



NATIONAL DEFENSE INTELLIGENCE COLLEGE

2010 ANNUAL REPORT





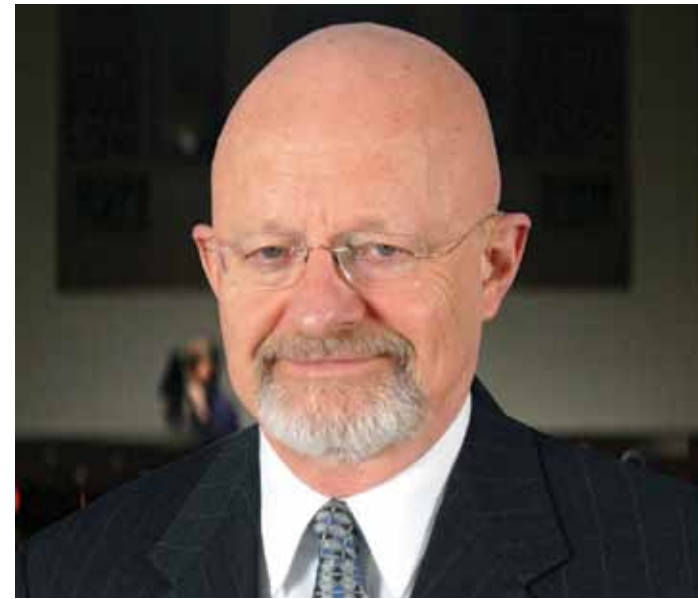
“Since its inception, this institution has played a critical role in our nation’s preparedness to meet the challenges posed by evolving and enduring threats. With every graduate and graduation ceremony, the college’s contributions to the nation’s security grow.”

*—LTG Ronald L. Burgess Jr., USA
Director, Defense Intelligence Agency*



“Scholars and analysts around the world recognize NDIC—the only degree-granting institution in the Intelligence Community—as the global leader in intelligence education. There is simply no other institution of higher learning that can do what it does. I’m impressed every day by the stalwart commitment of the College to keeping America secure. The result is directly reflected in the superbly educated intelligence professionals who are graduates. On a personal level, I cherish my honorary doctorate from NDIC as a highlight of my career.”

*—James R. Clapper, Jr.,
Director of National Intelligence*



NDIC VISION

*Within five years, the National Defense Intelligence College will achieve the status of a **university** and will be recognized as the worldwide leader in intelligence education.*





NDIC MISSION

“Fortified by dynamic research and value-added outreach, NDIC is responsible for providing RELEVANT, ACCESSIBLE, and CONTINUOUS intelligence education to personnel of the intelligence agencies, the combatant commands, and to any federal employee who seeks to enhance professional competence through a better understanding of the critical role intelligence plays in safeguarding the nation.”



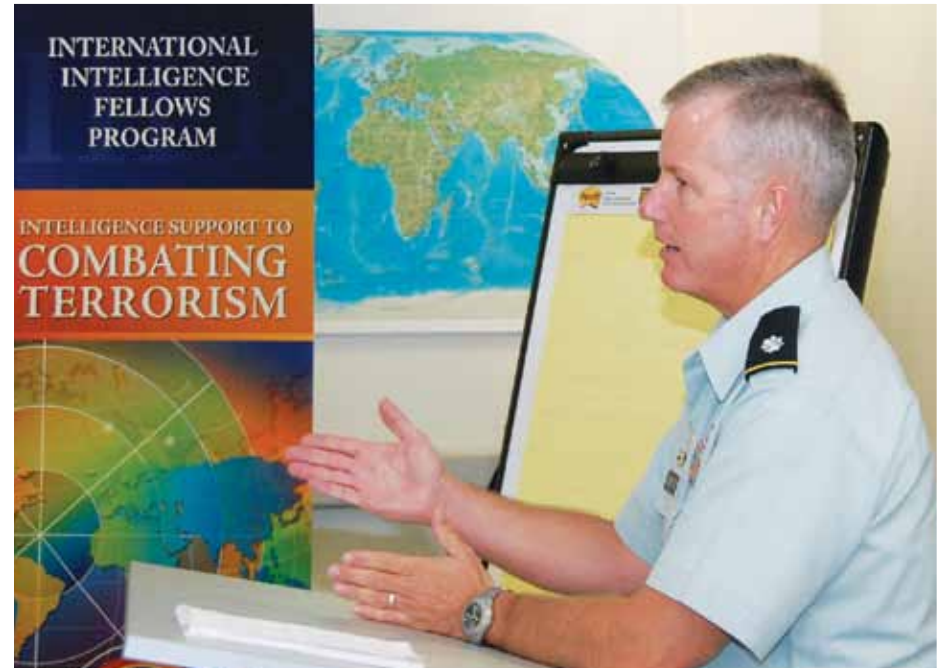
STRATEGIC GOALS

Expand our reputation for academic rigor, subject matter expertise, and innovative research and scholarship for the intelligence enterprise.

Increase the impact and application of research published by faculty, students, and research fellows within the intelligence and national security communities and academe.

Sustain and initiate successful working relationships and partnerships with the national and international intelligence and national security communities, and academe.

Maintain and strengthen collaboration, communication, and cooperation, within and outside of the College, to promote continuous improvement and foster a learning community based on respect for diversity and academic freedom.





2009-2010 Distinguished Speaker Program



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MESSAGE FROM THE PRESIDENT



The National Defense Intelligence College (NDIC) Annual Report for Academic Year August 2009 – August 2010 has been prepared in accordance with the accreditation and eligibility requirements of the Middle States Commission on Higher Education. The report documents the past year's activities as well as new initiatives undertaken by the College.

The NDIC educational, research, and outreach activities are aligned to clearly support the College's comprehensive mission (DODI 3305.01) and, more specifically, its challenge to:

- Continue the expansion of degree program offerings, international programs, research, and academic outreach to federal, public, and private colleges and universities as part of a continuing advancement toward university status

The facts and figures presented are in compliance with reporting requirements and are verified by our newly established Office of Institutional Research and Assessment.

Throughout this past year, our prestigious educational, research, and outreach programs have expanded around the world and involved participants from all levels of society. Our educational programs expanded, and continue to expand, across the Intelligence Agencies and throughout the Combatant Commands; research projects increased throughout the Intelligence Community; and our outreach efforts spanned the globe in support of the Defense Intelligence Agency (DIA) and the Director of National Intelligence (DNI) international engagement strategies. With its School of Intelligence Studies, its Center of Science and Technology Intelligence, its Academic Centers and its Centers of Strategic Intelligence Research and International Engagement, the College is rapidly approaching university status.

Our education, research, and outreach enhance analytical skills and provide opportunities for intellectual growth and interagency understanding throughout the Intelligence Community (IC).

A handwritten signature in black ink that reads "David R. Ellison".

David R. Ellison, Ph.D. Rear Admiral, USN (Ret)
President, National Defense Intelligence College



NEW INITIATIVES

CERTIFICATE PROGRAMS

In 2010, the National Defense Intelligence College began offering Certificates in Intelligence Studies (CIS). The current CIS offerings are in Counterintelligence, which is being taught at the Defense Intelligence Analysis Center (DIAC) in Washington, D.C., and on China, which will be taught at the Pacific Command in Hawaii. Both certificates will begin their classes in the Winter Quarter 2010. These certificate programs focus on specific areas of intelligence awareness and are intended to support the Intelligence Community's ability to maintain current knowledge through education. Conducted in a variety of formats, and depending on the topic, the NDIC Certificate of Intelligence Studies consists of 9-15 graduate credits (3-5 classes) of 8-10 class sessions (minimum of 27 contact hours).

COMBATANT COMMANDS

In an effort to make the NDIC degrees more accessible to the military and intelligence communities, we have initiated a program of establishing graduate centers at the various Combatant Commands. In 2010, NDIC conducted a successful test of concept at headquarters in Stuttgart, Germany, and at the European Command's (EUCOM) Joint Analysis Center (JAC), Molesworth, England. Classes were conducted via video-conference (VTC) from DIA headquarters, and in person in Europe.

EUCOM is in the process of building a native faculty for the purpose of teaching core and some elective classes, and serving as thesis chairs and readers. It is also finalizing a Memorandum of Agreement with NDIC in hopes of having a fully operational graduate center in time for the 2010-2011 academic years. NDIC hopes to conduct more tests of concepts at other COCOMs next year.

EDUCATION

SCHOOL OF INTELLIGENCE STUDIES

The faculty and staff of the School of Intelligence Studies continuously evaluate the College's curriculum in terms of currency, applicability, rigor, and accessibility. Both the Bachelor of Science in Intelligence (BSI) and the Master of Science of Strategic Intelligence (MSSI) programs took important steps to further improve and enhance the student experience at NDIC and the NDIC contribution to the Intelligence Community.

THE MASTER OF SCIENCE OF STRATEGIC INTELLIGENCE (MSSI)

The MSSI combines intelligence coursework with original scholarly research. The required master's thesis must contribute to the body of knowledge in the Intelligence Community and address an intelligence gap or problem. The MSSI program is offered in the following formats: full-time (one year) and part-time (two years) evening, monthly executive, reserve, and DIA cohort. The MSSI program is also offered at our Academic Centers at the National Security Agency (NSA), Fort Meade, Maryland, and the National Geospatial-Intelligence Agency (NGA), Washington, D.C.; St. Louis, Missouri; and Denver, Colorado.

