



## **ODNI FACT SHEET**

*Forging an Intelligence Community that delivers the most insightful intelligence possible*

### **HISTORY AND BACKGROUND**

Post 9/11 investigations proposed sweeping change in the Intelligence Community, resulting in Congressional passage of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA). The IRTPA created the Office of the Director of National Intelligence (ODNI) to oversee a 17-organization Intelligence Community (IC) and improve information sharing, promote a strategic, unified direction, and ensure integration across the nation's IC.

- The Office of the Director of National Intelligence stood up on April 21, 2005. The ODNI is led by a Director of National Intelligence (DNI), who is currently James R. Clapper.
- Under DNI Clapper's leadership, the ODNI has refocused its Core Mission to "Lead Intelligence Integration" with a Vision of a Nation made more secure because of a fully integrated Intelligence Community.
- The DNI, in compliance with the law:
  - Serves as the President's principal intelligence advisor;
  - Oversees the National Intelligence Program budget (\$54.6 billion in FY2011);
  - Establishes Intelligence Community priorities with clear and measurable goals and objectives;
  - Sets direction through policies and budgets;
  - Ensures integration of IC personnel, expertise, and capabilities;
  - Provides leadership on IC cross-cutting issues; and
  - Monitors IC agency and leadership performance.
- The DNI works closely with the Principal Deputy DNI to effectively integrate foreign, military and domestic intelligence in defense of the homeland and in support of United States national security interests at home and abroad.
- The organizational structure of the ODNI also includes the National Counterterrorism Center (NCTC), the National Counterproliferation Center (NCPC), the National Counterintelligence Executive (NCIX), and the Intelligence Advanced Research Projects Activity (IARPA).

### **PROGRESS TO DATE**

The task of improving and integrating our intelligence structure, and the capabilities and information technologies of 17 diverse intelligence elements is a massive one, and remains a work in progress. However, since its creation, the ODNI has made considerable progress toward breaking down the information-sharing, technical, and cultural barriers across the IC that were identified in the wake of the 9/11 attacks. We continue to build upon IC successes in preventing and minimizing threats, increasing information sharing and integration across the Community, and improving intelligence capabilities to prepare for tomorrow's challenges while performing today's mission. The following list of selected achievements illustrates that progress.



## **Threat Prevention**

**Led the IC's integrated effort in taking down Osama bin Laden, an event that showed the rest of the world the unyielding determination and resilience of the United States.** While the most successful intelligence operation ever was a victory for our Nation, it was an accomplishment made possible by the men and women of the ODNI and the entire IC. It was also an example of how we have worked together to make significant progress toward the critical goal of integrating our intelligence efforts.

**Fused domestic and foreign intelligence to quickly understand and disrupt homeland threats posed by alleged extremists,** including Najibullah Zazi, David Headley, and Abdulhakim Mujahid Muhammad. The IC rapidly produced and pushed relevant counterterrorism information to state, local, tribal, and private partners through the Federal Bureau of Investigation (FBI) and the Department of Homeland Security (DHS).

**Strengthened watchlisting criteria** in response to the attempted bombing of Northwest Flight 253 in December 2009. ODNI dedicated additional resources to enhance terrorist identities records maintained at the NCTC, and established an analytic "Pursuit Group" to focus exclusively on information that could lead to the discovery of threats aimed against the United States or interests abroad. NCTC Pursuit Groups examine emerging terrorist threat threads and other non-obvious connections, and provide intelligence leads to partner agencies and law enforcement organizations for their action as appropriate.

**Developed an infrastructure to integrate threat information.** In conjunction with other intelligence agencies, NCTC developed an infrastructure to meet the demands of the evolving threat. This includes the enhancements of search capabilities across databases, and the development of a "CT Data Layer" to discover non-obvious terrorist relationships. This enables analysts to examine potential threats more efficiently. All of these efforts are being pursued with careful consideration of legal, policy, and technical issues to protect privacy and civil liberties.

**Surged intelligence support to Mexico** to help combat drug cartels and their impact on Mexican governance and U.S. border security.

**Employed IC resources and capabilities to address emerging transnational public health emergencies.** The IC quickly provided policymakers with assessments and projections on the spread and impact of the H1N1 virus, on foreign government responses to the pandemic, and on the political and economic impacts that the virus and mitigation efforts may have. To improve analysis of and integrate collection on future public health emergencies, the DNI created a Senior Advisor for Global Health Security and a Program Director for Global Health to lead the IC's response to naturally occurring or accidental biological events.

