INTELLIGENCE AS A CAREER

Is It Right For You
and
Are You Right For It?

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Deciding on a profession is not a trivial matter, but many people make that decision without knowing the full range of possibilities – even within a discipline. Professional career counselors at universities try to guide students into occupations for which they appear best qualified, but their efforts can only suggest possibilities – and often they are not aware of all possibilities. Medicine attracts students who do not necessarily know whether they wish to become general practitioners, neurologists, dermatologists, etc., just as the law attracts students who do not necessarily know whether they prefer to become trial lawyers, tax specialists, international lawyers, etc.

The national security field, of which intelligence is but one component, is one of these career options. Despite the negative commentary in recent years about "government bureaucrats," government service is rewarding in several ways. Not only does such a career provide the selfless satisfaction of serving one's country, but there are many intellectually provocative and challenging national security jobs, civilian and military. In addition to government service, or as a second career after government service, individuals with intelligence experience can often find positions with large corporations.

Several agencies offer the opportunity of living and working overseas. This can have a great appeal to many Americans who have traveled abroad, who enjoy experiencing different cultures and societies, or who thirst for adventure. Other agencies offer numerous exciting career possibilities throughout the United States, in all-source analysis, counterterrorism, counternarcotics, counterintelligence, counterproliferation and similar fields relating to national defense and security.

But how is one to know which of the many foreign affairs or national security occupations are a good fit for you; and then, how to prepare for one?

How to know whether you want to work abroad most of your career or only occasionally? How to distinguish between a career in government service and one in the private sector, even if both are based overseas? What if you don't want to deal with foreigners but you do want to work in the homeland security or national security arena?

The subject of intelligence is complex. In addressing national security decision making, of which intelligence is a significant component, what former national security advisor, Lt. Gen. Brent Scowcroft, wrote after the collapse of the Soviet Union, still applies today:

> Today the problem is much harder than it was during the Cold War. Then, we faced a single overriding challenger, a reality that shaped the world and our policies...that world is gone. Today's world is anything but tidy. In some respects, it is the exact opposite of the Cold War. There is no place on earth that cannot become tomorrow's crisis. Globalization is eroding borders and individual states' abilities to manage transnational challenges such as financial crises, environmental damage, networked terrorists, and international crime, to name a few.[1]

The White House, Congress, the media and the American people expect the intelligence community to forewarn of impending threats and long-term strategic challenges. Failure to do so elicits almost instantaneous criticism of an "intelligence failure." What are often under-appreciated are the difficulties in collecting, verifying, processing, collating, and analyzing the enormous flood of information that is available to produce useful intelligence.

> "Information is anything that can be known, regardless of how it is discovered. Intelligence refers to information that meets the stated or unstated needs of policy makers and has been collected, processed, and narrowed to meet those needs."[2]

> "Information is essential to the intelligence process. Intelligence, on the other hand, is not simply an amalgam of collected information. It is instead the result of taking information relevant to a specific issue and subjecting it to a process of integration, evaluation, and analysis with the specific purpose of projecting future events and actions, and estimating and predicting outcomes."[3]

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1. Roger Z. George and Harvey Rishikov (eds.), *The National Security Enterprise: Navigating the Labyrinth* (2011), Washington, DC, Georgetown University Press, p. xi.

2. Mark M. Lowenthal, *Intelligence: From Secrets to Policy*, 4th Ed. (2009), Washington DC, CQ Press, p. 9.

3. Don McDowell, *Strategic Intelligence: A Handbook for Practitioners, Managers, and Users*, Revised Edition (2009), Lanham, MD, The Scarecrow Press, p. 53.

Intelligence is used for many purposes. Besides the traditional tracking of foreign military capabilities and scrutiny of foreign government intentions, intelligence is used for the "new problem sets of the twenty-first century – nuclear proliferation, terrorism, failing states, cyber threats, global warming, and the international economic reshuffle."[4] Intelligence supports national security planning, diplomacy, homeland security, and enforcement of our laws.

