

# IMPARIAMO

"A NEWSLETTER FOR THE INTELLIGENCE COMMUNITY CENTERS FOR ACADEMIC EXCELLENCE"

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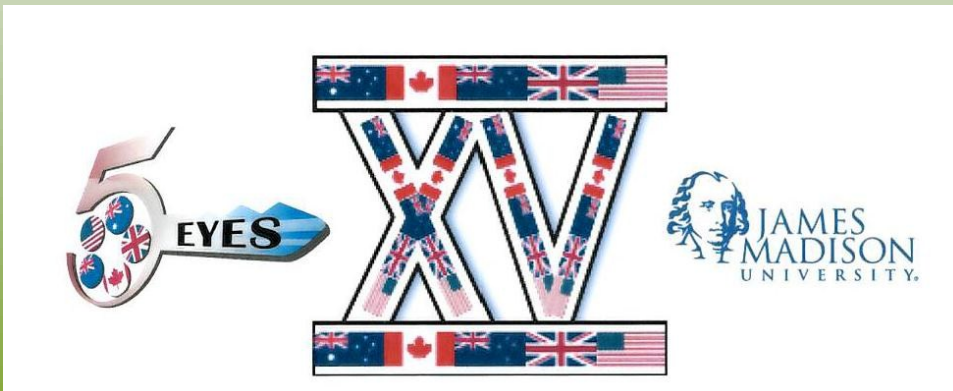
January 2016

## 15th Biannual 5 Eyes Analytical Training Workshop

On behalf of James Madison University, the Defense Intelligence Agency, and the International Five Eyes Analytic Training Initiative, we would like to invite you to participate in the Fifteenth Biannual Five Eyes Analytic Training Workshop to be held February 29 to March 2 at James Madison University in Harrisonburg, VA, USA.

The Five Eyes initiative brings together the intelligence agencies of Australia, Canada, New Zealand, the United Kingdom, and the United States as well as select academic partners to share their best analytical practices and newest analytic principles to improve present and future intelligence analysts. This upcoming conference will have the theme "Training for Tomorrow: *Engaging The Next Generation of intelligence Analysts.*" It will include sessions on how to build education and training programs.

Registration for the event will be \$135, as the conference will include all meals from breakfast on February 29 through lunch on March 2. To pre-register for the event please e-mail Dr. Hendrickson at [hendrinx@jmu.edu](mailto:hendrinx@jmu.edu), a link to pay for registration and registration details will be provided. Attendees will need to separately reserve their hotel rooms and flights. Thank you for considering attending this event! If you have questions, please contact Dr. Noel Hendrickson. Thank you, IC CAE Team!



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## Calendar of Events

1. 5 Eyes Training Workshop, 29 February -2 March 2016
2. Annual IC CAE Meeting, 12, 13, and 14 April 2016
3. Summer Seminars, 6-17 June and 8-9 August 2016
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## From the Director's Corner

*Dr. Edith Alexander*

Greetings to all!

Thanks to a mild November and December, our Program Managers were able to complete a round of site visits to become better acquainted with your programs, faculty and students. They returned with positive reports about your progress; indeed, the descriptions of your curricula and activities are impressive! Once again, we ask that you let us know in advance of your events, e.g. seminars and colloquia, so we can post the information into the Impariamo; afterward, send us the highlights of your event. We also encourage students to submit articles describing their research and internship experiences. By sharing your interests and work throughout the IC CAE community, you invite collaboration resulting in greater intelligence...

In the Program Office, we are now planning the Annual Meeting for the Principal Investigators from all IC CAE schools on the morning of April 12. This forum will provide an opportunity for the program directors to meet with other professionals and share best practices. Our IC CAE leaders will also meet the members of our Senior Advisory Board, the intelligence officers representing each of our agencies who guide our program policy and direction.

The Professional Development Seminar for IC CAE faculty is scheduled in the afternoon immediately following the Annual Meeting on April 12, and continues for the following two days, April 13 and 14. Based on your expressed needs and the judgment of our intelligence subject matter experts, we intend to provide you with an update of national security issues and the latest in intelligence skills development.

Both the Annual Meeting and Faculty Professional Development Seminar will be conducted in the metro Washington DC area. More information about the programs will be forthcoming as we finalize the arrangements.

