and which are exploring obtaining IAFIE certification.

1 – Not important
2 – Limited importance
3 – Neither more nor less important than the others
4 – Important
5 – Extremely important

Comments:
14. Should IAFIE invest in the mapping (that is, development of an inventory of institutions and programs) of the community of academic “intelligence studies” worldwide?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

15. Should IAFIE build and maintain an academic publications digest (such as journals, books, monographs, etc.) on its website?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

16. Should IAFIE expand its portfolio to include disciplines in the larger field of security studies (i.e., national security, homeland security, etc.)?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

17. Should IAFIE seek to create strategic partnerships with other organizations to bolster membership, increase opportunities and offer other benefits to its membership?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

18. Should IAFIE produce a newsletter? If yes, how often? If no skip to next question.
   The IAFIE newsletter should be (choose one):
   Monthly
Quarterly
Biannually

19. Should IAFIE update and revise its purpose statement (see https://www.iafie.org/page/About_Us)?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

20. Should IAFIE develop a “value proposition”?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

21. In professional associations, governance committees typically manage the degree of
alignment between the bylaws and how the association operates. They also tend to manage
the association’s elections, and strategic planning. Should IAFIE form a standing governance
committee?

   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

22. Should IAFIE expand its student chapter structure?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:
23. Should IAFIE create and maintain a directory of organizations/institutions (with a website) that tends to have intelligence internships on the IAFIE website?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

24. Should IAFIE build and maintain a listserv?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

25. How would you assess the time and effort IAFIE places on the subfield of national security intelligence?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

   Comments:

26. How would you assess the time and effort IAFIE places on the subfield of law enforcement intelligence/homeland security?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

   Comments:

27. How would you assess the time and effort IAFIE places on the subfield of competitive (business) intelligence?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know
Comments:

28. How would you assess the time and effort IAFIE places on the subfield of corporate intelligence?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

Comments:

29. How would you assess IAFIE’s interest in and emphasis on supporting students?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

Comments:

30. How would you assess IAFIE’s interest in and emphasis on supporting professors/instructors?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

Comments:

31. How would you assess IAFIE’s interest in and emphasis on supporting academic support and administrative staff?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

Comments:

32. How would you assess IAFIE’s interest and emphasis on supporting practitioners?
   1 – need more
   2 – about right
   3 – need less
   4 – don’t know

Comments:
33. Is IAFIE doing enough to encourage diversity & inclusivity?
   1 – Yes
   2 – No
   3 – Don’t know about it

   If no, please offer suggestions and your email_____________________________

   Comments:

34. How important is it that IAFIE alternate its annual conference in the US and outside the US?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

   Comments:

DEMOGRAPHICS

Which best describes your gender?
   Male
   Female
   Other: ___________________________________________________________________
   Prefer not to say

Which best describes your age?
   20–29
   30–39
   40–49
   50–59
   60+

In what country is your primary place of work?
   _______________________________________________________________________

Which best describes you?
   Undergraduate Student
   Graduate Student
   Post–doctoral Student
   Professional in the Intelligence Community
   Professional, but Not Directly in the Intelligence Community
   Professional in the Private Sector
   Law Enforcement or Homeland Security Professional
   Academic in an Intelligence Program
Academic not in an Intelligence Program
Institution
Other (please describe) __________________________________________

How long have you been a member of IAFIE?
1–5 years
6–10 years
11–15 years
16+ years

Please feel free to offer more suggestions here as well as your email if you’d like.

Thank you for your time and commitment to IAFIE!

Bring folks to the IAFIE home page once they are done. ➔ insert IAFIE.org
IAFIE Former Member Survey
(Draft 7–23–20)

The IAFIE Board would like to be strategic about its operations, structure, and growth in the coming 3–5 years. Toward this end, the Board has created a Strategic Planning Committee. As former members of IAFIE, we would greatly appreciate your perspective as we work to improve IAFIE and to create greater relevance. Your input will be used to create a high-level, 3–year strategic plan.

Please take about 5–10 minutes to carefully consider each question, and to offer comments you feel would help IAFIE develop a strategic plan for the next 3–5 years.