The MSSI core curriculum foundation is built on key global drivers to include geopolitics, geostrategy, society, and cultural political conditions that lead to conflict. Analytical methodologies and intelligence frameworks are used to assess current and future capabilities and intentions of both adversary and other nations and groups. Our students are challenged to evaluate these capabilities and intentions as they relate to U.S. national security, with the ultimate goal of creating decision advantage for our policymakers. The MSSI core curriculum also provides courses on analytical reasoning, intelligence and national security policy, national and military strategy, and intelligence collection planning. Electives in the MSSI program are used to support the core curriculum, and are built on five areas of student and Intelligence Community interest: Military



The success of joint and multinational operations and interagency coordination hinges upon timely and accurate information and intelligence sharing.

—Joint Publication 2-0

Strategy, Intelligence Community Issues and Management, Transnational Threats, Geostrategic Environment, and Foreign Denial and Deception.

Following the third year of the roll-out of the MSSSI curricula, all assessment and feedback measures indicated that the effort to transform the curricula was well worth it. On last year's End of Program Survey, NDIC received over 72% excellent or outstanding feedback results from our students regarding the quality and rigor of our program. Additionally, our DOD and IC customers continue to be pleased with the quality of our graduates. However, we continue to stress that the curricula remain a work in progress, and we remain committed to continuous improvement and lifelong learning, both for our students and faculty. The organizational structures in place, run by the faculty, the Curriculum Working Group, the Academic Policy and Standards Committee, and the core course Quality Circle program, continue to refine and improve synergy throughout our program. Additionally, based on student and customer feedback, we added two new courses this year, Ethics and Intelligence and Law and Intelligence.

JPME STUDIES PROGRAM

To better serve our DoD students, the military services, and the IC, NDIC developed a pilot program for students to complete Joint Professional Military Education (JPME) Phase One while earning the MSSSI degree. In order to meet student and faculty ratio requirements for certification, the JPME curriculum will be offered to a select JPME cohort (approximately 60 students) equally represented by all service components with some civilian participation. The cohort will take the basic core curriculum and three JPME-specific electives. A slight modification to our core curriculum was necessary to incorporate the required Joint Learning Areas and Objectives, but it was accomplished with minimal impact to the integrity of our core curriculum. This pilot program will begin with the class of 2011 and be evaluated for accreditation by the Joint Staff sometime in the spring of 2011.

THE BACHELOR OF SCIENCE IN INTELLIGENCE (BSI)

NDIC successfully started its first-ever part-time bachelor's program at its center in the National Security Agency (NSA). This new two-year program enables students to attend class periodically to complete their BSI degree. Based on the successful start of this program at NSA, NDIC will start an evening part-time BSI program at DIA Headquarters.

The first experimental effort to broaden the BSI capstone project proved to be an unqualified success. Instead of one intelligence problem, students took on several problems under the subject umbrella of an intelligence concern. The class of 2010 took a regional area and developed a variety of research topics that groups of students tackled and briefed. Military capabilities, industrial developments, and social consequences were all covered in briefings and research projects that were of the highest IC quality and submitted to DIA directorates for use in their knowledge base and analysis.

DENIAL AND DECEPTION ADVANCED STUDIES PROGRAM

Sponsored by the Foreign Denial and Deception Committee (FDDC) of the National Intelligence Council, and hosted by NDIC, the Denial and Deception Program saw tremendous growth in 2010. All classes enjoyed full enrollment and participated in a program-culminating offsite. With funding support from the NDIC School of Intelligence Studies, the faculty were able to create a preparatory course for this offsite. The additional effort will effectively double the program's ability to enhance the IC's development of analytic capabilities needed to determine the accuracy, intent, and potential impact of adversarial information.

SCHOOL OF SCIENCE AND TECHNOLOGY INTELLIGENCE

One of the College's most significant organizational developments since the curriculum revision is the development of the School of Science and Technology Intelligence. In 2010, NDIC completed its planning. The new school will be chartered on November 1, 2010. Initially it will offer an MSSI in Strategic Intelligence with an S&T concentration in weapons of mass destruction, or information operations and the cyber threat. Additionally, it will offer courses in geostrategic resources, the environment, and emerging and disruptive technologies.

Cooperative Graduate Research

Program. The Cooperative Graduate Research Program is a collaborative outreach program enabling NDIC S&T students to conduct participative S&T research in a national laboratory addressing specific intelligence issues. NDIC has developed formal relationships with Sandia National Laboratory, Lawrence Livermore National Laboratory, and Pacific Northwest National Laboratory. The program has support from the Tactical SIGINT Technology Program Office of NSA. The programs enable students to conduct thesis research at the laboratories, while providing direct access to world-class scientists for interaction, research, and perspectives on specific S&T intelligence issues.

This year, two NDIC students completed the pilot for the program, working with scientists at Sandia National Laboratory on subjects such as ultra-high performance concrete and plasma technology.

CENTER FOR STRATEGIC INTELLIGENCE RESEARCH

Human Subjects Research. In 2010, CSIR launched a College Institutional Review Board (IRB) to review student and faculty research with human subjects. The CSIR staff worked in conjunction with the College's Director of Institutional Research & Assessment to launch the IRB, a human subjects management plan, and training modules for faculty and students. This type of research could include interviewing individuals or administering surveys and collecting data about them or their jobs, for example. The human subject review process ensures that all research conducted at the College complies with international ethical standards in the treatment of human subjects for research purposes.

CENTER FOR INTERNATIONAL ENGAGEMENT

The Center for International Engagement was established in 2002 to be the College's outreach component to the international intelligence community. The Center's mission is to coordinate and facilitate the development of international and external activities for the College by promoting knowledge and understanding of key global, transnational, and geostrategic issues

impacting intelligence and national security. The Center provides leadership and strategic direction for external and international programs and fully integrates students, faculty, and staff in the planning and execution of all outreach programs.

OFFICE OF INSTITUTIONAL ADVANCEMENT AND OUTREACH

In June 2010, NDIC established the Office of Institutional Advancement and Outreach. This office serves a multitude of purposes for the College and the Defense Intelligence enterprise.

DIA Representation at Intermediate- and Senior-Level DoD Colleges.

Included within this office are all the DIA representatives to the intermediate- and senior-level colleges across the Department of Defense, including the National War College (NWC), Industrial College of the Armed Forces, and Joint Forces Staff College (all part of the National Defense University (NDU)), Army War College, Naval War College, Marine Corps University, and Air University. In addition to representing DIA to the leadership of these colleges, these individuals also serve as the DIA Chair on the respective faculties.

“One of the most gratifying features of recent work in intelligence, and one that is quite unique in its long history, has been the growing cooperation established between the American intelligence services and their counterparts throughout the Free World which make common cause with us as we face a common peril.”

— Allen Dulles, The Craft of Intelligence, 1963

The establishment of DIA representatives at these schools during 2009-2010 has paid immediate dividends to the Agency, both in terms of having qualified personnel on the faculties to discuss the role of intelligence in national security policy, and gaining increased opportunities for DIA civilians to attend these schools. Re-subordination of the DIA representatives to NDIC has also facilitated the sharing of expertise, research, library resources, and publications, opening new opportunities for NDIC participation in relevant exercises at the other schools. Additionally, the DIA Executive Representative to NDU/DIA Chair at the NWC also facilitates DIA interaction with NDU's College of International Security Affairs, NDU's Information Resource Management College, NDU's Institute for National Strategic Studies, NDU's Center for Applied Strategic Learning, NDU's special components, and the regional centers located at Ft. McNair (the Africa Center for Strategic Studies, the Center for Hemispheric Defense Studies, and the Near East/South Asia Center for Strategic Studies).

Special Projects. Last year's very successful U.S.-Mexico Special Project will be continued and expanded. This "Southwest Border Initiative" was a collaborative research

program inspired by the September 11 and WMD Commission Reports, which called on the Intelligence Community to step up outreach activities, gain new insights, expand knowledge, and explore new ideas through enhanced engagement with community experts and outside professionals. The initiative involved the NDIC, the University of San Diego, and the University of Guadalajara. Research focused on security issues affecting both the United States and Mexico while examining the association between national and homeland security, using research teams of students from the schools. Each institution also assigned faculty members as mentors. The initiative was launched at the University of San Diego, followed by a meeting at the University of Guadalajara, to participate in a private lecture series of experts and NGOs, and concluded at the NDIC with presentation of papers before an audience of IC professionals. Each paper is a candidate to become a chapter in an anthology to be considered for publication by the CSIR and NDIC Press. In addition to bringing together faculty and students from the institutions, this initiative also serves as a platform to expose and educate current and future IC professionals on the value of collaboration and outreach, while addressing important issues facing our nations.

In 2010-2011, the Southwest Border Initiative will expand in size and scope to include the University of Texas at El Paso as a direct participant providing student researchers and supporting faculty from the border region. Other schools such as the College of William and Mary and the University of Guadalajara will provide tacit support, and mid-level IC analysts will also work in concert with student researchers exploring border security issues.

