

Sixth Annual IAFIE Conference

Intelligence Education: A Global Phenomenon



May 25-27, 2010

Marriott Hotel
Ottawa, Ontario
Canada



INTERNATIONAL ASSOCIATION FOR INTELLIGENCE EDUCATION
Sixth Annual Conference
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The Sixth Annual IAFIE Conference is coming May 25 – 27, 2010 and you should mark your calendars now for this event. It starts at the Marriott Hotel in Ottawa, Canada. New this year will be classes offered at the University of Ottawa on Tuesday, May 25th. Public transportation is available from the hotel to the University of Ottawa. Classes are free to conference attendees and will be \$75 for nonconference participants. The organization's Annual Meeting will be held on May 26th. It promises to be the best attended conference yet and will provide unique networking and fellowship opportunities.

This year's conference will feature a series of competing workshops among which participants may choose during the 26th and 27th. The topics relate to the theme of "Intelligence Education: A Global Phenomenon" and will hone in on specific intelligence topics, from accreditation, to bridging the cultural divide, to alternative learning. Through their choices, participants will individualize their conference experiences.

A number of notable speakers and presenters from the national security intelligence, law enforcement, and competitive intelligence fields have already agreed to share their thoughts and best practices on these very important topics. Invited speakers include Peter Cork, Marie Lucie Morin, James Ramsay, Lenora Gant, Dick Fadden, and a host of other notables. The conference also features presentations by the three winning intelligence essays from the professional, graduate, and undergraduate student categories.

Technology vendors and sponsors are planning to have booths at the conference. The tools used to teach intelligence analysis will be prominently featured at the event. Institutional conference exhibit rates will be \$500 (USD) for members and \$1,000 (USD) for non-members; corporate exhibits will be \$1,000 (USD) for members and \$1,500(USD) for non-members.

The cost of the 2010 conference will be \$250 for members and \$400 for non-members. The conference agenda is posted on the IAFIE Website.

- A block of rooms has been reserved at the Marriott Hotel for the rate of \$169 (CAD). Our reservation group code is – **AIEAIEA** and this code can be used when you call in to make your reservations (1-800-853-8463) or when you reserve online. You can begin making reservations right away, but please keep in mind that the cut-off date for these guestrooms is **April 30th**. Parking at the hotel: On-site parking fee: \$6 CAD hourly, \$21 CAD daily; Valet parking fee: \$26 CAD daily; On-site parking is limited to vehicles less than 6 feet in height. Taxes may apply to parking services.

For information about the Marriott Hotel, please visit

<http://www.marriott.com/hotels/travel/yowmc?corporateCode=aieaiea&app=resvlink&fromDate=5/24/10&toDate=5/28/10%20>



INTERNATIONAL ASSOCIATION FOR INTELLIGENCE EDUCATION
SIXTH ANNUAL CONFERENCE
“INTELLIGENCE EDUCATION: A GLOBAL PHENOMENON”
May 25 – 27, 2010
Marriott Hotel – Ottawa, Canada

Schedule

Tuesday, May 25

8:00 a.m. – 9:00 a.m.

Early Registration – Marriott Hotel

9:00 a.m. – 11:30 a.m.

Classes at the University of Ottawa (Public transportation from hotel to campus or approximately 30 minute walk.

- A. Hypothesis Generation and Quadrant Crunching – **Randy Pherson**, President, Pherson Associates, LLC - United States **Confirmed; **Mary O’Sullivan**, Dean of the Forum, Curriculum Development and Instruction, Pherson Associates, LLC – United States ** Confirmed

Room 317 – Tabaret Hall – A series of random shootings in October 2002 by the “DC Sniper” sent the Washington Metropolitan area into a frenzy of fear for several weeks. In this workshop, participants will practice using two tools that analysts could have employed to help identify the killer: the Multiple Hypothesis Generator and Quadrant Crunching. The Multiple Hypothesis Generator is a useful tool for broadening the spectrum of plausible hypotheses, especially when there is a reigning lead hypothesis and few facts to prove or disprove it. The most important aspect of the tool is the discussion it generates among analysts about the relative credibility of alternative hypotheses. Quadrant Crunching combines the methodology of a Key Assumptions Check with Multiple Scenarios Generation to generate an array of alternative scenarios or stories. This process is particularly helpful in the DC Sniper case because of embedded assumptions in the FBI profile, witness reports of white vans, and the contents of a demand note. This technique allows the user to look at and challenge those key assumptions. When combined with the Multiple Hypothesis Generator, Quadrant Crunching provides a strong basis for developing and considering alternative explanations and scenarios.