Usually, the fruits of intelligence collection and analysis remain unknown to the public at large, despite the revelations of Edward Snowden and Wikileaks' Julian Assange. But occasionally the results of the integrated efforts of the Intelligence Community (IC) are made public. Intelligence pieced together over several years revealed the location of Osama bin Laden in 2011; it led to the apprehension of the black market arms merchant Viktor Bout in Thailand in 2008; it led to the apprehension of Mir Amal Kasi in 1997, four years after he shot and killed two employees outside of the CIA as they drove to work. More recently, all-source intelligence enabled law enforcement to arrest Ahmed Khan Rahami in September 2016 shortly after he set off homemade bombs in New York and New Jersey.

The United States Government (USG) not only collects information through the 16-member Intelligence Community (IC), which includes the State, Homeland Security, Justice, Energy and Treasury Departments, the Central Intelligence Agency, and various components of the Department of

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4.   George and Rishikov, p. 7.

Defense, but also through open sources, such as major news organizations, internet sites, and social media. Most information, in fact, is openly available and unclassified. Many members of the IC also have important liaison relationships with other countries around the globe. Making sense of all this, especially in the internet and social media age, is the trick.

London, UK - August 15, 2016: The Secret Intelligence Service (SIS), commonly known as MI6 (Military Intelligence, Section 6), is the British intelligence agency in London.
By Victor Moussa / Shutterstock

The National Security Agency (NSA) and the National Geospatial-Intelligence Agency (NGA) are devoted primarily to technical collection and analysis. The Federal Bureau of Investigation, the Defense Intelligence Agency and all of the military services have components charged with collecting and analyzing foreign intelligence, with respect to their unique missions, as do the Departments of Homeland Security, Treasury and Energy. Even all major business organizations with international operations collect and analyze information relating to product information, competitors, and the risks and/or profitability of doing business in various overseas areas.

The CIA's Directorate of Operations (DDO) has the primary responsibility within the USG for the collection of human intelligence overseas, although rarely as portrayed in popular novels and movies. The DDO, however, is only a fraction of the IC. The Directorate of Analysis (DA) in CIA receives "raw" classified information collected by the DDO and other IC components, as well as open-source information, and subjects it to critical analysis for finished products provided to policymakers. CIA's Directorate of Science and

Technology (DS&T) supports – and explores — a variety of technical means of collecting intelligence. The Directorate of Digital Innovation (DDI) was created in 2015 to address the challenges of the digital age and the cyber world. The Directorate of Support (DS) provides and maintains the platforms from which the others do their jobs. Thus, the skill sets for candidates in each of these five components of the CIA are quite different.

The basic differentiation between collector and analyst exists throughout the other members of the IC, although to varying degrees. Thus, in the Department of State, Foreign Service Officers assigned to embassies and consulates abroad openly collect information and send it back to Washington in messages that usually include their own confidential analyses, many examples of which were regrettably publicized by WikiLeaks. Civil Service employees of the State Department's Bureau of Intelligence and Research (INR) analyze their colleagues' messages along with intelligence from all other sources to provide a more holistic analysis for senior policymakers at State. Similarly, uniformed military officers assigned as defense attaches in embassies or as Foreign Area Officers overseas collect raw data that will be analyzed by their colleagues in the Defense Intelligence Agency (DIA).

For a career in the IC, a candidate must be an American citizen and hold at least an associate degree or certificate, although a BA or advanced degrees are preferable. A clean background is obviously important, as this will be scrutinized.

There are no standard prerequisite courses for candidates to a career in the IC, but some attributes are valuable, especially for those seeking to join State or the CIA: an interest in international affairs; foreign travel and experience; the knowledge of one or more foreign languages, especially non-European languages; interpersonal skills; the ability to adapt to different circumstances; "street smarts"; an analytical mind; some professional work experience. The single most important aspect of intelligence analysis is the ability to think critically. This, of course, can be learned in many ways and in many venues. Understanding the principles of the scientific method – the building of evidence, the testing of hypotheses, trying to disprove hypotheses, and iterating one's thinking – is what every intelligence analyst should have. Strong writing skills are a minimum requirement.