For CAE students, we will again be conducting two summer seminars here in the metro DC area: June 6-17 and August 8-19. As in the past, each two-week session will include a week of training conducted by intelligence officers from various Intelligence Community agencies, and a week-long simulation involving the handling of a critical intelligence event. Students selected by each university will work together, under the mentorship of experienced intelligence officers, to apply intelligence skills learned their first week to real-life security crises. Additional highlights of the seminar include the opportunity to visit selected intelligence agencies, speak with career and job recruiters, and enjoy Washington DC sites over the weekend.

The IC CAE Program Office will, as in the past, pay the full costs for participation of each selected student. We will be soliciting nominations from the universities in the spring; more information about the seminars will be forthcoming at that time.

### **A word from our IC CAE Team!**

*A note to IC CAE faculty and staff...*

*"As your Grants Officer's Representative, I conduct site visits to support you in the*

*management of your grant. It is important that all relevant faculty and*

*staff supporting the IC CAE Program objectives be notified when an*

*on-site monitoring visit will be conducted; key faculty members and staff*

*are asked to participate directly in these visits. The IC CAE Program Office welcomes input from the faculty*

*and staff, and stands ready to provide the necessary service and support to ensure the success of the program"*

*Tonia R. B. Smith,  
IC CAE Grants and  
Program Manager*

# Oklahoma University

## OU Center for Intelligence & National Security Hosts CIA Analytical Simulation Exercise and Information Session

The Chief of Analysis and two branch chiefs from the Central Intelligence Agency's Weapons and Counterproliferation Mission Center visited the University of Oklahoma Center for Intelligence and National Security (OU CINS) in October 2015. The CIA representatives were senior Directorate of Intelligence analysts with over 50 years of cumulative experience. They conducted an analytical simulation exercise for OU CINS undergraduate and graduate students. They also held an information session attended by 40 students describing opportunities for students at CIA including internships and scholarships.

Sixteen OU CINS students majoring in science, engineering and mathematics (STEM), critical languages, and the social sciences were selected competitively to participate in the simulation. The student simulation exercise was based on an actual classified CIA project and students received declassified components of the intelligence packet. The exercise lasted three hours and exposed students to a typical day in the life of a CIA Intelligence Analyst. The exercise started with brief introductions, assignment to interdisciplinary student teams, and a brief description of the intelligence problem and tasking from the client.

A CIA representative accompanied each team to provide further instructions and distribute materials which included various declassified components of Human Intelligence (HUMINT), Imagery Intelligence (IMINT), and Open Source Intelligence (OSINT). The CIA representative also functioned as a resource and provided additional information throughout the exercise in response to student questions.

Each team was required to develop a 10 minute briefing, summarizing its bottom line assessment of the situation for presentation to the client at the end of the simulation. The Chief of Analysis played the role of the client and asked questions about how the conclusions were generated throughout the student presentations. At the culmination of the presentations, having worked on the actual classified project, the Chief then gave a presentation on the real-life scenario. The opportunity to participate in the simulation exercise allowed the students to develop a richer appreciation of the need for intelligence analysts to understand the intelligence problem and tasking requirements.



# Florida International University

The Jack. D. Gordon Institute for Public Policy and Citizenship Studies at Florida International University's Steven J. Green School of International and Public Affairs (SIPA) would like to recognize Dr. David Twigg for his contributions to the Gordon Institute. Dr. Twigg served as Director of the Gordon Institute and Principal Investigator for FIU's Intelligence Community Center for Academic Excellence since 2009. We thank Dr. Twigg for his leadership and many years of service to the FIU community, and congratulate him on his recent retirement.

In November, the Green School announced that Mr. Brian Fonseca will be taking over as Director of the Gordon Institute and Principal Investigator for the FIU IC-CAE Program in National Security Studies. Mr. Fonseca joins the Gordon Institute after serving as Director of Operations for FIU's Applied Research Center (ARC), and as the Senior Research Manager for Socio-Cultural Analysis (SCA) at United States Southern Command. Mr. Fonseca has also served as an Adjunct Professor for SIPA, FIU's Kimberly Green Latin American and Caribbean Center (LACC), and FIU's Honors College since 2010. For more information on Mr. Fonseca's academic and research background, please visit the Gordon Institute website at <http://gordoninstitute.fiu.edu/about/people/brian-fonseca/>. The Gordon Institute has seized this transitional period to restate its commitment to the Intelligence Community Centers for Academic Excellence and to its students in the FIU Program in National Security Studies.



