



January-March 2014



Impariamo

"A newsletter for the Intelligence Community Centers for Academic Excellence"

THE IC CAE DISTINGUISHED STUDENT PROGRAM: RAISING THE BAR & RECOGNIZING EXCELLENCE

By Megan Boone

At its February 2013 meeting, the IC CAE Senior Advisory Board (SAB) voted to initiate a **voluntary** "Distinguished Student Program" for IC CAE schools. The purpose of the Distinguished Student Program is to take the distinct requirements of each CAE schools' IC Scholars programs and consolidate those of the highest impact and interest to the IC into one standardized program; which will identify and reward the highest performing IC CAE students.

Those individuals designated as "IC CAE Distinguished Students" will receive special opportunities to be funded by the Program Office to attend IC conferences and seminars not otherwise available to other IC CAE student participants, as well as certificates and lapel pins. IC CAE Distinguished Students will receive preference for attending Summer Seminars as well.

The individual IC CAE schools will identify and nominate students who meet the stringent IC CAE Distinguished Student Program criteria; and review and submit their students' completed applications and other necessary requirements to the IC CAE Program Office. The Program Office will then be the final determinant of who receives the designation of "IC CAE Distinguished Student," and will notify the student and the IC CAE school they attend.

Please carefully read over the IC CAE Distinguished Student Program information and criteria provided below. Please also see the **Distinguished Student Application Form**, included as a separate attachment to this issue of the *Impariamo*.

Complete information about the IC CAE Distinguished Student Program is available on SAGE in the Student Village space. We strongly encourage each of our IC CAE school PIs and their students to get involved with the IC CAE Distinguished Student Program. The IC CAE Program Office looks forward to receiving applications from all of our IC CAE schools, and rewarding the great talent that resides within each of their respective students.

The criteria required for a student to be eligible for designation as an IC CAE Distinguished Student includes U.S. citizenship, maintenance of a minimum overall GPA of 3.0, with a minimum IC CAE/intelligence-related course GPA of 3.5. Students must also be enrolled in, or have declared intent to complete, their school's IC CAE Program; and have taken a minimum of 12 credit hours in intelligence studies courses. Students who have already completed their school's IC CAE undergraduate major, minor or certificate program are also eligible for induction into the IC CAE Distinguished Student Program.

Additional requirements students must satisfy in order to be eligible for the IC CAE Distinguished Student Program include satisfaction of minimum foreign language requirements: students must either have completed at least 3 semesters of a foreign language (or previous study equivalent, or be a Native Speaker); **or** have completed at least 1 semester of a foreign language **and** have participated in at least one iteration of their school's IC CAE study abroad program (if study abroad opportunity is possible). As an alternative to the minimum foreign language requirements, students have the option of satisfying minimum STEM courses to be eligible to be designated as an IC CAE Distinguished Student; students must have completed at least 3 semesters of STEM-related courses or be enrolled in a STEM-based track/course of study.

(CONT'D ON P2)

DIRECTOR'S CORNER	2
2014 IC CAE BAA	2
NEW HOME FOR THE IC CAE PROGRAM OFFICE	3
IC CAE PEER-REVIEWED JOURNAL	3
SCHOLAR SPOTLIGHT: LIANET V.	4
SAB CHAIRMAN REFLECTIONS: 2 YEARS OF THE IC CAE PROGRAM	4
IC IN FOCUS: ODNI	5
SPRING 2014 IC CAE—FIVE EYES ANALYTIC WORKSHOPS	6



Calendar of Events

20 February
IC CAE SAB Meeting

15 March
Deadline for CAE BAA Applications

17-18 March
USF Conference

25-27 March
5-Eyes Analytic Workshops
(at Ole Miss)

28-29 March
Ole Miss: Days of Intrigue
(Invitation Only)

3-5 April
GNSEC Creative Writing
Workshop

11 April
CSU-ACE IC Colloquium



Hope you all had a restful and enjoyable holiday season.

2014 brings changes to the IC Centers for Academic Excellence Program. As noted elsewhere in the newsletter, we've moved between buildings at Joint Base Anacostia Bolling and we all have new phone numbers. DIA has a new website and our piece of it is now located under the 'Training'

tab, at www.dia.mil/Training/ICCentersforAcademicExcellence.aspx.