In many cases, military experience is either required or highly desired. At the FBI, legal, forensic and cyber/IT training are valued. Engineering and scientific backgrounds are sought at NSA, NGA, the National Reconnaissance Office (NRO), and CIA's DS&T. Mathematics, hard sciences, information technology and languages are especially important to NSA. DHS looks for people with skills in languages; chemical, biological and nuclear information technology; as well as skills in cyber security and law enforcement. For many agencies, a background in political science, criminal justice, psychology, or regional studies can be useful.

A typical class of newly hired State Department or CIA officers will include individuals with business backgrounds, engineers, lawyers, scientists, accountants, IT specialists, artists – to name but a few of the range of backgrounds other than liberal arts majors. Anthropology and sociology, which help provide the keys to understanding foreign adversaries, are valued disciplines. For the FBI and Homeland Security, experience in law

enforcement in a police department can be useful. The IC today recognizes that the issues of the 21st century require a diverse workforce with a broader range of skills, education and experience than in the past. Of course, every member institution of the IC has its own specialized training programs for candidates, but coming into these with some experience, as noted above, can make a candidate more competitive in the hiring process.

One excellent way to get some idea of work in the national security arena is through an internship in one of the government agencies – either in the Washington Metropolitan area or somewhere else around the nation. Many agencies offer internships, be they summer-only programs, graduate school part-time programs, or even programs lasting a year or longer. The Office of the Director of National Intelligence (ODNI), however, does not. Internships, and the opportunity for networking that they provide, can be an effective means to get a foot in the door, gain some experience, and see what working in the government is all about. Some of these internships require a security clearance, although usually not a top-level one. Such clearances can provide a head start in what is usually a long process. The AFIO website (*www.afio.com*) lists some useful guidance regarding security clearances under the link to "Careers."

Another avenue to national security work is through employment with one of the many contractors who supply services to the government. Most of these companies require security clearances, and even if you start with the lowest clearance—*confidential*—it is quite possible to work your way up to *secret* and *top secret*. Many employees of contracting companies work within government spaces, affording a close look of what a government position might entail.

"I'm looking for a career that won't be obsolete before my student loan is paid off."

Analysts typically spend much of their careers in the United States, mainly, but not exclusively, in the Washington, DC area. Some collection agencies, however, are dispersing parts of their workforce to installations in various states around the country. That said, most analysts will get the opportunity to travel overseas on tours of temporary duty (TDY), varying from a few days to a few years (for example: the Analyst-in-Embassy program). Furthermore, the growing need for support to military operations has greatly expanded the presence of intelligence officers in theater and near the battlefield. Many analysts can apply for advanced degrees sponsored by their agency in the IC. There are also many opportunities for analysts from one agency to rotate to another agency for a tour of one to two years.

Collectors of human intelligence typically spend much of their careers outside the United States, although it is rare for someone to spend more than two or three consecutive tours overseas without then coming back for an assignment in the US. A small minority of collectors will be under the cover of another organization, usually the State Department. The Defense Department also has many collectors overseas, some in uniform, some not, focusing on the collection of intelligence relating to military as well as political, economic and other requirements. The use of non-traditional cover (NOC)—cover that does not involve another government agency—has been expanding over the years.

As an example of the evolving nature of work in the IC, two organizations have been created to address the emerging requirements to exercise "soft power" in pursuit of 21st century national security objectives: the Bureau of Conflict and Stabilization Operations in the State Department, which develops and supports strategies to help the Department and US embassies protect civilians and stabilize communities in conflict; and the Army Civilian Expeditionary Workforce, which shapes the strategic direction of civilian human resources mobilization and contingency planning for the Defense Department.

Since the 9/11 terrorist attacks, other intelligence communities have emerged in the US. Senior officials of the Department of Homeland Security refer to "homeland security intelligence" and the "homeland security intelligence community" as something distinct from the national intelligence community. This homeland security intelligence community includes governmental elements not included in the national intelligence community, such as the intelligence entities within the Department of Homeland Security components of Immigration and Customs Enforcement, Customs and Border Protection, the Transportation Security Administration, the US Secret Service, the Domestic Nuclear Detection Office, the Office of Health Affairs, as well as the 70-plus state and regional intelligence fusion centers throughout the US. Similarly, with the adoption of the concept of "intelligence policing," since 2000 there has been a growing "law enforcement intelligence community."