At the core of the Gordon Institute's Program in National Security Studies is to provide a dynamic, innovative, and substantive study of national security; thereby providing students with the prerequisite academic foundation needed to truly

form a more competent and competitive pool of applicants for careers in the Intelligence Community. To achieve this goal, the FIU IC-CAE Program in National Security Studies has formulated a new comprehensive strategic plan centering on the following three focal pillars.

First, to establish one-to-one mentoring opportunities that would provide students with unique access to practitioners in the field of national security, and increase research opportunities that would include students on federally funded research efforts. The goal of providing mentoring and research opportunities is to expose students to important professional contexts and better prepare them for transition into the IC workforce, above what the classroom provides. Second, to strengthen the bridge between FIU and the IC in order to facilitate student transition into the workforce. And lastly, to dedicate greater time and resources towards cultivating a smaller, more diverse and talented cohort of IC-CAE National Security & Intelligence Fellows. Designed to screen for the best and most outstanding students for future IC employment, the IC-CAE National Security & Intelligence Fellow Program would ultimately prepare FIU's best and brightest students to become qualified, competitive and vetted intelligence pre-professionals. Over the coming weeks, the Gordon Institute will implement these changes to the Program in National Security Studies and welcomes inputs and collaborative opportunities from our partners across the IC.



# What does Morgan State University have to say?

## *MACCAE Students receive Undergraduate National Security Certificates*

Six students from the Mid-Atlantic Consortium- Center for Academic Excellence (MACCAE) received undergraduate national security certificates offered through Norfolk State University (NSU) at the annual MACCAE



Colloquium. Dr. Camellia Okpodu, Project Director and Professor of Biology (NSU) certifies each student who meets the requirements for the undergraduate certificate. Students must achieve intermediate level in the target language according to the American Council on the Teaching of Foreign Languages (ACTFL) standards (Hindi). The students must complete at least 50 hours of community service hours and participate in a capstone project where they master a variety of meta-analysis problems

and complete a literature review. The MACCAE Colloquium was well received! In addition, we are happy to report there were more than 250 people in attendance. At the Colloquium, 20 posters were presented which lead to a three –way tie for first place. The three first place winners were; Tiffany Bell (Howard University), “ Developing an *In Vitro* Model to study the Rapid Antipressant Action of N-Methyl-D-aspartate (NMDA) Receptor Blockade; Jailin Pailin (Howard University), “ Reduced Neurological deficits in pediatric Human Immunodeficiency Virus (HIV) Infection using Antibody SMI-311, and Matthew Carey (NSU), “ Effect of Drought and Nitrogen Fertilizer on Cell Wall Composition in Two Switchgrass Varieties.

***Shown in photograph below: (From Left to Right) Mr. Ralph Hines (MACCAE Governing Board), served as a judge, Jailin Pailin, (Howard University) contestant, Tiffany Bell (Howard University) contestant, Dr. Arlene Maclin (MACCAE Executive Director, MSU), Matthew Carey (NSU) contestant, and Mr. Ernest Smiley (NGA) served as a judge.***



# California State University

## Intelligence Community Center of Academic Excellence

California State University, San Bernardino is proud to announce its new [Master of Science degree in National Cyber Security Studies](#), which began Fall 2015. The master's degree will prepare students for careers in the new and growing field of cyber security. Courses focus on providing students with the analytical and technical skills necessary to detect, prevent, counter, and recover from security vulnerabilities and cyber attacks. It will also enhance students' abilities to think critically, present clearly, and write well. Students enrolled in the M.S. degree are required to complete core coursework in both cyber security and national security studies. Courses may include:

- cyber defense
- computer forensics
- information systems planning
- strategy and policy
- cyber security and cyber warfare
- research methods
- techniques in intelligence analysis
- understanding intelligence failure



The program integrates cyber security techniques with intelligence methodologies. These skills are reinforced through numerous hands-on exercises allowing students to develop their abilities in realistic scenarios and prepare for professional certifications such as CEH, SSCP, Network +, Security +, and CISSP. Students will benefit from cyber and intelligence simulations, interactions with intelligence professionals, and challenging course curriculum. The continually evolving curriculum prepares students for lasting careers in this critical field.