**Funded more than 80 new technologies for interagency intelligence operations through ODNI's Rapid Technology Transition Initiative (RTTI).** One of the technologies, FBI's Biometric QuickCapture Platform program, combines electronic fingerprint collection, satellite communication, and database interoperability technologies to help law enforcement agents immediately identify a suspect as a known terrorist or international criminal. The use of this platform resulted in the identification and capture of hundreds of valuable intelligence targets in high-priority countries.



**Strengthened insider threat protection.** In the wake of the WikiLeaks compromise, ODNI developed a blueprint and guidelines for insider threat detection. This will assist U.S. government organizations in establishing and operating insider threat programs, thereby reducing the risk that compromises will occur in the future.

### **Increased Information Sharing and Integration**

**Stood up and operationalized a new Deputy Directorate for Intelligence Integration (DDNI/II) to lead ODNI's core mission** by serving as a single stop for collection and analysis requirements across the IC. DDNI/II accomplishes this by uniting the functions of the former Analysis and Collection directorates, the National Intelligence Council (NIC), and other ODNI elements in support of developing Unifying Intelligence Strategies (UIS) for geographic and topic areas. National Intelligence Managers (NIMs) support and execute the UIS, and are the Community's touchpoints of responsibility for intelligence integration.

**Created the Intelligence Community Executive Committee (EXCOM) to ensure full coverage of key intelligence priorities and eliminate duplication of effort.** This senior advisory group, led by the DNI and made up of the directors of the other 16 IC elements, advises and supports the DNI, conducts in-depth discussions on critical issues such as intelligence support to Afghanistan and Pakistan and terrorist finance, and enables proper resource allocation. No such IC-wide senior leadership gathering existed prior to the inception of the ODNI.

**Strengthened and expanded the duties of the cross-community Analytic Production Board,** resulting in faster and more pointed policy advice, improved liaison among IC elements, and improved integration through greater transparency. The Board is led by a senior ODNI officer, ensuring close liaison and clarity of message between ODNI and all IC analysis production elements.

**Promoted integration through the IC Joint Duty program.** Joint Duty builds a new generation of intelligence leaders who have a better understanding of the scope and complexity of the IC and are able to integrate and engage the IC's vast resources in support of our national security mission. Joint Duty, a winner of Harvard University's 2008 Innovations in American Government Awards, is now a prerequisite for promotion to senior leadership levels. More than 12,000 intelligence officers have earned or are currently earning Joint Duty credit to gain critical cross-agency perspectives. The NCTC, in particular, has benefited from the Joint Duty Program, with nearly 50 percent of its personnel detailed from other IC agencies.

**Transformed analysis through the creation of online collaborative tools.** Intellipedia and A-Space provide IC analysts a common platform to post information, conduct research and analysis, and easily collaborate with colleagues working similar issues. The value of both Intellipedia and A-Space (praised by *Time Magazine* as one of the best inventions of 2008) became apparent in the wake of the 2008 Mumbai terror attacks, when an ad hoc group of IC analysts convened on the classified sites to post video, photos, and satellite imagery, and discuss the events as they were unfolding in real-time. Analysts used intelligence that had been posted and discussed on A-Space in the previous months to identify an al-Qaida-affiliated extremist group as the perpetrator of the attacks.



**Strengthened information sharing and integration under Intelligence Community Directive 501**, which requires each IC element responsible for making information collected and analyzed discoverable electronically. In support of this effort, the DNI directed enhancements to the Library of National Intelligence (LNI), a virtual card catalogue, that now offers access to at least 10 million analytic products to more than 100,000 IC employees. LNI is transforming IC employees' ability to discover information they or their home agencies may not have had access to in the past.

**Created an IC Information Sharing Executive.** Published in August 2011, the *Strategic Intent for Information Sharing* clarifies the role of the IC Information Sharing Executive in leading a Community-wide effort to improve information sharing capabilities. The role also provides governance, removes or reduces policy and legal impediments, protects privacy and civil liberties, and promotes a culture embracing information sharing as a core and fundamental responsibility of every IC officer.

**Improved information sharing to state and urban fusion centers** by granting personnel with federal security clearances access to select Secret Internet Protocol Router Network (SIPRNet) websites with classified homeland security-related information. Partners access these sites via DHS' Data Network, which is currently being deployed to the 72 recognized state and local fusion centers across the country. This agreement, carried out between the Departments of Homeland Security and Defense and brokered by the ODNI, reflects the IC's commitment to improving two-way information sharing and enhanced situational awareness among state, local, and tribal partners who are on the front lines of our homeland security enterprise. Within NCTC, the Interagency Threat Assessment and Coordination Group assists state, local and tribal first responders in accessing and understanding federal intelligence reporting and to encourage the sharing of information.