NDIC Foundation And Alumni

Association. The Office of Institutional Advancement and Outreach is working with other DoD entities to discover and implement best practices for establishing a revisited Foundation and Alumni Association. In addition to providing a means to stay in touch with former graduates of NDIC, this will also facilitate ongoing intelligence education opportunities.

Pilot Program With Military Academic

Institutions. In response to a request from the Office of the Director of National Intelligence (ODNI), this office is also developing a pilot program to improve the interaction between Intelligence Community analysts and military academic institutions focused on high-priority topics.

"Without [intelligence] you would have only your fears on which to plan your defense arrangements and your whole military establishment. Now if you're going to use nothing but fear and that's all you have, you're going to make us an armed camp. So this kind of knowledge is vital to us."

—President Dwight D. Eisenhower, 1954

Office of Institutional Research and Assessment (OIR&A)

The OIR&A serves as a resource to provide information for the College's decision-making process through a variety of data-gathering tasks, research projects, and analytic or assessment activities. It is committed to providing quality services to internally support College and departmental planning, while also coordinating and maintaining reporting requirements for external agencies and organizations.

THE OIR&A PROVIDES SERVICES IN FOUR MAJOR AREAS:

Reporting. OIR&A has primary responsibility for preparing and submitting information, official reports, and data files to ensure the College's accreditation and accountability, continuous course and programmatic improvement, and stakeholder engagement.

Institutional Assessment. The office is responsible for coordinating campus-wide and unit-level assessment of academic programs and administrative processes to support the College's quality improvement efforts. These activities include:

- gathering and presenting institutional performance data
- coordinating data exchanges with peer institutions for benchmarking purposes
- administering surveys and providing curriculum assessment
- providing support and consultation to assist units in assessing student learning outcomes and administrative objectives
- conducting special studies to evaluate the College's progress in achieving strategic goals





Planning Support. The office is charged with compiling, analyzing, and interpreting statistical data used in strategic planning efforts by the College's administrators and committees. These data include:

- student characteristics
- admissions
- enrollment
- retention and graduation rates
- courses taught
- credit hour production
- degrees awarded
- teaching workloads
- employee characteristics
- research productivity

This information is disseminated to the College community through annual reports, enhancement of the College's website, and responses to ad hoc requests.

Institutional Research Initiatives. The Director of Institutional Research & Assessment is working with the School of Intelligence Studies, the Center of Science and Technology Intelligence, the Center for Strategic Intelligence Research, Center for International Engagement and administrators to endorse a Human Subjects Research Management Plan, create an Office of Human Subjects Research Protection, develop an NDIC Institutional Review Board and implement training modules for faculty and students. These research initiatives will ensure that all research conducted at the College complies with international ethical standards and assurances.

NDIC protects the rights of all human subjects in conducting research as expressed by Federal Regulation 45 CFR 46 and DoD Directive 3216.02, *Protection of Human Subjects and Adherence to Ethical Standards in DoD Supported Research*. All NDIC faculty and students are required to complete the Collaborative Institutional Training Initiative (CITI) and DoD Human Research Protection Program eLearning on the Joint Intelligence Virtual University (JIVU), which educates them to be aware of how human subjects must be informed, willing, and protected when involved with research. The Director of Institutional Research and Assessment serves as the Human Protections Administrator for the Human Research Protection Program/ Institutional Review Board, ensuring that appropriate oversight mechanisms, policies, and procedures have been implemented to guarantee compliance and assurance with the Department of Health and Human Services (DHHS) and DoD determinations of the IRB.

COLLEGE STATISTICS

Since 2001, the total College enrollment has grown from 398-580 students.

Table 1: NDIC Total Enrollment 2001-2010	
Academic Year	Total Enrollment
2001-2002	398
2002-2003	414
2003-2004	475
2004-2005	474
2005-2006	619
2006-2007	645
2007-2008	739
2008-2009	692
2009-2010	580*

*74% of full-time students are from the military services and 26% are from civilian agencies. 28% of part-time students are from the military services and 72% are from civilian agencies. The decline in enrollment numbers is due to the discontinuance of the non-thesis Strategic Intelligence Certificate Program and the reduction of the thesis timeline and a 31% increase in thesis completed the previous year.

NDIC CLASS PROFILE FOR ACADEMIC YEAR 2009-2010

Table 2 shows the total number of students enrolled in graduate and undergraduate programs as of the annual census date of 15 October 2009:

- 557 Master of Science of Strategic Intelligence degree students
- 23 Bachelor of Science in Intelligence degree students





Table 2: NDIC MSSI Program Profile

MSSI Program (Full-Time) 141 Military Graduate Students Accepted for FY 2009-2010		Thesis Hours (Only) 109 Students Registered; 39 Military Accepted for FY 2009-2010	
1	Air National Guard	0	Air National Guard
57	U.S. Army	17	U.S. Army
48	U.S. Air Force	7	U.S. Air Force
4	U.S. Air Force Reserve	3	U.S. Air Force Reserve
1	U.S. Army Reserve	2	U.S. Army Reserve
16	U.S. Coast Guard	3	U.S. Coast Guard
7	U.S. Marine Corps	1	U.S. Marine Corps
7	U.S. Navy	2	U.S. Navy
0	U.S. Army National Guard	2	U.S. Army National Guard
0	U.S. Coast Guard Reserve	0	U.S. Coast Guard Reserve
0	U.S. Marine Corps Reserve	0	U.S. Marine Corps Reserve
0	U.S. Navy Reserve	2	U.S. Naval Reserve
MSSI Program (Full-Time) 53 Civilian Graduate Students Accepted for FY 2009-2010		Thesis Hours (Only) 109 Students Registered; 70 Civilians Accepted for FY 2009-2010	
16	Defense Intelligence Agency	16	Defense Intelligence Agency
2	Central Intelligence Agency	1	Central Intelligence Agency
2	National Security Agency	7	National Security Agency
2	Department of Homeland Security	1	Department of Homeland Security
5	National Geospatial-Intelligence Agency	16	National Geospatial-Intelligence Agency
0	U.S. Public Health Services	0	U.S. Public Health Services
2	Office of the Director of National Intelligence	1	Office of the Director of National Intelligence
0	Department of Defense IG	0	Department of Defense IG
0	Department of Defense (other)	2	Department of Defense (other)
12	Department of State	4	Department of State
0	INSCOM	0	INSCOM
0	Commerce	1	Commerce

Table 2: NDIC MSSSI Program Profile Continued			
0	Office of Management & Budget	0	Office of Management & Budget
0	Marine Corps Intelligence Activity	0	Marine Corps Intelligence Activity
0	Office of Personnel Management	1	Office of Personnel Management
0	Department of Justice (other)	0	Department of Justice (other)
2	Office of Naval Intelligence	2	Office of Naval Intelligence
3	Federal Bureau of Investigation	14	Federal Bureau of Investigation
2	Naval Criminal Investigative Service	0	Naval Criminal Investigative Service
0	Department of Energy	0	Department of Energy
0	Department of the Army	0	Department of the Army
3	Air Force Office of Special Investigations	1	Air Force Office of Special Investigations
0	Department of Health and Human Services	1	Department of Health and Human Services
0	National Drug Intelligence Center	0	National Drug Intelligence Center
0	U. S. Secret Service	2	U.S. Secret Service
0	United States Congress	0	United States Congress
0	Drug Enforcement Agency	0	Drug Enforcement Agency
2	Bureau of Alcohol, Tobacco, Firearms	0	Bureau of Alcohol, Tobacco, Firearms
BSI Program 12 Full-Time Military Students Accepted for FY 2009-2010		BSI Program 11 Full-Time Civilian Students Accepted for FY 2009-2010	
4	U.S. Air Force	8	National Security Agency
1	U.S. Coast Guard	3	Department of Health and Human Services
2	Marine Corps		
5	U.S. Navy		