### Past Events at CSUSB:

- 10/15/15 Central Intelligence Agency (CIA) Intelligence Simulation
- 10/20/15 Pacific Northwest National Lab (PNNL) Information Session
- 11/11/15 Defense Intelligence Agency visit
- 11/12/15 Cyber Demonstration

### Upcoming Events at CSUSB:

- 4/15/16 Colloquium on Intelligence

# Rutgers University

## **Conference on Threat Assessment and the Prevention of Targeted Violence in K-12 Schools.**

In April 2015, the Rutgers Institute for Emergency Preparedness and Homeland Security and the State of New Jersey - Office of Homeland Security and Preparedness welcomed 325 teachers, administrators, principals, school resource officers, school counselors, school board members, county prosecutors, school security officers, law enforcement officials, and the Rutgers community for presentations by the United States Secret Service on *Threat Assessment and the Prevention of Targeted Violence in K-12 Schools*. Representatives from the U.S. Secret Service's National Threat Assessment Center (NTAC) provided training on a variety of topics, including: (1) identifying students who might pose a risk of violence; (2) assessing whether a student poses a risk of violence; (3) effective management strategies; (4) best practices in violence prevention plans; and (5) case studies.

## **Annual Colloquium in Washington, D.C. entitled Developing Community-Based Strategies to Prevent Targeted Violence and Mass Casualty Attacks**

*(Summary written by Kathryn Duffy – Rutgers University student)*

Rutgers University, the International Association of Chiefs of Police, and the Bipartisan Policy Committee in collaboration with the Federal Bureau of Investigation, hosted our annual colloquium entitled: "Developing Community-Based Strategies to Prevent Targeted Violence and Mass Casualty Attacks" on July 22-23, 2015 at FBI Headquarters in Washington, D.C. emphasized the need for community involvement in addressing the growing problem of violent extremism affecting civil society today.

Panels explored the dilemma of why Westerners are not only attracted by violent extremist groups such as Islamic State, but are also willing to join the fight overseas. Discussion focused on the interplay of behavioral, environmental and psychological factors that impact social development and may facilitate recruitment and violent action. These themes segued into the major focus of the summit; an exploration and extensive exchange of ideas on prevention and intervention strategies to counter radicalization in the U.S. and United Kingdom. Highlights included a review of models implemented in different cities across the U.S. Each emphasized the importance and positive impact of community-based strategies that involve a team of individuals from educational, psychological, faith-based and academic circles working with law enforcement officials to develop effective strategies to prevent violence for at risk-individuals.

## **Conference on Building Resilience Against Violent Extremism: Threats, Challenges & Solutions ("BRAVE")**

Recent events highlight the importance of strong, collaborative relationships between law enforcement and the communities they serve to mitigate the threat posed by violent extremism. Threats within the United States can come from a range of groups and individuals, including domestic terrorists and homegrown violent extremists. The threat is not constrained by international borders nor limited to any single ideology. Rather, groups and individuals influenced by personal, religious, political, or other ideological beliefs promote and use violence.



# Rutgers University cont'd

This conference, held on November 12, 2015, was sponsored by the U.S. Attorney's Office for the District of New Jersey, the Federal Bureau of Investigation-Newark Division, the Rutgers Institute for Emergency Preparedness and Homeland Security, and the Mid-Atlantic-Great Lakes Organized Crime Law Enforcement Network, brought together community leaders and law enforcement partners to present ideas on how best to build resilience to violent extremism in their respective communities and to empower all to prevent violent extremists from inspiring, financing and recruiting individuals and/or groups in the U.S. to engage in acts of violence or terrorism.

Panels included: a community awareness briefing on the various forms of violent extremism with case studies explaining how individuals have been radicalized; a presentation on domestic terrorists and "Sovereign Citizens;" a discussion of potential solutions to mitigate violent extremism; and a discussion of the balance between civil liberties and national security.

## **Rutgers IC-CAE Graduate Fellowship Program**

*(Summary written by Kelly James, Rutgers Law School student)*

On October 7, 2015, eighteen Rutgers IC-CAE Graduate Homeland Security Fellows from a variety of disciplines at the University, convened for a two-day workshop in the nation's capital. Following a global terror threat assessment from Rutgers Professor John Cohen, the Fellows had an opportunity to hear from a number of experts in the field. The afternoon included presentations from the Federal Bureau of Investigation on and mass casualty attacks; Amtrak Police on transportation security challenges; and the ODNI on the Information Sharing Environment.