**Integrated IC-wide analysis and collection for high-priority intelligence targets by establishing country-and issue-specific National Intelligence Managers (NIM).** The NIM concept allows the IC to consolidate Community-wide expertise on specific countries and issues, respond quickly to policymakers' intelligence needs, and identify knowledge gaps across the Community. For example, ODNI's designation of a NIM South Asia/Afghanistan-Pakistan enables the IC to bring wide-ranging resources and capabilities to bear against one of the Administration's most urgent national security challenges. Additionally, ODNI's NIM Iran increased the speed by which high-impact collection and analysis on Iran reaches policymakers, and created an IC-wide program to develop Iran expertise.

**Led effort to improve counterintelligence protection** for select government organizations outside the national security community. These organizations possess and develop a range of valuable information and technology that foreign intelligence services seek to steal. ODNI assessed challenges to counterintelligence (CI) program development and then assisted federal partners in strengthening their CI capabilities.

**Improved supply chain threat information sharing across the United States Government (USG) and with the private sector** through a series of technical and analytic initiatives. The Office of the National Counterintelligence Executive has increased USG and private sector understanding of the risks associated with their dependence on a globalized supply chain. These initiatives include the deploying of an acquisition risk assessment system to more uniformly inform agencies' procurement decisions, leading the Threat Information Sharing Working Group to share threat information across the



Intelligence Community, and providing threat briefings to IC and non-IC government organizations, policymakers, and the private sector.

**Advanced the security clearance reform effort** by collaborating with the Department of Defense, the Office of Personnel Management, and the Office of Management and Budget. ODNI completed 25 of 51 key policy and technology projects in the *Clearance Reform Strategic Plan*, resulting in improved clearance timeliness, quality and reciprocity. The DNI's government-wide personnel security duties and responsibilities as Security Executive Agent (SecEA) are performed under Executive Order 13467. To date, the SecEA staff completed more than 50 policy requests and oversight actions from across the U.S. government in the first half of CY2011. Additionally, ODNI worked with federal partners to modify a long-standing policy, making it easier for first-generation Americans to attain the highest security clearance and improve the IC's ability to recruit and retain officers with critical native language capabilities and cultural expertise.

**Executed the Intelligence Community Badge Interoperability Program**, which gives IC employees easier access to facilities outside their parent organizations. For example, the recent addition of the Departments of State, Homeland Security, and the Treasury has improved collaboration with these offices.

**Created *Intelligence Today***, which enables those senior policymakers who do not receive the President's Daily Brief (PDB) access to a wider variety of the IC's most timely analytic insights on key national security decisions. *Intelligence Today* represents the first time that intelligence products from each IC organization are consolidated in one web-based platform and disseminated to senior customers and their staffs, similar to how information is distributed via online news publications. Additionally, the website's online feedback mechanism allows policymakers to submit comments, ask questions, and solicit additional information on a specific intelligence product.

**Fielded new technical advances that drive information sharing throughout the Community and with key international allies across multiple security domains.** New capabilities include: an enhanced IC-Email service that features encryption, improved directory services, and standardized user naming conventions; and IC-Login, a system that allows IC users with the appropriate clearances to access information at other IC organizations.

**Improved Intelligence Community financial management**, strengthening financial controls and reporting, and setting IC elements on a path to achieve an unqualified audit of their financial statements by 2016. In support of this effort, the ODNI directed the use of best practices transforming financial management processes and systems across the Community. For example, ODNI released the first IC financial management guidelines and reporting standards for the Community in compliance with federal financial management laws and regulations; standardized financial reporting, corrective action plans, and quarterly reporting to Congress; and published a workforce planning guide and appendix to ICD 610, which established financial and performance management competencies.

**Enhanced sustainable two-way information sharing through the Federal Partners Intelligence Forum.** Since 2006, the ODNI has led a monthly forum with the intelligence points of contacts from across the USG. The goal of the forum is to address complex national security issues through a whole of



government approach. The ODNI focuses on education and enhancement of relationships leading to greater collaboration between federal departments and agencies and the IC.

**Strengthened intelligence relationships with foreign partners.** Significantly increased synchronization and alignment of interactions between the IC senior leadership and our foreign partners. Improved collaboration and coordination among the IC organizations has resulted in IC senior leadership delivering a more unified and harmonized message on any given issue, thereby advancing U.S. intelligence relationships with foreign partners.

### *Improved Intelligence Capabilities*

**Revamped the President's Daily Briefing (PDB) to incorporate timely analyses from across the IC,** thus ensuring that reports to senior policymakers provide diverse perspectives and encompass the breadth and depth of IC expertise. Additionally, ODNI created a strategic planning unit to provide overall guidance to the PDB process and ensure strategic and long-term issues are addressed. These innovations were accompanied by changes in analytic tradecraft, encouraging IC analysts to adhere to the PDB's rigorous standards in their analytic work.