The Federal Bureau of Investigation uses intelligence for counterterrorism and counterespionage as well as criminal investigations, as do many of the other members of this intelligence community. Elements of the law enforcement intelligence community include the Drug Enforcement Administration, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, the US Marshals Service, the Bureau of Prisons, and state, local, and tribal law enforcement agencies. Both the Los Angeles Sheriff's Department and the New York Police Department maintain sizable intelligence elements.

The first-time job seeker, or even the second-time seeker, may find the process of entering into a national security agency somewhat daunting, especially when faced with potentially more attractive offers and career possibilities from the private sector. Some of the differences between the public and private sectors are examined in the next section of this guide.

Entering the Work Force

1. Private industry can be more agile, not only in recruiting, but in business processes. Intelligence agencies are governed by the many laws and regulations designed to keep them from intruding into the lives of American citizens. There is plenty of room for innovation in the national security arena, but activities are regulated by government statutes rather than by industrial or company policies.

2. Those who choose national security work will often spend a career in one agency. Assignments in other agencies are more and more frequent, since the Director of National Intelligence (DNI—see below) has strongly encouraged rotations between agencies. These include, for example, details to various command and operational centers in the Intelligence Community staffed by personnel from a variety of agencies. These assignments are generally career-enhancing, though many officers may prefer to stay close to "home," where they are more visible to the superiors who write their annual evaluation. Those who choose private industry, on the other hand, are likely, today, to have multiple employers over the course of a career.

3. Entry into a national security agency will entail a lengthy background investigation, possibly a polygraph, and sometimes rejection results from prior experimentation or use of illegal drugs and other "lifestyle" issues. The various agencies have differing policies on prior drug use so it is not feasible to explain here what would be acceptable in each one. This investigation

will delve into "lifestyle" issues (drug use, drinking, gambling, shoplifting, credit-worthiness and unpaid debts, illegal or criminal activities, etc.) as well as "counterintelligence" issues (family members or friends with foreign backgrounds or questionable relationships with foreign governments). If you are considering a career in a national security agency, think twice about what you post on social networking sites.

4. Regardless of the barriers, an individual who wants a national security position needs to begin the application process well before the time that a paycheck is necessary. The entire process, including security clearances (and the polygraph, if applicable) can take as much as a year or more. Both the Office of Personnel Management and the US Congress are trying to expedite the application process, but it remains a fact that entry into private industry is much more streamlined. The flip-side of this is that departure from a private business is also streamlined.

5. Going into national security work means that family, friends, teachers, neighbors, etc., are likely to be questioned during the background investigation about your suitability for positions of significant responsibility. This does not apply to jobs in private industry for the most part, although it does for employees of those companies that do classified work for the government.

6. Acceptance into national security work, especially in a position that requires 'cover,' severely restricts what you can say about that work and may, in fact, require you to lie about what you do. Many new employees underestimate the impact that work status has on themselves and especially on their families. Questions regarding what spouses can say and with whom they can socialize can assume significant importance. For those going overseas, you must consider whether it is realistic to expect to have a two-career family when you will be moved around the globe every two or three years. Many people are uncomfortable with being unable to tell the truth about what they do. Some overseas assignments do not permit spouses and family, although this can also apply to some jobs in the private sector as well.

Pay and Incentives

1. The federal government pays on a set scale. Broadly speaking, the civilian workforce parallels the military pay scale, with top salaries equating to the general officer range. There are modest adjustments to pay within limits, but promotions are basically the only way to significantly increase your salary. Federal salaries are also subject to congressional appropriations, but the individual budgets for each of the agencies in the IC are not lumped together. This can lead to pay freezes or, in extreme cases, furloughs or layoffs as each appropriations bill is considered. Government employees can be the target of congressional attempts to reduce big budgets. Private industry has the flexibility to pay what it feels necessary to attract people with the skill sets the company requires for maximum profits.