We appreciate that you’re no longer a member of IAFIE but want to sincerely thank you for your time and consideration in this important activity.

+++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++++

1. What was your main reason for leaving IAFIE? (choose all that apply):
   a. Dues were too expensive.
   b. Loss of interest.
   c. Lack of relevance.
   d. Lack of student chapter structure.
   e. Conference expense.
   f. Conference locations.
   g. Poor communication with leadership.
   h. Website not helpful.
   i. Lack of resources relevant to me.
   j. Lack of ability to get involved.
   k. Other: __________________________________________________________

   Comments:

2. Which of the following would you find adds value to IAFIE? (check all that apply):
   a. A repository to share syllabi or other educational resources with its members.
   b. A peer-reviewed journal (publication schedule to be determined) focused on intelligence education and training.
   c. Publishing proceedings from the annual conference.
   d. Opportunities (such as webinars, etc.) to connect members virtually on issues of key concern and spark dialogue prior to and following the annual conference.
   e. Better student chapter structure.
   f. Better ties to related professional communities such as homeland security, public health, public administration, law, emergency management, etc.
   g. Opportunities to engage with members about issues of interest to you.
   h. Communities of interest such as public health intel, climate security, intelligence management systems, pedagogy, accreditation, etc.
i. Opportunity to have courses certified by IAFIE, with permission to use IAFIE logo in publicity to indicate certification.

Comments:

3. Should IAFIE expand its portfolio to include disciplines in the larger field of security studies such as national security, homeland security, etc.?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

Comments:

4. IAFIE recently partnered with the Australian Institute of Professional Intelligence Officers (AIPIO) to offer reciprocal benefits. Should it seek to create strategic partnerships with other organizations to bolster membership, increase opportunities for members, and offer other benefits to its membership?
   1 – Not important
   2 – Limited importance
   3 – Neither more nor less important than the others
   4 – Important
   5 – Extremely important

Comments:
DEMOGRAPHICS

Which best describes your gender?

- Male
- Female
- Other: _______________________________________________________
- Prefer not to say

Which best describes your age?

- 20–29
- 30–39
- 40–49
- 50–59
- 60+

In what country is your primary place of work?

______________________________________________________________

Which best describes you?

- Undergraduate Student
- Graduate Student
- Post–doctoral Student
- Professional in the Intelligence Community
- Professional, but Not Directly in the Intelligence Community
- Professional or consultant in the Private Sector
- Law Enforcement or Homeland Security Professional
- Academic in an Intelligence Program
- Academic not in an Intelligence Program
- Non–academic Institution
- Other (please describe) _________________________________________

Thank you for your time and commitment to IAFIE! Would you like to re–join IAFIE? If so, click here to join.

Bring folks to the IAFIE home page once they are done. ➔ insert IAFIE.org
Appendix 4 – Former IAFIE Members Indicating They’d Like to Be Contacted by the IAFIE Board
Former IAFIE Members Responding that They’d Be Interested in Being Contacted by the IAFIE Board

<table>
<thead>
<tr>
<th>Email Address</th>
<th>Notes</th>
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<tbody>
<tr>
<td><a href="mailto:ajayiseunjoel@gmail.com">ajayiseunjoel@gmail.com</a></td>
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<td><a href="mailto:allisonhd@gmail.com">allisonhd@gmail.com</a></td>
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<td><a href="mailto:dezhaton@hotmail.com">dezhaton@hotmail.com</a></td>
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<tr>
<td><a href="mailto:emr96@columbia.edu">emr96@columbia.edu</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I’m not sure how I can help you, but it would be good to catch up. Intel is a strange field, and people on the outside have no idea what is involved. It is full of myth. Layers of an onion. I'll help if I can.</td>
</tr>
<tr>
<td><a href="mailto:goran.mitrovich@sdsstate.edu">goran.mitrovich@sdsstate.edu</a></td>
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<tr>
<td><a href="mailto:Lcflore@sandia.gov">Lcflore@sandia.gov</a></td>
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<tr>
<td><a href="mailto:margaret.marangione@syntelligent.com">margaret.marangione@syntelligent.com</a></td>
<td></td>
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<tr>
<td>markus.denzler@fhbund–muc.de</td>
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<tr>
<td><a href="mailto:MELLIGAS@erau.edu">MELLIGAS@erau.edu</a></td>
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<tr>
<td><a href="mailto:mjones@faculty.ie.edu">mjones@faculty.ie.edu</a></td>
<td></td>
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<tr>
<td>og@bureau–fz.de (Oliver Gnad)</td>
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<td><a href="mailto:peter_butterfield@hotmail.com">peter_butterfield@hotmail.com</a></td>
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<td><a href="mailto:projectsave00@gmail.com">projectsave00@gmail.com</a></td>
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<td><a href="mailto:wcjones648@gmail.com">wcjones648@gmail.com</a></td>
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<td><a href="mailto:wuf205@me.com">wuf205@me.com</a></td>
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<tr>
<td><a href="mailto:davidterrell80@hotmail.com">davidterrell80@hotmail.com</a></td>
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Appendix 5 – Former IAFIE Members’ Comments