- B. Canadian Intelligence and Security Systems – **Wesley Wark**, Professor, University of Toronto’s Munk Centre for International Studies and Visiting Research Professor, University of Ottawa, Graduate School of Public and International Affairs – Canada **Confirmed

Room 315 – Tabaret Hall – This respected scholar will share the development of the Canadian intelligence system from the past century to the present. This popular presentation is valuable to Canadians wanting a general understanding of their own system and to others who want to compare the development of intelligence systems.

1:00 p.m. – 3:30 p.m.

Classes at University of Ottawa

- A. Doctrinal/Analytical Issues and Risk Doctrine – **Brett Pepler**- Senior Analyst, Strategic Horizons, Defence Intelligence Organisation, Australia **Confirmed

Room 315- Tabaret Hall – This class deals with the challenging doctrinal/analytical issue of the appropriate role of intelligence at risk. For example: Threat is the language of intelligence while risk is the language of decision, ‘consequence’ (as a component of risk assessment) is a political judgment, yet the value-added in a risk judgment is very attractive to a busy policy/operational client. How should we best communicate risk without usurping client prerogatives, and will embracing risk increase the challenge for intelligence educators by opening up yet another cross-disciplinary rabbit hole? Australia has made considerable contribution to risk doctrine through national and international standards but little has been said inside (except in the national security intelligence domain) or outside the community about intelligence risk.

- B. Premortem Assessment and Structured Self-Critique - **Randy Pherson** - President, Pherson Associates, LLC - United States **Confirmed; **Mary O’Sullivan** - Dean of the Forum, Curriculum Development and Instruction, Pherson Associates, LLC – United States ** Confirmed

Room 317 – Tabaret Hall - The *New York Times* reported in 1999 that nuclear secrets stolen from a U.S. government laboratory had enabled China to make a major leap forward in nuclear weapons development. Many believed the reason for the progress was that a Chinese-American nuclear scientist, Wen Ho Lee, had leaked critical nuclear secrets to the Chinese Government. In this workshop, analysts will practice using the Premortem Assessment and the Structured Self Critique to challenge—actively and explicitly—their mental models that emerged at the onset of the case and to broaden the range of possible explanations for Wen Ho Lee’s behavior. They will learn how the techniques can help them reduce the risk of analytic failure by identifying and analyzing the features of a potential failure before it occurs. The key is to imagine that a period of time has passed and you suddenly learn from an unimpeachable source that your key judgment was wrong. Then imagine what could have happened to cause the analysis to be incorrect. The concept of the Premortem Assessment was first developed by Gary Klein to help managers recognize they were overconfident their plans would lead to success. It was expanded by Randy Pherson and Richards Heuer into two techniques—one keyed to right-brained activity and the other to left-brained activity.

3:00 p.m. – 5:30 p.m.

Registration - Marriott Hotel

3:30 p.m. – 5:30 p.m.

IAFIE Board Meeting - Marriott Hotel

6:30 p.m. – 8:30 p.m.

Mix and Mingle (Marriott Hotel – Hors d’oeuvres and cash bar)

Wednesday, May 26

7:30 a.m. – 9:00 a.m.

**Registration & Continental Breakfast
Technology Exhibits**

9:00 a.m. – 10:15 a.m.

Conference Opening

Welcome: IAFIE Chairman Marilyn Peterson

Speaker: **Marie Lucie Morin**-National Security Advisor to the Prime Minister and Associate Secretary to the Cabinet, Privy Council Office, Canada **Confirmed

10:15 a.m. - 10:30 a.m.

Break

10:30 a.m. – 12:00 p.m.

Special Session: Accreditation and Certification of Intelligence Studies/ Education Programs. Intelligence Studies/ Education Programs tend to be what the provider says they are. Some have expressed interest in standardizing a set of criteria to evaluate and either certify or accredit programs so the user can have a method of evaluation and so providers can know what is expected. Setting up such a program properly is a distinct challenge. Discussants will evaluate the need and the effort required to implement this program. **James Ramsay** - Accreditation Coordinator, Homeland Security Defense and Education Consortium Association (HSDECA); **Confirmed; **Confirmed; **Greg Moore** - Department Chair and Director, Center for Intelligence Studies, Notre Dame College-United States **Confirmed

12:00 p.m. – 1:30 p.m.

Lunch

Speaker: **Peter S.K. Cork** - Director General, Intelligence Communications Security Establishment, Canada * Invited
Presentation to Essay Award Winners

1:30 p.m. – 3:00 p.m.