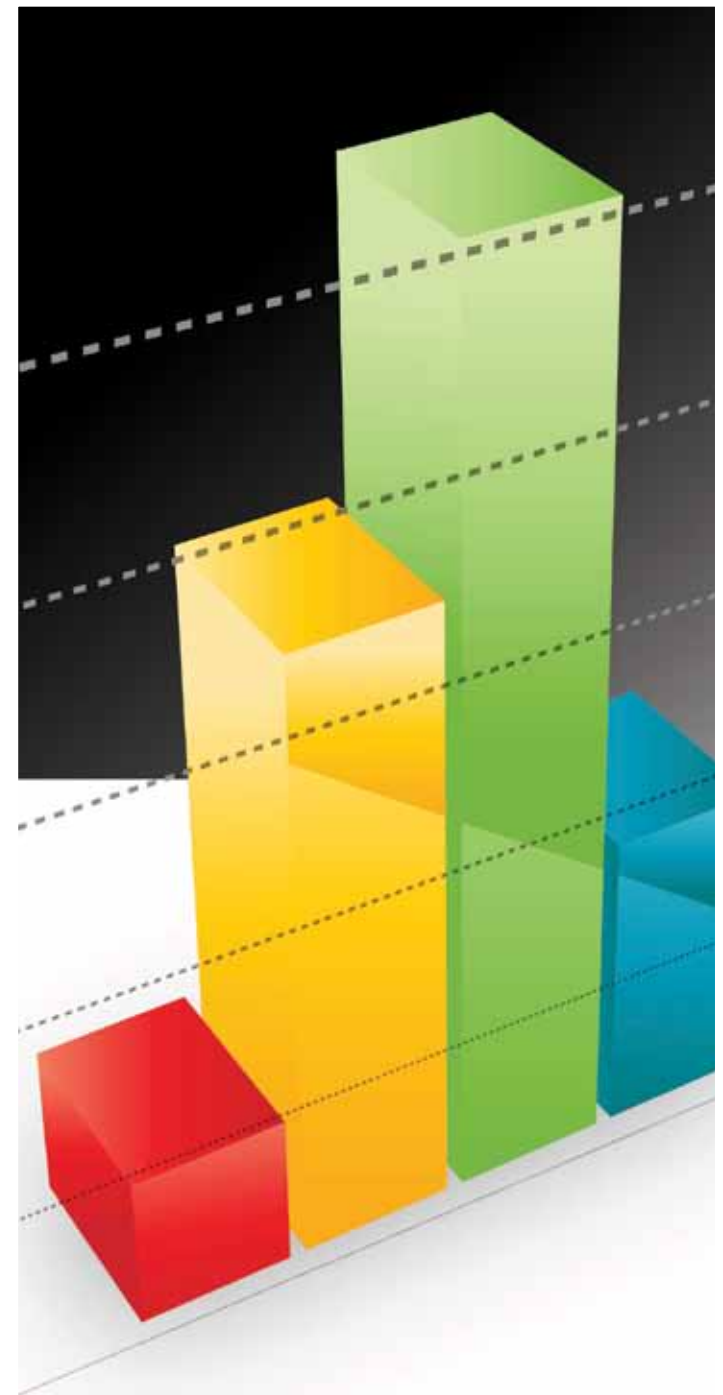


Table 3: NDIC MSSI Program

MSSI Program (81 Part-Time Military Graduate Students) Accepted for FY 2009-2010; 42 began this year/39 Continuing			
	1st Year	Continuing	Total P-T
Air National Guard	2	0	2
U.S. Army	7	5	12
U.S. Air Force	4	7	11
U.S. Air Force Reserve	3	1	4
U.S. Army Reserve	2	3	5
U.S. Coast Guard	1	2	3
U.S. Marine Corps	2	1	3
U.S. Navy	6	6	12
U.S. Army National Guard	4	6	10
U.S. Coast Guard Reserve	2	2	4
U.S. Marine Corps Reserve	4	6	10
U.S. Naval Reserve	5	0	5
MSSI Program (173 Part-Time Civilian Graduate Students) Accepted for FY 2009-2010; 99 began this year/74 Continuing			
	1st Year	Continuing	Total P-T
Defense Intelligence Agency	21	17	38
Central Intelligence Agency	1	1	2
National Security Agency	14	6	20
Department of Homeland Security	3	3	6
National Geospatial-Intelligence Agency	21	15	36
U.S. Public Health Services	1	0	1
Office of the Director of National Intelligence	1	1	2
Department of Defense IG	1	0	1
Department of Defense (other)	0	2	2
Department of State	4	2	6
INSCOM	0		

Table 3: NDIC MSSI Program Continued

	1st Year	Continuing	Total P-T
Commerce	1	1	2
Office of Management & Budget	0	1	1
Marine Corps Intelligence Activity	1	1	2
Office of Personnel Management	0	0	0
Department of Justice (other)	2	2	4
Office of Naval Intelligence	1	0	1
Federal Bureau of Investigation	20	18	38
Naval Criminal Investigative Service	0	0	0
Department of Energy	1	0	1
Department of the Army	2	1	3
Air Force Office of Special Investigations	0	0	0
Department of Health & Human Services	1	1	2
National Drug Intelligence Center	1	0	1
Drug Enforcement Agency	1	0	1
U. S. Secret Service	0	0	0
United States Congress	1	1	2
Bureau of Alcohol, Tobacco, Firearms	0	0	0



STUDENT DIVERSITY

The College draws students from across the federal government, and is therefore committed to federal policies regarding equal employment opportunity.

In 2009, the College implemented an enhanced process for capturing and reporting diversity statistics, and will continue to do so as students arrive each academic year. The diversity profile for the MSSSI and BSI Classes of 2010 is presented in Table 3.

Table 4: NDIC Diversity Profile for the MSSSI and BSI Classes of 2010

Master of Science of Strategic Intelligence Diversity Characteristics Class of 2009		Bachelor of Science in Intelligence Diversity Characteristics Class of 2009	
African American	6.8%	African American	11.1%
Asian/Pacific Islander	6.5%	Asian/Pacific Islander	3.7%
Caucasian	76%	Caucasian	77.8%
Hispanic	6.8%	Hispanic	7.4%
Native American/Alaskan	.9%	Native American/Alaskan	0%
Other/Unknown	3%	Other/Unknown	0%

Table 5: BSI and MSSSI Age Profile has Followed a Stable Pattern

Master of Science of Strategic Intelligence - Student Gender						
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Male	74%	75%	68%	72%	78%	70%
Female	26%	25%	32%	28%	22%	30%
Student Age						
Average	35	35	36	36	36	35
Range	22-55	22-60	22-63	22-59	22-57	22-60
Bachelor of Science in Intelligence - Student Gender						
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Male	82%	54%	73%	58%	82%	52%
Female	18%	46%	27%	42%	18%	48%
Student Age						
Average	33	36	37	33	32	31
Range	25-47	24-50	21-54	24-49	25-41	23-50

Table 6: MSSSI and BSI Student Professional Background

MSSSI Overall Student Academic Preparation Class of 2009	
Average Baccalaureate GPA	3.63
Graduate GPA	3.50
GRE Verbal Score	525
GRE Analytic Writing Score	4.00

BSI Overall Student Academic Preparation Class of 2009

Average Entrance GPA	3.63
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RESEARCH

SCHOOL OF INTELLIGENCE STUDIES

In 2010, NDIC created a body of intelligence research that resulted in important contributions to the IC body of knowledge. The topics were timely, diverse, and thorough in their research and analysis. A sampling of the topics created demonstrates the unique nature of NDIC student research, which the students accomplish with the guidance of a thesis committee that possesses subject matter expertise. Being located in the DIA Headquarters, NDIC students also have the opportunity to consult directly with various directorates that focus on the intelligence topic the students are studying. Important topics in 2010 included analysis of the IC's ability to detect and neutralize Jihadist threats in cyberspace, intelligence requirements in support of port security, Latin American collusion in Iranian attempts to purchase advanced conventional weapons technology, Chinese anti-satellite capabilities, external support of Hezbollah activities, characteristics of terrorist safe havens, and a projection of Chinese naval capabilities in 2025.

To get students thinking about their research early in their studies, NDIC holds two research fairs for its resident students and cohort students respectively. Hosted by representative subject matter experts from the NDIC faculty and members of the Intelligence Community, our students are introduced to the various documents used by IC leadership to articulate the leading intelligence concerns.

CENTER FOR SCIENCE AND TECHNOLOGY INTELLIGENCE

Emerging Technologies Conference. In partnership with Sandia National Laboratory, the Center for Science and Technology Intelligence jointly sponsored the first annual Emerging Technologies Conference to explore the threat posed by innovations in known technologies as an effort to highlight and investigate areas of potential strategic surprise. The conference was extremely successful and has led to a joint effort with National Defense Intelligence College, Department of Energy, and the National Intelligence Council to develop a science-based agenda for the study of emerging and disruptive technologies.

Rare Earth Elements Project. The Center for Science and Technology Intelligence took the NDIC lead in a collaborative research project to determine to what extent current market drivers and geology affect the availability of rare earth elements and how this affects globalized S&T and U.S. national security. The effort was co-hosted by the Army War College, the U.S. Geological Survey and the State Department and included participants from, CIA, DIA, NDU, Commerce Department, OSD, Penn State University, and Office of Science and Technology Policy.

CENTER FOR STRATEGIC INTELLIGENCE RESEARCH

Collaborative Research Initiatives. The Research Center experimented with three different types of collaborative research projects in 2010. Based on the success of these pilot projects, CSIR would like to greatly increase the College's ability to conduct joint research with our allies, IC agencies, and academia. CSIR staff can help individual offices or groups design and implement research projects alone or with faculty and student participation, and then the results can be published in the NDIC Press. The three basic types of projects are:

Collected Works Project. This type of project works with an outside group of professionals to generate articles for a book on a theme.

Outreach to International Intelligence Professionals. CSIR has been working for several years, alongside NDIC's Center for International Engagement, to reach out to intelligence professionals in Latin America to write books and articles on the role of intelligence in a democracy from their own point of view. In the past year, the NDIC

Press published an English version of a book titled *Democratization of Intelligence: Melding Strategic Intelligence Discourse*. CSIR is currently working to launch a similar endeavor for intelligence professionals in Africa.

IC-Sponsored Research. CSIR supports individual offices or agencies in the Intelligence Community by pairing them up with NDIC faculty members who work with a small group of students to tackle a specific research project for an individual office or agency. Two examples are the ISR and interrogation projects.