➢ The top 2 things you’d do to improve IAFIE

➢ Top 2 reasons you left IAFIE
The top 2 things you’d do to improve IAFIE

<table>
<thead>
<tr>
<th>I like the ideas you proposed.</th>
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<tbody>
<tr>
<td>Have been gone too long to say</td>
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</table>

1. Develop stronger sense of inclusivity. There were times when attending activities, I wondered why I was there.
2. Develop access to information (if possible) of opportunities for those of us who retire and realize that was a mistake :)

| 1) Top–level dialogue on political strategizing through SF |   |
| 2) Setting up M&E section on when and under what conditions SF where used and successful |   |
| 3) Red teaming |   |

| 1) Conference locations |   |
| 2) Audience spectrum |   |

Engage more with scholars who study intelligence.

| More actively facilitate guest lecturing by members, enabling the international exchange of knowledge. |   |

| Improve member communication outreach and interaction.; member newsletter perhaps |   |

| Engagement with people. Stop the dominant voices trying to tell the rest of us how it must be or shutting down discussions because they are bored with the ideas. |   |

Stop protecting the ‘intelligence’ space. Try to embrace contemporary educational developments in broader information and informatics areas.

| Shared syllabi; multimedia resource hub. Don't try and be too 'current' – deep historical cases are more useful than 'current events'! |   |

| I always suggest more collaboration and more resources |   |

| (1) Develop and update case studies in intelligence (analysis, technical intelligence, operations) for sharing as a benefit of membership; (2) communicate the value of IAFIE more broadly. |   |

| Broaden your scope to take in a variety of intelligence disciplines. |   |

| Communication. I don't do Facebook or twitter or LinkedIn or anything like that, so a few email reminders would make me happy. |   |

| A rigorous course and/or educator certification. |   |

| More interaction with members |   |

| Certified courses |   |

| Increase brand recognition. Start younger—hold/co–sponsor summer camps for youth. |   |

1. Serve as a uniquely placed bridge between intelligence practitioners and academics. Both can contribute, of course, but academics have a harder time demonstrating why practitioners should pay attention to them. Done right, IAFIE can better harmonize the complementary value of these contrasting perspectives.
2. Help further professionalize intelligence analysis (forget operations) through development of standards and certifications that better connect practitioners with the value–added that academe can bring.

| Get global not USA focus |   |
| Consider members from poorer countries |   |

| Listen more to Michelle. |   |

| To be entirely honest, I’m not sure, as I have been away from IAFIE for a while. |   |

| I always very much enjoyed the conferences and the information shared via the listserve. A newsletter of short articles and resources might be more effective (cost effective and likely to be read) than a full journal. |   |
Go virtual!

1. Provide resume bling for students
2. Provide clear mentorship opportunities for students

Strengthen comparative study of intelligence practices and culture around the world.

Create a niche field of study on the intelligence aspects religion. Insulate it from political correctness, the Cancel Culture, and feigned outrage. Protect it by applying the following:

A Code of Conduct for Effective Rational Discussion
By T. Edward Damer,

1. The Fallibility Principle: Each participant in a discussion of a disputed issue should be willing to accept the fact that he or she is fallible, which means that one must acknowledge that one’s own initial view may not be the most defensible position on the question.