Concurrent Breakout Sessions I

- 1 A.** Authors' Roundtable – This successful program is back for a return engagement. Authors will present the details about their new books to the audience. **William Spracher**-Editor, Center for Strategic Intelligence Research, National Defense Intelligence Center-United States **Confirmed; Presentations include: **Randy Pherson** – “*Structured Analytic Techniques for Intelligence Analysis*”, co-authored with Richards Heuer (unable to attend); **Tom Walters** – “*Hyperformance: Using Competitive Intelligence for Better Strategy and Execution*”; **Marilyn Peterson** – “*Criminal Intelligence in the 21st Century*”; **Bill Spracher** – “*Attache Extraordinaire: Vernon A. Walters in Brazil*” by Frank Marcio de Oliveira (Former NDIC International Research Fellow from Brazil’s National Intelligence Agency), “*Democratization of Intelligence: Melding Strategic Intelligence and National Discourse*” edited by Russ Swenson (Former NDIC Press Director) and Susana Lemozy (involved in intelligence education in Argentina), “*The Blue Planet: Informal International Police Networks and National Intelligence*” by Mike Bayer (State Department Diplomatic Security Service and Former NDIC Research Fellow)
- 1B.** Bridging the Cultural Divide – The contributions of anthropologists and sociologists are discussed. Examples will include the creation of the new U.S. Army Counterterrorism Manual; imbedding social scientists into human terrain teams; and contributions by anthropology and sociology departments in higher intelligence education. **Steven Strang** -Officer in Charge, Intelligence Research & Development, Royal Canadian Mounted Police (RCMP)-Canada **Confirmed; **Pauletta Otis** - Marine Corps University-United States * Invited

Poster Session – Presenters will be available for at least one hour during this time frame. This is the opportunity for presenters to show what they are working on or what they have already completed.

3:00 p.m. – 3:15 p.m.

Break

3:15 p.m. – 4:45p.m.

Concurrent Breakout Sessions II

2A. Intelligence Community Professional Education

What are the trends in educating intelligence professionals around the world, including outreach, professional education requirements, and planning future programs? **John Pyrik** - Project Manager and Chief Instructor, Intelligence Analyst Learning Program, Privy Council Office, Government of Canada **Confirmed; **Susan Studds** - Provost, National Defense Intelligence College, United States ** Confirmed; **Matthew Degn** - Program Director, American Military University *Invited

2B. An Honor Society for Intelligence Studies? The details on the value of and what needs to be done to set up an honor society within the discipline will be discussed. **Todd Wigger** - Chief, OpIntel School, U.S. Coast Guard, United States, Moderator **Confirmed; **Katherine Shelfer** - Associate Professor, St. John's University, United States **Confirmed; **William Spracher** - Editor, Center for Strategic Intelligence Research, National Defense Intelligence College - United States **Confirmed; **Don Gemeinhardt** - Director, Center for Security Solutions, RTI International, United States **Confirmed; Student, TBA

4:45p.m. – 6:15p.m.

Business Meeting

7:00 p.m.

Dinner hosted by American Military University

Speaker: **Dick Fadden** - Director, Canadian Security Intelligence Service (CSIS), Canada **Confirmed

Thursday, May 27

7:30 a.m. – 9:00 a.m.

Continental Breakfast

8:30 a.m. – 10:00 a.m.

Concurrent Breakout Sessions III

3A. What Students and Teachers Ought To Know About Intelligence Law - Discussion focused on the impact of law on intelligence, with an emphasis on judicialization of intelligence, criminalizing terrorism, bringing close-hold information into the light of day, and other legal issues. **Gene Assad** - Senior Counsel specializing in national security law, Justice Canada; Faculty of Law, Civil Law Section, University of Ottawa; Former Crown Prosecutor, Province of Québec, Canada **Confirmed; **Erik Jens** - School of Intelligence Studies, National Defense Intelligence College, United States **Confirmed; **William Drohan** - American Military University, *Invited

3B. Cyber Security for Intelligence Education

What are the basic threats, and what can be taught about this topic that is derived from open sources? What should colleges do to prepare students for this area? **Andrew Macpherson** - Director, Technical Analysis Group, Justiceworks, and Research Assistant Professor of Political Science at University of New Hampshire, *Invited; **David Gray** - Professor, University of North Carolina Fayetteville State University, *Invited; **Billy Rios** - Security Program Manager for Internet Explorer, Microsoft Corporation, *Invited

10:00 a.m. – 10:30 a.m.

Break

10:30a.m. – 12:00 noon.