The second day focused on the relationship between policy, strategy and practice in the field of homeland security. Experts from the Department of Homeland Security and the Office of Policy and Program Analysis at FEMA touched on a variety of issues, including emergency management and critical infrastructure protection. Before parting, the Fellows shared lunch with a Presidential Management Fellow attached to the National Integration Center at FEMA, who offered peer to peer insights and advice on navigating a career in the Homeland Security enterprise. The question and answer session was the perfect way to wrap up the wide-ranging dialogues occurring throughout the workshop.

Two weeks after the Washington sessions, the Fellows reconvened at Rutgers University for a third workshop day. Students shared their reflections and impressions of the trip, and received a lecture on the organizational structure of the Intelligence Community and different forms of intelligence. During the final workshop of the fall semester, students were led through an intelligence exercise simulating Iraqi weapons of mass destruction. This approach demonstrated the extent to which elements such as group-think, informational bias and strategic messaging affect intelligence dissemination and usage. An extended discussion over lunch demonstrated the diversity of opinions and approaches of each individual Fellow. Following the exercise, the Fellows engaged in peer review and discussion on individual research proposals.



# Rutgers University cont'd

As the Fellows transition into the 3-credit spring semester course on Current Issues in Intelligence and National Security, they are beginning to construct a basis for their individual research projects. The proposed research papers cover a range of topics relating to Fellows' interests and the group discussions in Washington. Several students have chosen to explore the recruitment tactics of groups such as ISIS, and the expanding role that technology and social media play in their increasing effectiveness. Other topics range from a functional analysis on United States supply chain resiliency to a comparative study of gang recruitment and recruitment in terrorist organizations.

## **First-Year Undergraduate Seminar on Moral and Ethical Dilemmas in Emergency Preparedness, Disaster Response, and Homeland Security**

During the Fall 2015 semester, Rutgers IC-CAE faculty taught a discussion seminar entitled "Moral and Ethical Dilemmas in Emergency Preparedness, Disaster Response, and Homeland Security" for seventeen first-year students. Students actively participated in the weekly roundtable discussions, which covered a variety of topics and introduced students to experts in the field of homeland security. Some of the topics covered included radicalization and violent extremism; the European migrant crisis; domestic intelligence collection; active shooter incidents; and prevention, detection and mitigation.

## **Rutgers Presents at 2015 5Eyes Analytical Workshop and Canadian Forces Intelligence Command (CFINTCOM) Symposium in Ottawa**

Rutgers IEPHS Director Clifton R. Lacy, M.D., presented two scientific talks entitled "Counterintuitive Counterintelligence" and "Biothreats of Global Significance" on October 28, 2015, in Ottawa, Canada, to leaders of the intelligence communities of the United States, United Kingdom, Canada, Australia, and New Zealand. The presentations stimulated interest in developing novel collaborative preparedness efforts across agencies and countries.



# University of Central Florida



On Thursday November 5, 2015 the UCF Intelligence Community Center for Academic Excellence hosted “Life and Careers in the Intelligence Community.” This event brought together five representatives from different intelligence agencies to talk about their agencies, how they became involved in the intelligence community, and to describe a typical day in their work lives. The agencies represented were the Central Intelligence Agency (CIA), the Defense Intelligence Agency (DIA), the Department of Energy’s Office of Intelligence and Counterintelligence (OIC), the Department of State’s Bureau of Intelligence and Research (INR), and the Drug Enforcement Administration (DEA).

The DIA speaker described his agency’s mission focusing on where conflict currently exists or predicting where it will be next. The CIA speaker explained that they consist of four main areas; the collection of human intelligence, providing analysis, participating in covert action, and providing counter intelligence. The DEA’s main objective is to collect intelligence and evidence to further investigations, while the INR does not collect information at all but instead analyzes it for policymakers. The OIC analyzes for policymakers as well, but they also provide technical expertise and pre-trip briefings for officials.

Each of the speakers came into her or his career in the intelligence community in different ways. The CIA and DEA speakers began their careers in the Air Force and the Army respectively, and then transitioned into their agencies through networking. The OIC speaker was accepted into the Presidential Management Fellows Program during graduate school, which helped her secure a job after graduation. The DIA representative was hired through a career fair, where he talked with the DIA recruiter. The INR speaker was initially hired as a contractor for the Department of State and eventually received a full time position in the Department.