2. The Truth Seeking Principle: Each participant should be committed to the task of earnestly searching for the truth or at least the most defensible position on the issue at stake. Therefore one should be willing to examine alternative positions seriously, look for insights in the positions of others, and allow other participants to present arguments for or raise objections to any position held on an issue.

3. The Clarity Principle: The formulations of all positions, defenses and attacks should be free of any kind of linguistic confusion and clearly separated from other positions and issues.

“The first three of these principles are commonly regarded as standard principles of intellectual inquiry. They are almost universally understood as underlying our very participation in serious discussion” T. Edward Damer, page 8

4. The Burden of Proof Principle: The burden of proof for any position usually rests on the participant who sets forth the position. If and when an opponent asks, the proponent should provide an argument for that position.

5. The Principle of Charity: If a participant’s argument is reformulated by an opponent, it should be expressed in the strongest possible version that is consistent with the original intention of the arguer. If there is any question about that intention or about any implicit part of the argument, the arguer should be given the benefit of any doubt in the reformulation and/or, when possible, given the opportunity to amend it.

6. The Structural Principle: One who argues for or against a position should use an argument that meets the fundamental structural requirements of a well formed argument. Such an argument does not use reasons that contradict each other, that contradict the conclusion, or that explicitly or implicitly assume the truth of the conclusion. Neither does it draw any invalid deductive inferences.

7. The Relevance Principle: One who presents an argument for or against a position should attempt to set forth only reasons that are directly related to the merit of the position at issue.

8. The Acceptability Principle: One who presents an argument for or against a position should provide reasons that are likely to be accepted by a mature, rational person and that meet standard criteria of acceptability.

9. The Sufficiency Principle: One who presents an argument for or against a position should attempt to provide relevant and acceptable reasons that are of the right kind, that together are sufficient in number and weight to justify acceptance of the conclusion.

10. The Rebuttal Principle: One who presents an argument for or against a position should include in the
argument an effective rebuttal to all anticipated serious criticism of the argument that may be brought against it or against the position it supports.

11. The Suspension of Judgment Principle: If no position is defended by a good argument, or if two or more positions seem to be defended with equal strength, one should, in most cases, suspend judgment about the issue. If practical considerations seem to require a more immediate decision, one should weigh the relative benefits or harm connected with the consequences of suspending judgment and decide the issue on those grounds.

12. The Resolution Principle: An issue should be considered resolved if the argument for one of the alternative positions is a structurally sound one that uses relevant and acceptable reasons that together provide sufficient ground to justify the conclusion and that also includes an effective rebuttal to all serious criticisms of the argument and/or the position it supports. Unless one can demonstrate that the argument has not met these conditions more successfully than any argument presented for alternative positions, one is obligated to accept its conclusion and consider the issue to be settled. If the argument is subsequently found by any participant to be flawed in a way that raises new doubts about the merit of the position it supports, one is obligated to reopen the issue for further consideration and resolution.

Connect practitioners and researchers to each other with a main focus on education.

<table>
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<tr>
<th>be inclusive</th>
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none

Reduce membership fee to under $100 (similar to AFIO); develop a quarterly or semi–annual journal or similar publication (similar to AFIO).

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<tr>
<th>Expand your webpage</th>
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<tr>
<th>Broden the tent to include industry professionals</th>
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<table>
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<tr>
<th>broaden scope and increase services</th>
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<tr>
<th>More coverage of law enforcement intelligence</th>
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Look for value adding for those people who have moved on from intelligence but still might be interested in content.

Look to have more virtual style events and webinars including cross overs with other international related groups.

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<tr>
<th>Focus as much on basic operational training and education as on the higher–level academic education.</th>
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Ensure that key speakers/planners in IAFIE are not exclusively focused ‘upwards’ and retain some grounding in the basics of educating and skilling intelligence operatives in law enforcement et al. A grounding at grass roots if you will !