Concurrent Breakout Sessions IV

- 4A.** Intelligence Community Resources to Support Academia - This includes types of support available to colleges and how to get this support. Examples will include financial support, with the Centers of Academic Excellence Program as an example; faculty resource support with the CIA Officer in Residence Program; and the Canadian Officer in Residence Program. **Louise Doyon** - Director General, Academic Outreach, Canadian Security Intelligence Service (CSIS) **Invited; **Lenora Peters Gant** - Director, Strategic Mission Outreach & Recruitment Offices, Office of the IC Centers of Academic Excellence, Office of the Director of National Intelligence, United States **Confirmed
- 4B.** Active Learning: Teaching Adult Learners - This will cover effective strategies for educating adults involved in intelligence analysis or in intelligence education programs. **Brett Pepler** - Senior Analyst, Strategic Horizons, Defence Intelligence Organisation, Australia **Confirmed; **Barry Denofsky** – Canada Border Services Agency; ** Confirmed; **Nadia Diakun-Thibault** - Communications Security Establishment, Canada **Confirmed; **Lori Blais** - Communications Security Establishment, Canada **Confirmed

12:00 noon – 1:30 p.m.

Lunch

Essay contest Winners' Presentations

1:30 pm. – 3:00 p.m.

Concurrent Breakout Sessions V

- 5A.** Software for Intelligence Analysis - What software is recommended for use in classes on intelligence analysis? Teachers will relate their experiences with various software programs and discuss value added for the classes and the costs. This will include availability for both government and academe. **Randy Pherson** - President, Pherson Associates, **Confirmed
- 5B.** Integrating Business and Intelligence Education - Includes discussion of competitive intelligence; using business models in class, including risk assessment and other strategies used in the business community. **Jonathan Calof** - Associate Professor in International Business, University of Ottawa, **Confirmed

3:00 p.m. – 3:15 p.m.

Break

3:15 p.m. – 4:45 p.m.

Concurrent Breakout Sessions VI

- 6A.** Alternative Learning - How can gaming and simulation fit in the classroom? What programs are available with virtual worlds (like Second Life) or with classroom response programs like Clickers. How are they incorporated in a way that improves learning? **Erik Kleinsmith** - Program Director, Lockheed Martin, *Invited; **Jonathan Lockwood** -Director, Training Education and Professional Development, Department of Homeland Security, *Invited
- 6B.** Teaching Law Enforcement Intelligence - Emphasizes innovative methods of teaching law enforcement intelligence. Practitioners and law enforcement instructors discuss their preferred methods and the results. **Francois Mathieu** - Royal Canadian Mounted Police (RCMP) - Canada *Invited; **Bob Smith** - President/CEO, ProtectionMetrics, LLC, **Confirmed; **William Sondervan** – Professor/Director, University of Maryland University College

4:45 p.m. – 5:00 p.m.

Wrap-up – IAFIE Chair

Note: Exhibits will be open throughout the conference.

Additional Conference Information

Area Airports

Ottawa International Airport - YOW

- Phone: 1 613 248 2000
- Hotel direction: 12.4 miles N
- Driving Directions: Airport Parkway North for 5 miles. The Airport Parkway becomes Bronson Avenue (Northbound). Continue North on Bronson Avenue for 5 kilometres. Turn right on Queen Street (Eastbound). Hotel is located 3 blocks down Queen Street at the corner of Queen and Kent Streets.
- Alternate transportation: YOW Shuttle www.yowshuttle.com; fee: \$14 CAD (one way) ;on request
- Airport shuttle service, on request, fee: \$14 CAD (one way)
- Bus service fee: \$3 CAD (one way)
- Estimated taxi fare: \$25 CAD (one way)

Other Transportation

Bus Station

- [Voyageur Greyhound Terminal](#) (1.2 miles S)

Train Station

- [Ottawa Train Station](#) (1.9 miles SE)

Car Rentals

- Car Rental nearby: Hertz, 1-613-241-7681
- Car Rental nearby: Enterprise, 1-613-236-3366
- Car Rental nearby: Avis, 1-613-232-2847
- Car Rental nearby: Budget, 1-613-232-1527

Walking from the Hotel to Ottawa University

Ottawa Marriott Hotel
100 Kent Street
Ottawa, ON K1P 5R7
(613) 238-1122



1. Head **southeast** on **Kent St** toward **Queen St** 0.1 km
2. Turn **left** at **Albert St** 0.9 km
3. Continue onto **MacKenzie King** 0.4 km
4. Slight **left** to stay on **MacKenzie King** 60 m
5. Turn **left** at **Waller St** 62 m
6. Turn **right** at **Stewart St** 0.1 km
7. Turn **right** at **Cumberland St** 92 m
Destination will be on the right



Tabaret Hall
550 Cumberland Street

PUBLIC TRANSIT:

OC Transpo <http://www.octranspo1.com/?from=splash>

OC Transpo has a trip planner. Use from website

OC Transpo Mobi http://www.octranspo1.com/routes/what_is_mobi

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Call 613-560-1000 plus your 4 digit stop number to hear the next 2 or 3 departure times for buses at your stop, and for the latest schedule updates, including trip cancellations or detours. Schedules are available up to one week in advance.