The leadership of our Senior Advisory Board (SAB) will change in February as Doug Holt leaves the Board after being its chair for two years. We are very grateful to him for all his guidance and mentorship. (see related article)

The new Broad Agency Announcement (BAA) should bring in a mix of interesting proposals from schools. We've also come under the DIA Grant Procedures Manual, which has some requirements regarding financial reporting by the schools. And, we've established a protocol in which program managers will be reviewing each invoice sent in by schools for allowability prior to it being approved in the fiscal system. Austere times emphasize the need for prudent stewardship of funds.

DISTINGUISHED STUDENT PROGRAM INFORMATION (CONT'D FROM P1)

Further eligibility criteria for potential IC CAE Distinguished Students include their successful execution of at least the minimum level of active participation in CAE events (minimum participation level to be determined by CAE school staff), remaining a "student in good standing" with their IC CAE university in accordance with the school's student code of conduct guidelines, completion of an exit interview with CAE school program staff upon graduation (if that has occurred) and when possible; self-reporting of Conditional Offers of Employment (CoEs) from IC agencies to their CAE school's program staff.

Please contact Megan Boone or Marilyn Peterson with any questions regarding the IC CAE Distinguished Student Program.

NOTE: The "IC CAE Distinguished Student Program" is separate from any schools' designation of their students as "IC Scholars" and is not an 'official' part of the BAA, Assistance Agreement, or any grant requirement. ■

Seven of our primary schools will end their current funding in FY14 and, for those schools, note should be taken that **well-supported** requests for no-cost extensions (NCEs) of funds may be granted by Stephen Lee, the Grants Officer. So if you are one of the seven and have funds that could be used during the fall semester, but after 22 September (or whatever your current end grant date is in 2014); consider this possibility. Any schools remaining with the program do not have this option.

Ole Miss is hosting the Five Eyes Analytic Workshops March 25-27 and many of you who were on the agenda for the fall when we had to cancel may avail yourself of this opportunity to present, meet with other schools' faculty and students and with varied IC personnel. We look forward to seeing a number of the CAE schools represented.

We wish all of you the best in 2014 and beyond. Thank you for your partnership in the CAE effort. ■

Marilyn
Marilyn B. Peterson
IC CAE Program Director

2014 IC CAE BAA

By Marilyn Peterson

2014 brings a new IC CAE Broad Agency Announcement (BAA). The Program Office anticipates that there will be \$2.8 million available to fund new grants to universities and \$400,000 maximum per grant will allow for seven new grants.

This BAA is more prescriptive and specific than past BAAs, requiring management plans with measurable goals and objectives. It also delineates languages of interest and courses of interest to the program.

The BAA is scheduled for release 3 January, with school proposals due by 15 March. Funding will be awarded in September to winning schools. The IC CAE Senior Advisory Board will review all proposals and determine which will be chosen for funding. The evaluation plan, approved by the Board, will rate schools on nine criteria; including curriculum development, student programs, management and sustainment plans, overseas study, language education, faculty professional development, diversity, indirect cost rate, and colloquia.

Currently or formerly funded schools are allowed to apply, but will have to show success in their past efforts and a significant increase in results expected from new funding. The BAA will be posted at www.grants.gov, the single-source for government funding opportunities. Mr. Stephen Lee, Defense Intelligence Agency (DIA) Grants Officer, will be the primary contact for questions which may only be asked through that site.

The BAA is written per the requirements and regulations of the DIA Grants Procedure Manual, and all IC CAE grants are now covered by the Manual, which has been sent to all Principal Investigators.

Visit www.grants.gov to learn the details of the new IC CAE BAA. ■

THE IC CAE PROGRAM OFFICE HAS A NEW HOME!

By *Melissa Mason*

The IC CAE Program Office recently moved within Defense Intelligence Agency's Office of Training, Education and Development to the Professional Development Center, Regional Expertise and Culture Branch. We also moved to a new office location one mile up the road on Joint Base Anacostia Bolling. Also within our Center is the Foreign Language Branch that facilitates language study by DIA personnel. Thus, we are surrounded by folks who value language and regional expertise and have lots of good ideas about how we can work together. Although we've moved, the IC CAE team and our mailing address remain the same so it's business as usual!

Working side-by-side with the Regional Expertise and Culture (REC) Branch will impact our schools in a positive way. The REC provides innovative and dynamic regional expertise and culture learning solutions that enable participants to possess in-depth regional and cultural knowledge of a region and cross-cultural competence. REC program managers host the Geostrategic Intelligence Seminar (GIS) series to provide graduate-level regional and cultural expertise education combined with language enhancement.