All of the representatives explained that was no typical day in their job; part of the excitement of their job is that they have different tasks to accomplish throughout the week. Depending on the job and the agency, the speaker’s days could consist of daily briefings, creating policy analyses, connecting with sources of information and gathering intelligence, and working with other agencies to collaborate. The one task that they all had in common: a lot of writing.



Students had a chance for Q&A with the speakers as well as some time at the end to talk with the speakers personally. Approximately 120 students were in attendance.



# Bluegrass State Intelligence Community Center of Academic Excellence and Eastern Kentucky University Research Showcase

On Thursday, December 3, 2015, the Bluegrass State Intelligence Community Center of Academic Excellence (BGS IC CAE) and Homeland Security Program at Eastern Kentucky University's (EKU) College of Justice and Safety co-sponsored their 2<sup>nd</sup> Annual Research Showcase. The showcase, consisting of both poster and oral presentations, provides an avenue for undergraduate students to demonstrate their work, plus experience communicating their research to others.



This year's showcase included thirty posters and five oral presentations providing a broad representation of the diversity of topics, approaches and research interests in both the BGS IC CAE and Homeland Security programs. Students competed against one another for a first place plaque in each category as well as a new award to this year's showcase, the Dr. Norman Spain Excellence in Research Scholarship.

Dr. Norman Spain retired from the EKU College of Justice and Safety in December 2014. Prior to his departure, his family endowed a scholarship in his name for future generations of EKU students. Consequently, the winners of both the poster and oral presentation categories received scholarships from this fund. The winners were determined by rubrics utilized by a panel of judges. The 2015 judges were:

Mr. Keith Rossmiller – *Kentucky Intelligence Fusion Center*

Mr. Michael Bryant – *Madison County Emergency Management Agency*

Mr. Dwayne Depp – *Kentucky Department of Criminal Justice Training*

Dr. Jonathan Gore – *EKU Undergraduate Research and Creative Endeavors*

Ms. Kimberley Kavanaugh – *EKU Undergraduate Research and Creative Endeavors*

Mr. Roco Pepe – *Division of Kentucky Emergency Management*

Dr. Tom Schneid – *EKU Department of Safety and Security*



Following the poster presentation session, Mr. Rossmiller, Director of the Kentucky Intelligence Fusion Center, presented a keynote address, followed by the five undergraduate student presentations. After the presentations, the seven judges deliberated while the EKU Chapter of the Order of the Sword and Shield (National Intelligence and Security Honor Society) inducted nine members. The night concluded with the announcement of the winners in both the poster and oral presentation categories.



## Bluegrass State Intelligence Community Center of Academic Excellence and Eastern Kentucky University Research Showcase\_ cont'd

The winner of the poster presentation was Ms. Renee Groulx, an IC CAE Scholar and senior Homeland Security major from Louisville, Kentucky. Renee's poster was entitled, "First Defender RMX Handheld Identification System and Applications in Homeland Security." Renee's poster presented her findings on research for her course in Homeland Security Technology.



The winner of the oral presentation was Mr. Matthew Waters, a junior Homeland Security major from Corinth, Kentucky. Matt's presentation was entitled, "Domestic Terrorist Analysis" resulting from research for his Critical Problem Analysis course.



Overall, the showcase was very successful in demonstrating the significant role student research plays in the BGS IC CAE and ECU Homeland Security programs. For more information on the BGS IC CAE, visit [www.bgsicca.eku.edu](http://www.bgsicca.eku.edu). For more information on the ECU Homeland Security Program, visit [www.homelandsecurity.eku.edu](http://www.homelandsecurity.eku.edu).



# Upcoming IC CAE Colloquia Dates

- Oklahoma University, 16 February 2016, ***“Intelligence & National Security Colloquium.”***
- University of Central Florida, 2 March 2016, ***“Geospatial Security: Opportunities and Insights from the Intelligence Community Academics, and Private Sector.”***
- Bluegrass Consortium, 1 April 2016, ***“Cyber Security Policy, Cyber Warfare, Cyber Terrorism.”***
- University of New Mexico, 5 April 2016, ***“Global National Security Rapidly Evolving Challenges.”***
- CSBU Colloquium, 5 April 2016, *Topic TBD*
- University of South Florida, 7 or 8 April 2016, ***“Syria Refugee Crisis effect on NATO and Western Europe.”***
- Chicago, 14 April 2016, ***“Security through Global Understanding Communication across Cultures .”***
- Triangle Consortium, 17-18 April 2016, *Topic TBD*