- **DIOCC Project.** New for 2010, the NDIC Collections faculty and students are helping the Defense Intelligence Operations Coordination Center (DIOCC) tackle several research topics including the management of Intelligence, Surveillance, and Reconnaissance (ISR) assets.
- **Interrogation Research.** Last year, CSIR paired the ODNI Office for HUMINT, the ODNI Lessons Learned Center, and the High Value Interrogation Group (HIG) with a faculty member and several students working together to collect lessons learned on past interrogations. This project will result in several teaching case studies for use in DoD and U.S. government training schools.

OUTREACH

SCHOOL OF INTELLIGENCE STUDIES

In 2010, NDIC refocused its Distinguished Speaker Program (DSP) to provide insightful lectures on current intelligence events. This was combined with an effort to have Intelligence Community leadership

represented as well. DSPs educated our students regarding ongoing intelligence activities such as recent developments in cyber operations, discussed past cases such as the sarin attacks in Tokyo, and included leaders of the Defense Intelligence Agency, U.S. Marine Corps Intelligence, and Naval Intelligence.

In addition to guest speakers coming to the College, NDIC faculty were guest speakers to a wide variety of organizations. NDIC faculty guest-lectured at the National Defense University, the U.S. Marine Corps University, the NATO School, the Army War College, the Joint Advanced Warfare School, and the USAF Intelligence School. The NDIC faculty also supported non-government education. For the Director of National Intelligence's Committee for Excellence in Intelligence Education, NDIC faculty and staff lectured more than 70 representatives of traditional academic institutions of higher education that have intelligence studies programs. NDIC also sent three senior faculty members to the International Conference on Islamic Studies in Barcelona, Spain, where they chaired several panels and presented two important papers. NDIC has also initiated a sabbatical program to better support faculty research. The first candidate is spending one academic term abroad doing research in his area of regional expertise.

The National Defense Intelligence College also continued its important program of participation in the various senior service school end-of-year strategic exercises. NDIC teams of students and faculty traveled to the Army War College, Naval War College, Air War College, and Pacific Command to serve as the functional exercise J-2 in the red and white exercise cells. NDIC is the only such institution that conducts this joint activity with other branch schools.



DISTINGUISHED SPEAKER PROGRAM

- 4 JAN RADM THOMAS MEEK, USN**
Director, National Maritime Intelligence Center
- 11 JAN DR. BRIAN SHAW**
Director, NDIC's Center for Science and Technology
- 25 JAN DR. DUNCAN MCGILL**
Deputy Director, NDIC's Center for Science and Technology Intelligence
- 1 FEB DR. WALID PHARES**
Director, Future Terrorism Project
- 1 MAR DR. GEORGE GRAYSON**
Professor, Government Department, The College of William and Mary
- 8 MAR DR. GARY MARX**
Professor Emeritus, MIT, and Author
- 22 MAR VADM ROBERT B. MURRETT, USN**
Director, National Geospatial-Intelligence Agency
- 29 MAR DR. LUCY HAIR**
Senior Scientist, Lawrence Livermore National Laboratory
- 5 APR MR. TONY STRAMELLA**
Special Assistant to the Director, NTOC Strategic Interactions Management, NSA
- 12 APR DR. AMOS GUIORA**
Professor of Law, S.J. Quinney College of Law, University of Utah
- 19 APR MR. ROBERT RICE**
Chief, CI Operations, National Reconnaissance Office
- 26 APR MS. LETITIA LONG**
Deputy Director, Defense Intelligence Agency

THE CENTER FOR SCIENCE AND TECHNOLOGY INTELLIGENCE

The Center for Science and Technology Intelligence provides leadership and participation on several Intelligence Community boards and committees.

- The director for the Center for Science and Technology Intelligence serves on the ODNI S&T Leadership Council.
- The director also serves as the Chairman of the Expert Advisory Group of the Scientific and Technological Intelligence Committee, providing guidance to the Executive Secretary and Chairman of the STIC as well as the National Intelligence Officer for Science and Technology.

The Center for Science and Technology Intelligence has been working with a variety of institutions with science and engineering, plus intelligence and national security, programs on areas of common concern from which to develop cooperative programs.

In the last year, these efforts included the Sam Nunn School at Georgia Tech, the Department of Systems and Information Engineering at the University of Virginia, and the College of Engineering and Hume Center for National Security at Virginia Tech.



CENTER FOR STRATEGIC INTELLIGENCE RESEARCH

The NDIC Press

During Academic Year 2009-2010, the NDIC Press published two major edited volumes: *Democratization of Intelligence: Melding Strategic Intelligence and National Discourse* (July 2009) and *The Blue Planet: Informal International Police Networks* (February 2010). The NDIC Press also reprinted and redistributed two of its more popular books, *Critical Thinking and Intelligence Analysis* (2006) and *Interrogation: World War II, Vietnam, and Iraq* (2008). NDIC Press books are free to download at www.ndic.edu and many can be purchased from the Government Printing Office Bookstore at <http://bookstore.gpo.gov>.

Democratization of Intelligence and its sister volume, *Democratization of the Function of Intelligence: The Nexus of Culture and Strategic Intelligence* (written in Spanish and Portuguese and published in January 2009), have been in high demand in Latin America, and a recent reorganization of Colombia's national intelligence structure was credited in part to suggestions offered in this book. In addition, the volume was issued to high-level intelligence officials from throughout the Americas during the Hemispheric Security and Intelligence Symposium co-hosted by DIA and the Southern Command in Puerto Rico in March 2010.

The Blue Planet: Informal International Police Networks and National Intelligence is also a book in high demand among both

the national security and law enforcement intelligence communities. It addresses the question of how the U.S. can engage international partners more effectively to address the worldwide threat of terrorism. The author, an NDIC Research Fellow from State Department's Diplomatic Security Service, compellingly explains how bureaucratic maneuvering in the aftermath of 9/11 led to the U.S. military/intelligence apparatus assuming primacy in federal counterterrorism policy, which ultimately resulted in the exclusion of some of the most powerful resources of international law enforcement—informal police networks.

The NDIC Press also held a "book launch" of *Attaché Extraordinaire: Vernon A. Walters in Brazil*. Part of the launch event fittingly was held in NDIC's "Walters Room," which boasts a collection of Walters' papers, photos, and other memorabilia left by his estate to the College.

Finally, the NDIC Press enhanced its marketing effort by establishing a collaborative relationship with the Government Printing Office and by showcasing its publications at several academic and professional forums such as the annual conferences of the International Studies Association (ISA), the International Association for Intelligence Education (IAFIE), the International Intelligence Ethics Association (IIEA), and the first-ever National Security Professionals Symposium co-sponsored by OSD and the National Defense University.



2010-2011 NDIC Research Fellows

The Center for Strategic Intelligence Research (CSIR) encourages faculty, students, and members of the Intelligence Community to conduct research at the highest level, and to pursue publication of their findings through classified and unclassified venues.

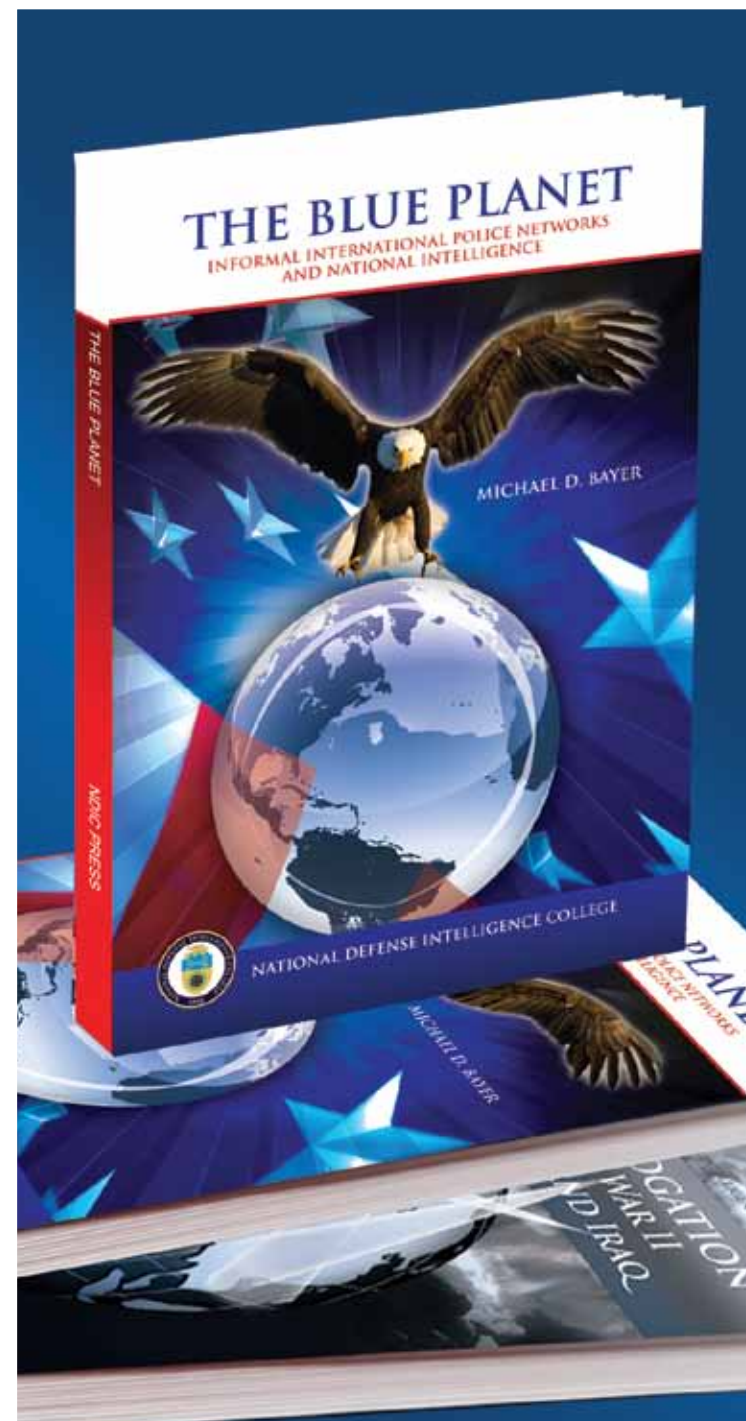
The centerpiece of CSIR's research production is the NDIC Research Fellows Program. Now in its ninth year, the Fellows Program hosts between 7 and 9 mid-

career or senior intelligence professionals to conduct in-depth research for a year. This small cadre of Fellows consists of representatives of the services, various intelligence agencies, and ODNI Exceptional Analysts in collaboration with the National Intelligence Council.