Seminars focus on Africa, the Americas, Europe, the Middle East and Southeast Asia. Each seminar focuses on important regional and cultural issues to build increased regional expertise. For example, upcoming seminar topics include Islam in Africa and Southeast Asia; Haiti Regional Relations and Security Cooperation; Venezuela Post Chavez – Economy, Political and Security Strains; The U.S.-Kyrgyzstan Relationship Post-Manas; and Conflict in Africa.

Experts from academia are frequently invited as seminar speakers. Contact Tia Golden, CAE's speaker point of contact at takiyah.golden@dodiis.mil, if you'd like to offer your expertise as a speaker for a geostrategic intelligence seminar.

Seminars are occasionally offered as unclassified webinars available through Skype. We will advertise webinar opportunities as they become available. This Skype availability in our building may also allow us to bring more speakers to the schools in a cost-effective manner. We look forward to seeing you and your students via webinar soon! ■



IC CAE PEER-REVIEWED JOURNAL: AN IDEA WHOSE TIME HAS COME?

By *Marilyn Peterson*

Two of our schools, Penn State and University of South Florida (USF), have executed the idea of having a student intelligence journal to varying degrees. Penn State's version, the *Pennsylvania State University Journal of International Affairs*, has seen a few volumes with a few issues. The net result was a small, peer-reviewed journal that had one or two articles by Penn State students with numerous submitted by folks from Harvard, University of Virginia, University of California and other notable schools. Few articles in the Penn State journals are related to intelligence.

During my fall round of school visits, I spoke with some staff about the dearth of CAE-generated research the Program Office has seen. While we know fine work is being done out in our schools, we have not been seeing much, if any, of it. We don't know that any one of our schools has the input or inclination to have its own journal devoted to CAE students and faculty work in intelligence, but we suspect that, collaboratively, we could generate a credible journal once or twice a year. If it were sponsored by the Program Office, we could publish both electronically and in print, giving a voice and typeface to our colleagues which would support the value of the program.

Having been the editor of an intelligence journal in the 1980s/1990s, I know that the toughest part is getting submissions, and I think Penn State had that experience as well. Perhaps what we could do is put out a call for papers this spring, line up a few IC folks and grad students from your schools to be on the editorial board and see how it goes.

I'll be putting a poll up on SAGE this week so anyone who accesses it can vote on the idea. Anyone can, of course, comment to me via email (marilyn.peterson@dodiis.mil) to discuss this matter further. We need ideas, volunteers, and writers. What do you think? We're looking forward to hearing your responses. ■

*The **Impariamo** ("Let's Learn") is a quarterly newsletter for and by the IC CAE Community. Please send any article concepts or exciting news to Megan Boone, Impariamo editor, at megan.boone@dodiis.mil.*

SCHOLAR SPOTLIGHT: LIANET V.

By Julea Wade

Lianet V. is well on her way to achieving a career goal – employment with the U.S. Department of State.

She is pursuing a Graduate Certificate in National and Competitive Intelligence, having been introduced to the University of South Florida's (USF) CAE program through a trip to Israel. It was this trip which piqued her interest in delving more deeply into the study of national security. She was particularly influenced by remarks from the director of the pharmaceutical crime unit of the Israeli Ministry of Health regarding the potential of using pharmaceutical crime to fund terrorist attacks or to use pharmaceuticals themselves in chemical attacks against the U.S. or other countries.

Lianet is continuing her study of terrorism through a group research project – for which she is lead – examining links between international terrorism organizations operating out of the Tri-border area of Latin America (Argentina, Paraguay, and Brazil) and the left-leaning governments in the region, including Peru, Bolivia, Cuba, Nicaragua, and Venezuela. According to Lianet, “the experience has been very enriching because it has allowed me to direct a group of 7 students, distribute the research among them and then discuss our findings to generate conclusions. As a result, my analytical and leadership skills have been polished, something that will help me in my future career.”

Another career-enhancing experience is Lianet's upcoming internship with the Department of State, where she will contribute to the important work of the Office of Israeli and Palestinian Affairs. Lianet thinks this is a perfect place to apply her Arabic language skill and the knowledge she gained while interning with a Palestinian NGO last summer. She indicated that experience abroad likely set her apart from other applicants. “I tailored these experiences to my interests in the Arab-Israeli conflict and Arabic, which provided me with knowledge that could be useful in my internship with the State Department,” says Lianet.

“My ultimate goal is to become a US Ambassador to an Arab country and work with foreign dignitaries to promote peace and security,” says Lianet. Through her educational and professional experience, she is laying the ground work to achieve just that!