<table>
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<tr>
<th>They are doing a good job. I need to re–engage with the local faculty.</th>
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<tr>
<th>Broden its fields of relevance</th>
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<tr>
<th>Conduct Webex type vidcons where people can meet for general discussions</th>
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Offer peer review on publications, including textbooks and other books. And offer endorsement of courses. Also, virtual gatherings and conferences would be great.

<table>
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<tr>
<th>Create a honor society for intelligence studies students.</th>
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<tr>
<th>Promote the value of adjunct instructors—maybe an annual award?</th>
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<tr>
<th>Communicate better with all members. Not just top tier. Very difficult to get answers. Broaden to include all members not just the few marketing their books and classes.</th>
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<table>
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<tr>
<th>To be honest, I found that all of its events were well organized and full of very useful information. And the networking opportunities were great. I think the only disappointment was that people seem to be somewhat insular. They really don't help each other out that much, like when they are looking for a job, or trying to drum up business. Of course, I'm looking at things from a selfish self–serving point of view. In general, however,</th>
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looking back, I thought the meetings and things were really great. I would be hard pressed to find improvements. But I do have an idea. Are you familiar with mentoring programs? It would be great if you had a mentoring program. A way for people to get help and insights when they are looking for things to do, or for opportunities. People are much more supportive of an organization when the organization is supportive of them. That is, a mentoring program. That is my suggestion.

<table>
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<tr>
<th>Be more productive.</th>
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<tr>
<td>Work on a list of deliverables, standards, SOP’s etc.</td>
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<tr>
<th>1) Focus more on academia! 2) Broaden the disciplinary focus. IAFIE should welcome other disciplines (e.g. behavioral sciences) than political science and history.</th>
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<tbody>
<tr>
<td>Covered in previous answers</td>
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<tr>
<th>Cannot speak to this. I truly do not know the purpose of IAFIE. I just went to your website and see you have a newsletter. Was not aware. Will have to read some of these. The dates are spotty thought. Appears not a set schedule. I did skim over the last Summer 2019 posted. Loving the development road map download.</th>
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<tr>
<th>It's been too long</th>
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Top 2 reasons you left IAFIE

<table>
<thead>
<tr>
<th>Lack of value.</th>
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<tbody>
<tr>
<td>See above.</td>
</tr>
<tr>
<td>Retired – opportunities lacked significance (until I can find something else to do)</td>
</tr>
<tr>
<td>Dues</td>
</tr>
<tr>
<td>I rarely go to conferences any longer. I am rather interested in peer-to-peer exchange and running actual projects with colleagues to spread the word and widen the community of converted. As said earlier: key seems to be how to change institutional cultures. This can only be done together with clients / beneficiaries – not in community–based conferences.</td>
</tr>
<tr>
<td>(1) Too much to do</td>
</tr>
<tr>
<td>I do not longer hold a supervisor position.</td>
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<tr>
<td>I returned to my academic position which allowed too little opportunity to engage with the professional intelligence community. Moreover, my membership in multiple scholarly organizations left too little time and funding for IAFIE.</td>
</tr>
<tr>
<td>1. IAFIE stopped corresponding with me; 2. No conduit through which to make payment</td>
</tr>
<tr>
<td>Institutional membership covered conference participation in the past. To help keep track, perhaps the institutional membership could also include names of personnel that hence can be considered IAFIE member. If the NLDA has had any trouble renewing its institutional membership recently, please contact <a href="mailto:pg.d.werd@mindef.nl">pg.d.werd@mindef.nl</a></td>
</tr>
<tr>
<td>Don’t remember receiving a renewal email, and since I had not been active in awhile, just lost interest.</td>
</tr>
<tr>
<td>Boredom, I gave it up and actually never really noticed. That is quite compelling to me.</td>
</tr>
<tr>
<td>Offered me little value in the design or delivery of intelligence–related courses for an MBA, Masters in Finance or Masters in Cybersecurity audience.</td>
</tr>
<tr>
<td>Changed fields</td>
</tr>
<tr>
<td>Mea culpa... I should renew! But... (1) Busy; (2) No immediate relevance was apparent (more communication of the value of IAFIE would be better)</td>
</tr>
<tr>
<td>The only reason the university did not renew is the concentration on national security and the lack of information on law enforcement intelligence.</td>
</tr>
<tr>
<td>I did.</td>
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<tr>
<td>I forgot, and my university doesn't pay for it.</td>
</tr>
<tr>
<td>I no longer work in intelligence education, having returned to analysis. If it were free, sure, I would’ve continued.</td>
</tr>
<tr>
<td>Cost</td>
</tr>
<tr>
<td>Information Availability</td>
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<tr>
<td>Different career opportunity</td>
</tr>
<tr>
<td>I do miss it and if the circumstances we right, i would like to attend another real conference in the future.</td>
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<tr>
<td>Explained fully in text accompanying my reply to question: I’m transitioning into full retirement and reducing unneeded distractions.</td>
</tr>
<tr>
<td>Lack of sponsorship from Employer</td>
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<tr>
<td>not involved any more</td>
</tr>
<tr>
<td>membership too reactionary</td>
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<tr>
<td>Too expensive for what it currently doesn’t offer.</td>
</tr>
<tr>
<td>Despite being a founding member as a student while at Mercyhurst University, I was no longer specifically involved in intelligence education and did not feel I had much to offer or add to the organization.</td>
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<tr>
<td>Will be rejoining in the Fall with new University.</td>
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</table>
I had paid for an Institutional Membership for several years at JHU. My colleague Kevin Cross took over the program and the program moved from the School of Education to the Advanced Academic Programs unit of the School of Arts and Sciences. It was no longer appropriate for me to be involved in paying for that membership. I am not a disgruntled former member and my friendships with several colleagues continue.