During 2010, the fellows conducted a variety of research projects at the Center. Topics included Coast Guard collections and capabilities in military, law enforcement, intelligence and civilian operations to fulfill national human intelligence collection requirements; Sources of U.S. prestige and influence in Sub-Saharan Africa; industrial analysis models to provide insights into a nation's capabilities and strategic intent; China's ambitions in the Indian Ocean – examining the "String of Pearls" strategy; evaluation of Russian Federation economic, political and military relations with its near neighbors; practical effects of global climate change on failing states; and airborne intelligence, surveillance and reconnaissance (ISR) contributions to counterinsurgency operations.

Also in 2010, CSIR partnered with the Center for Science and Technological Intelligence (soon to be the School for Science and Technology Intelligence) in the College to add two new S&T Fellows. Their classified research projects have the potential to influence the policy debate in the production of military combat equipment. Also new for 2010 is an NDIC/ODNI Remote Fellow who will work from his home agency overseas. This fellow's work will view the political and military situation in the Caucasus. The other FY11 Fellows will study a range of strategic intelligence topics including assessing progress toward professionalizing law enforcement crime and intelligence analysis (a project growing out of a Fellow's dissertation research from Oxford University); connections between history, how the Intelligence Community can improve analysis of regional politics and socio-cultural trends; and the process the Coast Guard uses to plan against, collect, analyze, and produce intelligence in support of domestic disaster response.

CSIR works with Fellows on research design, data collection, analysis, write-up of results, as well as a peer review and, if selected, publication by the NDIC Press. Fellow's manuscripts published by the College are distributed to selected Intelligence Community offices and made available to the IC and other U.S. Government offices that could benefit from the research.



CENTER FOR INTERNATIONAL ENGAGEMENT

3rd Hemispheric Security and Intelligence Symposium.

The 3rd Hemispheric Security and Intelligence Symposium was convened in Puerto Rico by Brigadier General VeraLinn "Dash" Jamieson, USAF, Director of Intelligence, U.S. Southern Command (SOUTHCOM), and Lieutenant General Ronald Burgess, USA, Director, Defense Intelligence Agency, during the period 24-26 March 2010. Rear Admiral (Ret) David Ellison, President, National Defense Intelligence College, co-hosted the conference. The theme of the conference was "Hemispheric Security and Civil-Military Intelligence Partnerships."

This third gathering of military intelligence chiefs is a direct result of the great success of the previous two events. Delegates from more than 30 Caribbean, Central, and South American nations as well as representatives from Canada, the Netherlands, and Spain participated. The attendance by so many leaders from the hemisphere underscored their desire to strengthen cooperation against transnational problems discussed during the conference's four panels:

- Global Implications of Regional Challenges
- Issues in Merging Military and Civil Intelligence to Confront
- Regional Threats Regional Perspectives: Lessons in Civil-Military Intelligence Cooperation
- U.S. Perspectives in Achieving Civil-Military Intelligence Partnerships

The symposium closed with a discussion of "the way ahead" for the Hemispheric Security and Intelligence Symposium, and the intelligence chiefs once again agreed to meet the following year. The conference is part of the College's commitment to outreach supporting the combatant commanders and strengthening relationships with foreign counterparts.

International Intelligence Fellowship Program (IIFP) Continuing Engagement Symposium.

In lieu of an annual conference, the Center for International Engagement hosted the first ever International Intelligence Fellows Continuing Engagement Symposium for IIFP alumni during the period 25-29 April 2010. The theme of the symposium was "Intelligence Support to Combating Terrorism and Achieving Stability." This was the first opportunity the alumni had to re-connect and network with Fellows from other iterations of the IIFP. More than 50 alumni, representing every COCOM and IIFP class, attended the symposium.

Since graduating from the IIFP, many of the Fellows have risen to positions of prominence within their governments or militaries. Their wealth of strategic, operational, and tactical experience made them ideal candidates to serve as panelists and explain how their countries can cooperate to defeat terrorism. Fifteen IIFP alumni presented on the following six terrorism and stability topics:

- Globalization of Intelligence: Addressing Transnational and Regional Threats
- Intelligence Support to Peace and Stability

Operations

- Afghanistan: A Case Study of Multinational Intelligence Cooperation
- Building Intelligence Partnerships to Support Counterterrorism
- Regional Perspectives on Combating Terrorism
- Intelligence Leadership Lessons Learned



Black Sea And Caspian Sea Symposium on Security Issues.

From 29 May to 3 June 2010 the National Defense Intelligence College presented the "Symposium on Black Sea and Caspian Sea Security Issues V" in Kyiv, Ukraine. The symposium, which was co-hosted by Lieutenant General Ronald Burgess, Jr., Director, Defense Intelligence Agency, for the United States, and Lieutenant General Victor Hvozdz, Chief of Defence Intelligence, Ukraine, continued the constructive dialogue established by the previous four symposia.

The symposium series began in March 2006, prompted by the suggestion of General (Ret) Sergio Medar, National Defense and Security Advisor to the President of Romania, to gather senior regional intelligence leaders to discuss security issues of mutual interest and concern. The personal connections and benefits that resulted from the regional conference transformed the event into an annual occurrence that has continued to benefit from the strong support of participating countries, NDIC, and DIA.

At the most recent symposium, the agenda focused on regional topics such as:

- Military and Political Developments
- Climate Change
- Resource Competition as a Potential Source of Tension
- Open Source Cooperation and Production Military Intelligence Cooperation within ISAF Afghanistan as a Hub of Regional Terrorism Issues
- Afghanistan Drug Trafficking in the Region

Much of the dialogue among delegates promoted regional cooperation and understanding, contributing to the symposium's focus on shared interests and intelligence resources.

Over the course of five annual symposia, the Director of DIA and his foreign counterparts have opened the region to intelligence partnerships and cooperation in the hopes of ensuring stability in the ever-crucial Black and Caspian Sea region.

Delegations from Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Kazakhstan, Moldova, Romania, the Russian Federation, Tajikistan, Turkey, Ukraine, Uzbekistan, the United States, and the European Union participated in the symposium. For the first

time, representatives from Belarus, the Czech Republic, Hungary, Poland, Slovakia, the United Kingdom, and NATO attended the symposium as observers.

As the fifth symposium drew to a close, co-hosts Lieutenant General Hvozdz and Lieutenant General Burgess urged delegates to build on the progress of a successful series of five annual symposia and cooperate on an inclusive, regional level. As they reflected back on the progress made in the past five years and discussed actions the regional participants could undertake to move forward in substantial ways, there was an overwhelming response of delegations eager to continue cooperation and meet again next year. The sixth annual symposium, to be held in Garmisch, Germany, in May 2011, promises to continue the regional dialogue that has been firmly established by four years of successful symposia.

Table 7: Black Sea & Caspian Sea 2010 COUNTRIES ATTENDANCE

Country	Officer Student	Civilian Student
Albania	1	0
Argentina	1	0
Bosnia-Herzegovina	2	0
Botswana	2	0
Brazil	0	1
Bulgaria	1	0
Cameroon	0	1
Canada	0	1
Chile	1	0
Colombia	2	0
Egypt	1	0
El Salvador	1	0
Estonia	1	0
Ghana	1	1
Guatemala	1	0
Hungary	2	0
Jordan	1	0
Kenya	1	0
Lebanon	1	0
Lithuania	1	0
Malaysia	2	0
Mali	3	0
Mexico	1	0
Peru	1	0
Philippines	1	0
Poland	1	0
Romania	1	0
Senegal	2	0
Slovakia	1	0
Switzerland	0	1
Tanzania	2	0
Thailand	1	0
Turkey	1	0
Uganda	2	1
Uruguay	2	0
United States	2	1
TOTAL	44	7

Analysis Seminar. At the request of the Chilean government, a two-member NDIC team conducted a seminar on “Critical Thinking and Intelligence Analysis” at the Chilean Ministry of Defense’s National Academy of Political and Strategic Studies (ANEPE) during July 12-15, 2010 in Santiago, Chile. This seminar is part of a long-term engagement plan to establish closer academic links with NDIC counterpart institutions throughout the hemisphere.