**Led modernization of the Foreign Intelligence Surveillance Act (FISA)** to dramatically improve foreign intelligence collection while protecting the privacy and civil liberties of U.S. citizens and legal residents. ODNI continues to ensure that the IC's legal authorities are subject to proper oversight and comply with U.S. laws and the Constitution.

**Established a Civil Liberties and Privacy Office (CLPO) to ensure privacy and civil liberties are an integral part of the intelligence mission.** Since ODNI's inception, CLPO's guidance has enabled intelligence officers to perform their duties with confidence that individuals' rights are properly protected, and it assures congressional oversight entities that Intelligence Community elements are complying with legal requirements. CLPO has provided advice and oversight for critical initiatives, such as watchlisting, intelligence collection, information sharing programs, cybersecurity, and the Foreign Intelligence Surveillance Act. CLPO also examines emerging issues and technologies to clarify how protections apply to new situations.

**Developed the first performance-based budget with the FY2010 National Intelligence Program,** strengthening the linkage between strategic outcomes and budget, and addressing the Administration's highest intelligence priorities. Through the National Intelligence Priorities Framework (NIPF), ODNI aligned collection and analytic resources across the IC to ensure that adequate resources are reaching the most complex national security challenges and emerging threats.

**Focused research on innovative tools and capabilities that help the IC respond to emerging threats.** Through the creation of IARPA, ODNI is funding high-risk, high-payoff research and development projects in many areas, including quantum computing, biometrics, multimedia analytics, and computational linguistics that will address cross-Community challenges in the future. Modeled after the research and development office for the Department of Defense, IARPA aims to dramatically improve the value of collected data, maximize insight from those collections, and strengthen the IC's ability to operate in a highly networked world. IARPA's Coherent Superconducting Qubits program



contributed to *Science* magazine's 2010 "Breakthrough of the Year" with measurements of the world's first quantum mechanical vibrating device.

**Applied standards to analytic tradecraft Community-wide.** These standards are used across the IC to promote more rigorous analytic thinking against our hardest targets. ODNI established an entity to evaluate the quality of IC analytic products against these standards, and developed an "Analysis 101" course open to all new IC analysts for instruction in critical-thinking in a joint training environment.

**Strengthened the National Intelligence Estimates (NIEs) process** by instituting a formal review of the strengths, credibility, and reliability of all intelligence sources used in developing the critical judgments; ensuring subject matter experts from outside the Intelligence Community review every NIE to challenge IC analysts' assumptions; and including analysis to point out possible opportunities for policymakers. In addition, NIEs are shorter, with discussion and analysis presented to substantiate key judgments. NIEs represent a coordinated and integrated analytic effort among the intelligence enterprise, and are the IC's most authoritative written judgments concerning national security issues and estimates about the course of future events.

**Augmented language capability and cultural expertise across the IC** through three initiatives: the Heritage Community Liaison Council, the Boren Program and STARTALK. The IC Heritage Community Liaison Council is composed of first and second generation citizens representing mission critical heritage communities. ODNI works with council leaders to improve outreach and recruitment in their respective communities. The Boren Program, which has enabled 180 undergraduate or graduate students a year to study abroad, has created a pipeline of candidates with very high language proficiency, many of whom are now employed by intelligence organizations, the Departments of Defense and State, and supporting contractors. STARTALK, a summer language study program that began in 2007, has taught more than 5,000 middle and high school students mission-critical languages, such as Chinese, Arabic, Hindi, Farsi, and Turkish, and will soon be expanded to reach students in all 50 states.

**Enabled the IC to attract, recruit, and retain individuals with the right language skills and cultural expertise** via partnerships with government agencies, the private sector, and academia. Through ODNI's IC Centers of Academic Excellence (CAE), the IC has increased access to first and second generation Americans who possess regional, cultural, and critical foreign language expertise. Roughly 60 percent of scholars accepted into the program have traveled overseas and about 70 percent have traveled to countries where a critical language is spoken. Additionally, the CAE program worked with its academic partners to develop national security studies baccalaureate programs to produce future national security professionals.

**Sponsored IC-wide Virtual Career Fairs**, using cutting-edge technologies to find the best and brightest recruits in the United States. The virtual career fairs enabled the IC to reach a greater number of people in a cost effective manner while attendees learned about the IC and applied for positions from the comfort of their homes. More than 5,000 of those who registered for the first fair held in March 2010 reported proficiency in languages critical to national security, and participating IC organizations continue to follow up on applications and interview attendees. The ODNI plans to continue with this new recruiting trend to attract a tech-savvy workforce with the skills necessary to combat the threats of the 21st century.