De-prioritised vs other memberships in terms of career relevance.
My memberships were (cumulatively) expensive. IAFIE went the same way as my RUSI and RAeS memberships.

Cost and relevance to new job position.

Lack of IAFIE events near me.

1. No longer working in an intelligence–related field
2. No longer a student

Interest in Intel scholarship has diminished in Canada since 1990s.
Since moving west, to BC, I have been active in Canadian International Council (CIC), Canada's counterpart to CFR.

Unintentional lapse. I am in the middle of the dissertation phase of my PhD program and got distracted.

Dues got too expensive and I left the intelligence education community of practice to teach strategy and operational art.

inability to get involved and participate

Was a student member. After graduating, membership was too expensive.

retired – retired

It has one of the more expensive membership fees and I don't see the value in membership (see previous comments about providing a journal or other useful products).

Membership is no longer relevant since I retired from teaching and conducting research.

Total academic focus
No benefits to me or my company

Moved on – job was no longer as closely tied to intelligence or intelligence education. A few projects have brought me partway back, but not enough to join. Also, I’m realizing at midlife I can only attend so many events.

–narrow scope
lack of relevant connections/sources/useful info

Not helpful to me for networking or development. Fees did not provide value for money

Missed the notice of renewal??

Preparing to resign and leave active involvement in intelligence matters.
Inability to afford to get to conferences etc ... sorely missed because I had been involved in colloquiums from the beginning of IAFIE.

Have not been able to attend conferences. Have lost contact with the department and students.

Lack or relevance

Waning lack of interest in intelligence

Current IC member. Concerned about data breached and potential FIS exposure.

time and classification/non–disclosure concerns.

I want to.

Change of job and locations of conferences

Campus funding

I don't really know. Perhaps because I met a few people who were not really as friendly as they first seemed. I don't really know. It was a while ago.

1) Fee to high. The yearly fee comes on top of the price to pay for each conference. With costs for travel and accommodation, and the low return on investment, this is simply unaffordable.
2) Too academic, with respect, but a two day discussion on the difference between 'training' and 'education' leads to almost nothing. It would be fantastic if IAFIE could produce a scientific based List of Deliverables.
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<td><strong>1)</strong> It was a very inactive association 2) Given 1) it was too expensive.</td>
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<tr>
<td>As previously written</td>
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</tr>
<tr>
<td>Signed up then forgot all about it. I still do not know what you do as well as your purpose. I got this survey couple of days ago and went to your website. Oh...you hold conferences around the world, did not know that. I would have flown to one most likely. I originally signed up due to my school chapter professor stated to.</td>
<td></td>
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<tr>
<td>I can’t remember</td>
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