The three-day seminar consisted of one day of presentations on the principles and issues of critical thinking and a second day on the application of analytic techniques to achieve critical thinking in intelligence assessments. The third day consisted of an in-depth exercise, which facilitated practicing the key lessons of the previous days. Throughout the seminar, presentations by the visiting NDIC team were complemented by extensive question and answer sessions, as well as a series of mini-exercises, which fully engaged participants in discussions.

The 40 seminar participants consisted of senior-grade officials from a wide variety of intelligence management positions in the Chilean government, including roundtable discussions with the intelligence directors from the army, air force, and navy, as well as a focused discussion on the issues of analysis with the Director of the Chilean National Intelligence Agency.

The seminar received excellent reviews by participants. Attendee comments and written critiques state that the format and content very successfully focused on a topic of great interest to the Chilean intelligence community. Overall, this program established a solid foundation for future academic exchanges with Chile.



International Intelligence Fellows Program.

Each year, the College conducts a two-week executive-level IIFP designed to enhance intelligence cooperation and strengthen relationships between the United States and participating countries. The IIFP seeks to improve ties and bolster intelligence cooperation by providing a forum where senior intelligence officials gather to exchange ideas, explore pressing issues, and achieve a greater understanding of intelligence challenges in the context of regional security. The Center for International Engagement also conducted the third IIFP focused on "Intelligence Support to Combating Terrorism" in August, 2010.

The content for the Combating Terrorism program was wide-ranging, covering discussions on the nature of terrorism, analytic methods in assessing terrorism, and structures and processes in intelligence support to counterterrorism. The program consisted of classroom instruction with guest lecturers from the College and external domestic and international intelligence agencies. The Fellows also visited the Pentagon, State Department, National Counterterrorism Center, and the New York City Police Department to meet with senior intelligence officials, receive briefings, and tour the facilities. The collective group of speakers provided briefings to the Fellows and facilitated robust roundtable discussions about the current counterterrorism environment. The Fellows agreed that "the International Intelligence Fellows Program brought together 21 experts from various countries who gave their own insights for a unified way ahead to combat the threat of terrorism."

After the intermediate steps were achieved, the Fellows proposed a broader approach to intelligence. Specifically, their new framework consisted of building a common counterterrorism identity based on multilateral education (courses, seminars, workshops,

etc.) to foster cooperation, engagement, and knowledge/understanding. Additionally, the Fellows recommended avoiding the dramatization of the "terrorism" label. They emphasized that the fight against terrorism requires a "whole-of-society" approach which includes citizen responsibility and minimizes media sensationalism. The Fellows also recommended capitalizing on informal IT platforms, such as Blackboard and Education and the Collaboration Community On-line (ECCO) tool, to help develop more formal cooperation and information exchanges. Finally, the Fellows urged the use of "soft power" to address the "root causes" of terrorism that maintain intense local, regional, and national affiliations and that do not necessarily impact other national interests but impact the operation of the international community.

Table 8: IIFP Fellows and Speakers Attendance

April Continuing Engagement Symposium	
51	Fellows (48 International + 3 U.S.)
21	Speakers
August International Intelligence Fellows Program	
21	Fellows (20 International + 1 U.S.)
23	Speakers
Black Sea Symposium	
89	Fellows (66 International + 23 U.S.)
15	Speakers
Hemispheric Security and Intelligence Symposium	
121	Fellows (61 International + 60 U.S.)
12	Speakers
Analysis Seminar	
40	Fellows (40 International + 2 U.S.)
0	Speakers

Table 9: International Intelligence Fellows Program COUNTRIES ATTENDANCE

Country	Officer Student	Civilian Student	Country	Officer Student	Civilian Student
Armenia	1	0	Maldives	1	0
Australia	1	0	Nepal	1	0
Benin	1	0	Nigeria	1	0
Cameroon	1	0	Oman	1	0
Canada	0	1	Pakistan	2	0
Egypt	1	0	Philippines	1	0
Estonia	0	1	Senegal	1	0
Ethiopia	1	0	Singapore	1	0
Indonesia	1	0	United States	1	0
Jordan	2	0	TOTAL	19	2
Macedonia	0	1			



COLLEGE OPERATIONS

ADMISSIONS AND STUDENT SERVICES

The Office of Enrollment and Student Services plays a vital role in the success of our students, faculty, and administration. Housing the admissions, registration, and advising support functions of the College, this office follows students from initial contact through admittance, registration, graduation, and beyond. Working with College faculty and leadership, the Enrollment Office provides professional advice in the area of enrollment management; develops the academic calendar and manages classroom availability; responds to data and reporting requests from the faculty and Office of Institutional Research & Assessment; and provides support for the various conferences and symposia occurring each year.

Our Admissions staff works with agencies throughout the military and intelligence communities to recruit highly qualified candidates for our full- and part-time programs. During the 2009-2010 academic year, NDIC Admissions professionals successfully recruited the largest class in College history. The Enrollment Office takes the lead in planning and organizing the College's annual graduation ceremony. In 2010, our staff honored the achievements of our new graduates with the largest commencement ceremony in memory, and the first off-site graduation event ever.

THE JOHN T. HUGHES LIBRARY

The John T. Hughes Library experienced another year of growth and change for FY09-10. Numerous library staffing additions and a couple of notable deletions highlighted a year with over 110,000 patrons utilizing the services of the library.

RESEARCH SERVICES

The research staff expanded research and reference support to the Defense Intelligence Agency and the National Defense Intelligence College. The Library Director initiated a new faculty-library liaison program for AY09-10. Each faculty member and his/her respective thesis students were assigned a research librarian resulting in more focused research support for faculty research, curriculum development, and student thesis research.

The library research staff also began teaching sessions of the MSI 701 Thesis Proposal Course, emphasizing the literature review and the research resources available to NDIC students. The research librarians continued to provide other research instruction on various electronic resources including LexisNexis, Refworks, and multiple classified research databases.

The new classified research library became a very popular spot for NDIC students in AY09-10. The construction was completed in December 2009 and the patron workstations were filled to capacity daily. Building on the popularity of the classified research space and placing more emphasis on classified student research, the library expanded access to its collections and services on the Joint Worldwide Intelligence Communication System (JWICS) by having a searchable library catalog, expanded "Hughes Library News" blog coverage, a classified library mailbox, and a library information page on the JWICS Intellipedia site.

LIBRARY RESOURCES

In AY09-10, the library allocated 89% of its budget to the purchase of content.

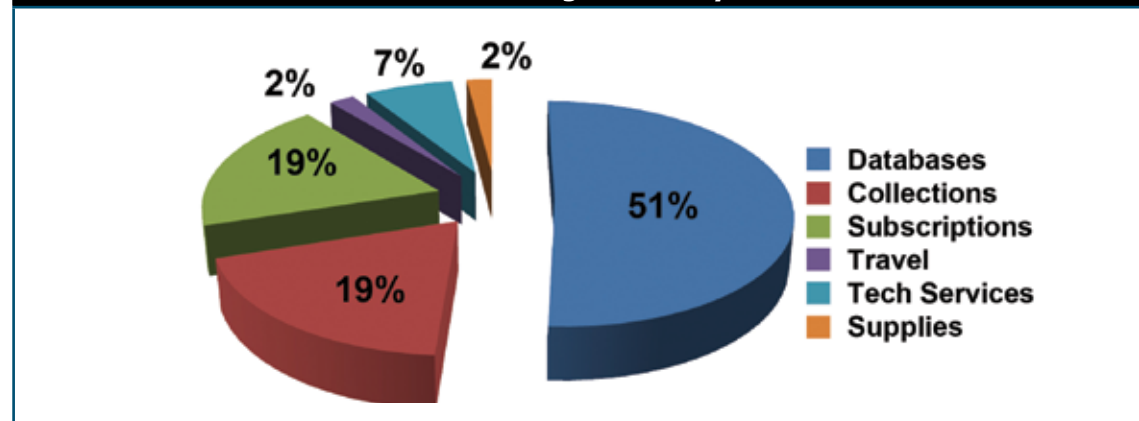
The library added over 2,300 new items to the general collection (books, maps, DVDs, Audio CDs) and was able to expand access to digital content by adding subscriptions to Global Incident Maps, World Politics Review, Community of Scholars Database, and Papers Invited. In an effort to increase student research productivity, the library purchased subscriptions to RefWorks, 360 Link Resolver, and Serials Solutions A-Z list. In addition to the 23 research databases to which the library provides access, NDIC students have access to the DNI's Open Source Center commercial content.

The John T. Hughes Library continued its outreach efforts with DIA by participating in the Defense Open Source Council, the Intelligence Community Library Committee, and DIA's annual Open Source Day. The research librarians also provided various levels of library instruction for DIA's new

employee Gateway program, Tomorrow's Intelligence Professionals Course, JMITC's Open Source Tools Course, and provided library tours and overviews to NDIC's IIFP programs and DIA's Joint Military Attaché School (JMAS) spouses course. Additionally, the library began developing partnerships with various DoD Combatant Commands, notably NORTHCOM and AFRICOM.