We know you have scholars who are doing exciting things! Please share their stories – and photos – with us by emailing Julea Wade at julea.wade@dodiis.mil. ■

By Megan Boone



Doug Holt, Chief Learning Officer (CLO) and Chief, Academy Services, DIA, was voted as Chairman of the IC CAE Program Senior Advisory Board (SAB) during its inaugural meeting in February 2012. He has seen the program grow and change from this unique vantage point over the course of the last two years and here he shares his thoughts on everything from the program's most significant milestones, to its impact on the Intelligence Community (IC), and its most valuable aspects.

“One of the biggest milestones of the IC CAE Program was the restructuring of the SAB into a functional board, which is truly involved in major decision-making activities for the program and driven by individuals from across the IC who are committed to the success of the program,” said Mr. Holt. “The restructuring of the SAB legitimizes that what we are doing is truly executing an IC service of common concern- not simply running a DIA program.” Mr. Holt went on to explain that during his time as Chairman of the IC CAE SAB, he most enjoyed working with the Program Office staff and his IC peers; while watching the IC CAE grow and mature into a truly top-notch program.

He indicated that the successful move of the Grants Management functions of the program to DIA and the development of the 2014 Broad Agency Announcement (BAA) were two very significant accomplishments of the program and its achievements under DIA's executive agency. Mr. Holt also noted that the great partnership with and support of ODNI has been a major key to the success of the IC CAE Program as a whole.

Mr. Holt feels that “the CAE program is all that is right about identifying and aligning talent to our respective IC agencies,” and that “its potential impact has yet to be fully realized: we still have to conquer the hurdle of getting all agencies to accept this program as a primary vehicle for talent acquisition- bureaucracies don't naturally gravitate toward change or accept external processes; but all the right pieces are in place to make it work.” Within the next 1-5 years, he anticipates that the IC will overcome this particular hurdle as the agencies begin to fully recognize the true value of the program.

As he reflected on what the IC CAE program has accomplished during his time as SAB Chair, Mr. Holt noted the success of the IC CAE Program Summer Seminars, saying they were twice as meaningful to the student attendees because they were designed based on student feedback; and will continue to be so as they are coordinated in the future.

Mr. Holt stated that “it was a real pleasure seeing the CAE students interacting and collaborating with each other through SAGE, the various CAE events (Days of Intrigue, etc.); and seeing competitive top students from across the schools interact and team up.”

He also feels that the IC CAE students are the most valuable aspect of the program: “these top students are so much more prepared to compete for and be successful in IC jobs than ever before- they’ve seen it, and to some extent; they’ve done it. Many of them are far more ‘high-speed’ and significantly better prepared for entry into the IC than the new college graduates and applicants of years past. They’re serious, but very well-rounded, worldly people who integrate their knowledge into their learning and how they live their lives. It’s incredible.”

As Mr. Holt looks towards stepping down from his position of SAB Chairman in February 2014, he is looking forward to seeing another agency representative taking over the role of Chairman, as a symbol of the true community effort that the IC CAE and its SAB stands for. He also extends an earnest “thank you” to the SAB and Program Staff for their support and energy in making the IC CAE program work. ■

IC IN FOCUS: OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE (ODNI)

By Julea Wade

The Office of the Director of National Intelligence (ODNI) is a senior-level agency that provides oversight to the Intelligence Community (IC). The ODNI was created as a result of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) to improve information sharing; promote a strategic, unified direction; and ensure integration across the U.S. Intelligence Community. ODNI is primarily a staff organization that employs subject matter experts in the areas of collection, analysis, acquisition, policy, human resources, and management.

The ODNI began operations on April 22, 2005 and is headed by the Director of National Intelligence (DNI), currently James R. Clapper. As the leader of the 17 IC organizations, the DNI serves as the principal advisor to the President and the National Security Council (NSC) for intelligence matters related to national security, and oversees and directs the implementation of the National Intelligence Program (NIP).

The ODNI’s mission is to lead intelligence integration and forge an IC that delivers the most insightful intelligence possible. Its goals include:

- Integrating intelligence analysis and collection to inform decisions made from the White House to the foxhole.
- Driving responsible and secure information-sharing.
- Setting strategic direction and priorities for national intelligence resources and capabilities.
- Developing and implementing Unifying Intelligence Strategies across regional and functional portfolios.
- Strengthening partnerships to enrich intelligence.
- Advancing cutting-edge capabilities to provide global intelligence advantage.
- Promoting a diverse, highly-skilled intelligence workforce that reflects the strength of America.
- Aligning management practices to best serve the IC.

