

2009 National Intelligence Strategy Frequently Asked Questions

How did the Director of National Intelligence develop the National Intelligence Strategy (NIS)? What role did the leaders of the Intelligence Community components play?

The NIS is a collaborative product reflecting the DNI's extensive engagement with the Intelligence Community's leadership. The DNI met with the top leaders of the IC who provided their views and suggestions at each of the key points in drafting this document: in its initial outline phase, during the development of the 13 Mission and Enterprise Objectives, and on two successive full-text drafts. The final version reflects the significant inputs and views of the IC leaders.

The DNI drew from a variety of sources to frame the NIS, including White House policy and priority reviews and partner department strategies. In addition, the DNI received valuable input from senior officials in the Departments of Defense, State and Homeland Security, and the National Security Council.

The DNI also consulted House and Senate members on the NIS strategic goals and objectives in mid-June and discussed how he intended to use the NIS to improve intelligence support. He then briefed members in July on a near-final draft that included the conclusions and core elements of the strategy.

What are the major differences between the 2009 NIS and the 2005 NIS?

While the 2009 NIS builds on the 2005 themes of IC integration, collaboration and innovation, it emphasizes two additional themes that are necessary to ensure a successful IC enterprise: deeper and broader understanding of threats and opportunities to support strategic objectives, and improved organizational agility to respond quickly to rapidly-changing conditions. The 2009 NIS also emphasizes the growing importance of counterintelligence, cybersecurity, and support to current operations, and the need to improve the IC's mission management and acquisition processes.

The NIS has 4 Goals and 13 Objectives. What are the DNI's priorities among them?

The document *as a whole* establishes the DNI's priorities. The 4 goals and 13 objectives establish the DNI's areas of focus for the US Intelligence Community. The DNI is particularly interested in monitoring progress against Enterprise Objectives to ensure a more effective intelligence enterprise, and in focusing attention on those new mission objectives that flow from the strategic environment, including cybersecurity and counterintelligence.

How does the National Intelligence Strategy relate to Administration priorities?

The DNI coordinated the draft NIS with National Security principals, staff and the Office of Management and Budget and engaged in interagency reviews to ensure that the NIS's goals and objectives aligned with the Administration's national security priorities and key initiatives. In addition, we coordinated with other departments doing similar long-term strategic looks. For

example, we ensured that the NIS took into account the emerging focus in the Defense Department's Quadrennial Defense Review on the changing roles of the military and the impact on requirements and capabilities.

How does the NIS help the United States Government address current administration priorities, e.g., AF/PAK, the Iraq drawdown, Mexico drug and border issues, North Korea, Iran, and the global financial crisis?

The 2009 NIS addresses the critical role the Intelligence Community plays in supporting current operations. Current, actionable intelligence is essential to the ability of U.S. policymakers, military officials, and civil authorities to apply all instruments of national power towards effective diplomatic efforts (e.g., with North Korea and Iran), stabilization and reconstruction activities (e.g., Iraq and AF/PAK), counterinsurgency campaigns (e.g., Iraq and AF/PAK) and counter-narcotics operations (e.g., Mexico). The NIS also addresses the critical need to monitor and analyze long-term trends – economic, environmental, health-related, etc. – in order to identify and offer insights that may mitigate the effects of gathering challenges like those that led to the current global financial crisis (“Provide Strategic Intelligence and Warning” mission objective).

How does the NIS help the United States Government address long-term threats to our security that may develop over a long period of time but have strategic impact if ignored e.g., energy supply and stability, political and economic instability, failed states and ungoverned areas, climate change and threat of pandemic influenza?

This NIS recognizes the necessity to watch for long-term sources of instability and uncertainty even while helping to meet today's security challenges. The NIS mission objective “Provide Strategic Intelligence and Warning” delineates the IC's role in providing longer-term strategic warning and calls for continuous review and adjustment of analytic resources, capabilities, tradecraft, and performance to ensure proper coverage of strategic analytic priorities. Our foresight capability will be enabled by several Enterprise Objectives, including “Enhance Community Mission Management”, which promotes responsive, cross-agency, multidiscipline responses on critical issues, and “Strengthen Partnerships”—which improves insight into strategic issues through more robust outreach to foreign, domestic, public, and private partners. Such partnerships deepen our expertise in many areas – including climate change, political and economic stability, and global health crises.

How does this NIS advance the cause of information sharing?

Under the 2009 NIS, the IC will continue to aggressively improve information sharing capabilities and processes. The IC faces an explosive growth in the volume, velocity and variability of information; greater concern about direct threats to our citizens; and requirements for even greater sharing of information among a wider range of stakeholders. Building on recent accomplishments, (e.g. the award-winning Intellipedia and A-Space initiatives), the 2009 NIS advances an IC-wide information architecture, new tools and techniques for improved information aggregation and analysis, and a robust external and internal cybersecurity posture. The new Intelligence Community Directive 501, (*Discovery and Dissemination or Retrieval of Information within the Intelligence Community*) supports the NIS by enabling the development of transformational capabilities that will

accelerate discovery and access to all intelligence information while protecting sources and methods and respecting privacy and civil liberties.

How does the NIS relate to other major ODNI guidance documents (e.g., NIPF, QICR, Vision 2015, and IPG)?

The NIS focuses on the mid-term – the next 4 plus years – establishing the strategic goals, objectives, and principal missions of the IC. It provides DNI direction to guide resource allocation decisions and investments, inform development of future IC capabilities, and promote effective organization and management of the Community. The NIS 2009 was informed by *Vision 2015*, which articulated a desired end-state for the Intelligence Community and the Quadrennial Intelligence Community Review (QICR), which looked 15 years into the future to consider the long-term implications of global trends and emerging threats for intelligence activities and capabilities. The Intelligence Planning Guidance (IPG) and National Intelligence Priorities Framework (NIPF) drive nearer-term activities. The IPG translates the strategic guidance of the NIS and an evaluation of needs identified by IC agencies and key customers into specific planning direction for the National Intelligence Program (NIP) for the budget year and out years. The NIPF establishes near-term intelligence priorities and is updated every six months and approved by the NSC to prioritize collection tasking and analytic production plans.

How will the NIS influence development of the National Intelligence Program budget request?

The IC is committed to demonstrating that National Intelligence Program (NIP) resources produce measurable results. The submission of a fully integrated NIP performance based budget request demonstrates how the IC will produce those results. The IC assesses performance against NIS mission objectives. It identifies and uses the contribution of intelligence capabilities to develop the NIP annual performance plans integrated into budget requests. The IC uses performance information to help monitor progress against mission objectives, make necessary course corrections in the year of budget execution, and to defend resources based on performance.

How will the DNI implement the NIS? How will accountability be established? How will progress be measured?

IC components and programs will review and update existing strategic/action plans to ensure alignment with the 2009 NIS's goals and objectives. Consistent with the Administration's performance management guidance, the IC will identify performance goals for mission objectives, leveraging existing performance goals and aligning them with 2009 NIS objectives wherever possible, but evaluating the need for new performance goals where appropriate. The DNI will review progress against these goals on a regular basis, which will serve as a basis for development of an integrated NIP performance-based budget request.

The IC is held accountable for implementation of the NIS based on measurable results tied to the NIS goals and objectives. The DNI's own performance appraisal will draw on the NIS, and he has directed the IC leaders to draft their personal performance agreements with him based on the NIS as well. The NIS will also have a key role in determining appropriate performance objectives—and evaluating performance against them—for personnel across the IC.