The library staff continued to participate in professional development opportunities in AY09-10, with the staff attending many professional library conferences including: American Library Association Annual Conference, Special Libraries Association Annual Conference, Military Libraries Workshop, Georgia Library Associations Access Services Conference, Texas Libraries Association Annual Conference, Electronic Resources and Libraries Conference, Off-Campus Library Services Conference, North American Serials Interest Group, and Web-Search University.

Table 10: John T. Hughes Library Resources



EDUCATIONAL TECHNOLOGY

The Educational and Information Technology Department focused on improving and expanding the operational infrastructure, applications, and technology-based resources to better serve the College's faculty, staff, and students.

The Educational and Information Technology Department works with students, faculty, research fellows, and staff from IT orientation to specific technological needs throughout the year. The team also assists all College Centers with their educational and information technology needs and concerns. This year the department registered over 7,000 support services.

The College upgraded the Blackboard Learning Management System on both classified and unclassified systems. A contract was completed to provide Blackboard training to faculty and technical staff. The Blackboard portal allowed the expansion, via technology, of the distance learning program. Blackboard staff began working with faculty, teaching distance learning courses, to properly develop materials and assist with delivery. Staff also offered training sessions to students with emphasis on techniques and best practices. The College was able to increase course offerings worldwide by incorporating other virtual technologies. Online documentation was developed to facilitate communication between students and faculty. In addition, several new sections were added to Blackboard for new College centers' processes enabling augmenting communication. The department continues partnership with DIA's Human Capital organization, which offers an online course using the College Blackboard environment. Improvements to spaces added a new

classroom while modernizing space and technology in all others. The completion of the new classified research library added workstations, printers, and a new searchable library catalog expanding library resources. The department collaborated with DIA's Information Technology organizations to upgrade and add technology to the College.

FISCAL RESOURCES

The College's financial planning is based on the Planning, Programming, and Budgeting Execution (PPBE) system, which operates on a five-year cycle. The Defense Intelligence Agency is responsible for providing financial resources to the College. These requirements are forwarded by the College President to DIA for inclusion in the overall DIA submission to the General Defense Intelligence Program (GDIP).

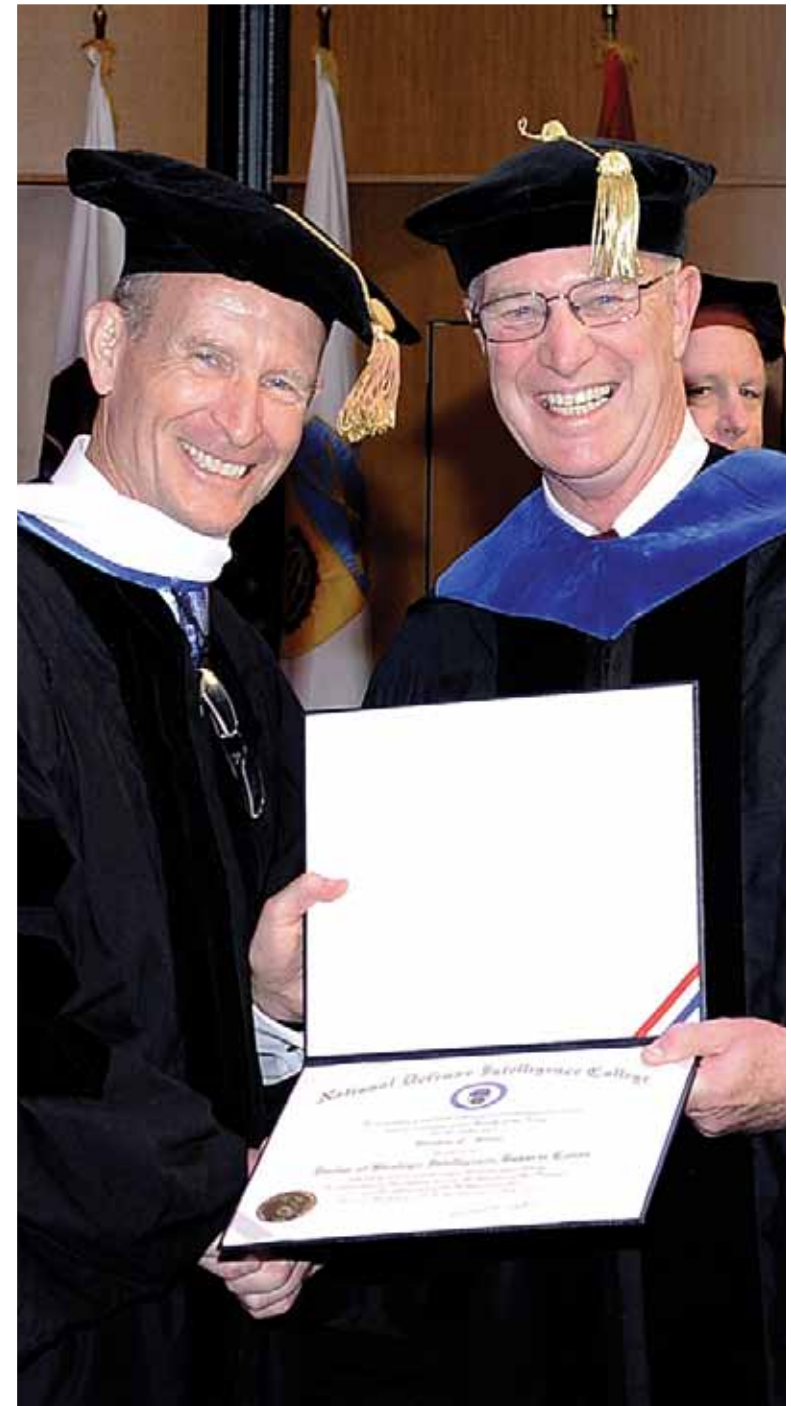
The Department of Defense Instruction 3305.01 calls for the college to expand its education, research, and outreach mission and responsibilities. The College is acting on this charter and the President's Five-Year Strategic Plan, and through the programming and budgeting process, has secured funding in FY10 and FY11 to renovate and maximize classroom office and classroom space and increase course offerings with additional faculty in the same years. The FY10 portion of this funding began renovation of existing office and classroom spaces and funded the addition of nine new billets.

NDIC is exclusively funded through the GDIP and completely in the base program and, therefore, no Overseas Contingency Operations (OCO) funds are used.

COMMENCEMENT AND HONOREES

List of 2009-2010 Graduation Award Winners

Award	Recipient
Honorary Doctorate	ADM Dennis C. Blair, USN (Ret.)
Noncommissioned Officers Association	SSgt Kiel Hoff, USMC (BSI) TSgt Jaimie Clark, USAFR (FT MSSI) ISCM Joseph Dooley, USNR (Reserve)
Reserve Officers Association	Capt Benjamin Jensen, USMCR
National Military Intelligence Association	CTIC Benjamin Durbin, USN (BSI) Mr. John Botzenhart, DIA (FT MSSI)
Ann Caracristi Naval Intelligence Foundation	Capt Michael Gallagher, USMC
Fleet Admiral Chester Nimitz Archival Research Award	Maj Leland K. Cowie, III, USAF
Military Order of the World Wars	MAJ David Hansen, USA
Lieutenant Colonel D. Michael Kuszewski, USMC, Award	Mr. Robert McInturff, State Department
Elizebeth S. Friedman Award	Mr. Ciaran O'Malley, DHS (TSA)
Lyman B. Kirkpatrick, Jr., Intelligence Research Award	LT Brian S. Page, USN
NDIC Research Award	MAJ Richard Malaga, USA
Reserve/Monthly Instructor of the Year	CDR Kevin Brothers, USNR
Robert D. Beland Award	Mr. Joseph P. O'Neill





Mission Source Document

(DEPARTMENT OF DEFENSE INSTRUCTION 3305.01)

Prepare Intelligence Community and Combatant Command Intelligence professionals, both military and civilian, through education and research, to work with skill and dedication in identifying and effectively integrating foreign, military, and domestic intelligence in defense of the homeland and of U.S. interests abroad.

Place a high priority on education and research to meet the combat and peacetime intelligence needs of the Department of Defense.

Enhance the competence of intelligence professionals attending the College, through a variety of academic and educational programs, which include granting intelligence undergraduate and graduate degrees and undertaking and disseminating intelligence research in the furtherance of those programs, and establishing and enforcing appropriate learning standards.

Act as the Department of defense primary point of contact for academic outreach regarding intelligence matters.

Contribute to educational and professional career development of military and federal civilian personnel who are pursuing careers in intelligence, defense policy and programs, homeland defense, or homeland security.

Continue the expansion of degree-program offerings, international programs, research, and academic outreach to federal, public, and private colleges and universities as part of a continuing advancement toward university status.



NATIONAL DEFENSE INTELLIGENCE COLLEGE

The NDIC is the nation's premier academic institution for education, research, and international engagement, and a change agent for the intelligence community by integrating foreign, military, and domestic intelligence to close intelligence gaps, in securing the US from threats.



NATIONAL DEFENSE INTELLIGENCE COLLEGE
WASHINGTON, D.C. 20340-5100