The ODNI is comprised of several statutory components:

- **National Counterterrorism Center (NCTC)** – Holds primary responsibility within the U.S. Government for counterterrorism intelligence analysis and counterterrorism strategic operational planning.
- **National Counterproliferation Center (NCPC)** – Conducts strategic counterproliferation planning for the IC to support policy efforts to prevent, halt, or mitigate the proliferation of WMDs, their delivery systems, and related materials and technologies.
- **National Counterintelligence Executive (NCIX)** – Serves as the head of national counterintelligence and security for the U.S. Government; promulgates an annual strategy for all counterintelligence elements of the U.S. Government; integrates the activities of all counterintelligence programs to make them coherent and efficient.
- **National Intelligence Council (NIC)** – Conducts mid- and long-term strategic analysis through the use of all-source intelligence. The NIC is a source of deep substantive expertise on intelligence matters and a facilitator of integrated, IC coordinated strategic analysis on issues of key concern to senior U.S. policymakers.

Bodies within the Executive and Legislative branches oversee the ODNI, most notably, the aforementioned NSC. Other Executive organizations involved in oversight include:

- **President’s Intelligence Advisory Board (PIAB)** – Provides the President with an independent source of advice on the effectiveness with which the Intelligence Community is meeting the nation’s intelligence needs and the vigor and insight with which the community plans for the future.

**ANALYTIC WORKSHOPS:
ALTERNATIVE WORLDS 2030**

By Takiyah Golden



The University of Mississippi's Center for Intelligence and Security Studies will host the Spring 2014 Five Eyes Analytic Workshops at its Oxford, MS campus from March 25-27, 2014. This analytic exchange will be co-sponsored by the Intelligence Community (IC) Centers for Academic Excellence (CAE) Program Office.

During the workshops, IC professionals and select academic partners will work together to strengthen participants' critical thinking skills, enhance intelligence analysis and analytic methods, support academic outreach initiatives, and advance the intelligence discipline overall.

Presenters will collaborate on dynamic research topics and other unclassified ideas relative to national security and intelligence. Historically, the Five Eyes Analytic Workshop attendees have included partners allied with the United States from the United Kingdom (UK), Canada, Australia, and New Zealand.

We invite you to attend and/or submit an idea for a presentation (open to IC practitioners, intelligence scholars and students) or poster (open to students). Registration information is available at the event website:

<http://5eyes.olemiss.edu/spring2014>

Enter Access Code: 5eyesreg

The Five Eyes Workshop theme remains "*Alternative Worlds 2030*," which is based on the Global Trends document released by the National Intelligence Council. This theme was chosen for the cancelled November 2013 workshops, but proposals for other topics relative to the intelligence discipline or national security are welcomed.

Please note that we'd like to include any presenters from the November 2013 schedule who wish to attend the upcoming workshop on the March 2014 agenda. All proposals for presentations must be submitted at: <http://5eyes.olemiss.edu/propose>. Please indicate your proposal's initial acceptance to the November Five Eyes on the online submittal form. **Proposals are due by January 21, 2013.**

Specific questions regarding the University of Mississippi's Spring 2014 IC CAE - Five Eyes Analytic Workshops may be directed to Ms. Melissa Graves, Associate Director for the Center for Intelligence and Security Studies; via email: magraves@olemiss.edu, or by phone at (662) 915-1474. ■

- **President's Intelligence Oversight Board (IOB)** – Oversees the IC's compliance with the Constitution and all applicable laws, Executive Orders, and Presidential Directives.
- **Office of Management and Budget (OMB)** – Reviews intelligence budgets in light of presidential policies and priorities, clears proposed testimony, and approves draft intelligence legislation for submission to Congress.

Within the Congress, principal oversight responsibility rests with the two intelligence committees:

- **Senate Select Committee on Intelligence (SSCI)** – Authorizes annual appropriations for intelligence activities; carries out oversight investigations and inquiries; handles presidential nominations referred to the Senate; and reviews treaties for ratification.
- **House Permanent Select Committee on Intelligence (HPSCI)** – Conducts oversight investigations and inquiries in addition to processing the annual authorization of appropriations for intelligence.

The ODNI does not offer internships or scholarships. However, many of the agencies making up the IC do. Visit www.intelligence.gov for information on such opportunities.

To learn more about the Office of the Director of National Intelligence, visit www.dni.gov.

Adapted from www.dni.gov and *U.S. National Intelligence: An Overview 2013* ■