2. The federal government is typically more generous with annual leave, administrative leave, and medical leave than is private industry. You accrue additional hours of leave with each year of longevity in government service and you can carry over unused balances to a greater extent than permitted in much of private industry.

3. Private industry often pays bonuses for superior performance or as part of profit-sharing schemes. Merit pay bonuses are available in government as well, but as with the pay scales, they are bounded. The federal government also recognizes superior performance with time-off awards, certificates of achievement, etc., much as the military recognizes superior achievement with medals.

4. Retirement accounts in private industry will be whatever has been negotiated, perhaps by a union, perhaps simply with senior employees. Each agency of the federal government offers its own retirement plan, based on longevity of service.

In addition, the federal government provides investment options in the Thrift Savings Plan, which is the government equivalent of the best 401(K) plans available in the private sector.

5. The federal government offers attractive medical insurance plans which can be continued into retirement.

6. As a general rule, the federal government offers more job security than private industry. Having made a serious investment in you during the long application process, the government is reluctant to fire you, requires numerous steps to do so, and requires extensive grounds to undertake a separation from an employee. A private company, of course, can fire employees at whim, or down-size for any reason, or simply go out of business.

Status

1. Once you are in federal service you will likely see that there are contract employees doing similar work in your work spaces but getting paid more than you. That could be an incentive to leave for higher pay. On the other hand, a career employee has job security with considerable retirement and medical benefits – something the contract employee does not enjoy. Furthermore, people who enter a federal service career have the satisfaction of being representatives of their government in what they do. On the other hand, they are also subject to critics of "bloated government."

2. Both tracks offer the opportunity to become a senior leader. Private industry can pay more; the federal government can provide an opportunity for you to help your agency—and country—"make a difference."

The bottom line is that there are hurdles for the entry process to the government, there are frustrations from having to do it "the way we always have," and there are many thankless tasks. At least once in your career you will be part of a group accused of some conspiracy to get around the law and to hide the truth from 'the public.' There are, however, rewards in the form of pride and accomplishment in protecting the national security and interests of the United States even though most people will never learn of your contributions due to the classified nature of your work. You may not be able to

talk about your accomplishments to many people. The world of intelligence does not often produce the excitement and thrills of a Hollywood movie or a television series, but it does offer the opportunity to play a part in securing the nation for now and for the future.

For the prospective candidate interested in intelligence as a career but uncertain where his or her abilities and interests might fit within one of the 16 members of the IC, the first step is to take a close look at each of these members. What follows is a brief overview of the IC, along with a list of the members, a short description of each, and their principal website addresses. In April 2016, the Office of the Director of National Intelligence (ODNI) announced the creation of a new website aimed at individuals seeking a career in the IC. It is *www.intelligencecareers.gov*. It provides a brief description of each of the 17 (including the ODNI) members of the IC with a link to each one. Several agencies now have Twitter handles dedicated solely to announcing jobs and job-related news regarding that agency. For example, NSA has @NSACareers and the Department of State has @doscareers. You can verify US Government social media accounts through *USA.gov*.

The United States Intelligence Community

"The United States intelligence effort shall provide the President and the National Security Council with the necessary information on which to base decisions concerning the conduct and development of foreign, defense, and economic policies, and the protection of United States national interests from foreign security threats. All departments and agencies shall cooperate fully to fulfill this goal."

—Executive Order 12333

The primary departments and agencies cooperating to fulfill the goals of E.O. 12333 constitute the US Intelligence Community. Thus, an IC member is a federal government agency, service, bureau, or other organization within the executive branch that plays a role in the business of national intelligence. The Intelligence Community comprises 16 such organizations and one overarching entity, the Office of the Director of National Intelligence, created in 2004 to oversee and coordinate the work of the Community.

The idea of a Director of National Intelligence (DNI) dates to 1955 when a blue-ribbon study commissioned by Congress recommended that the Director of Central Intelligence should employ a deputy to run the CIA so
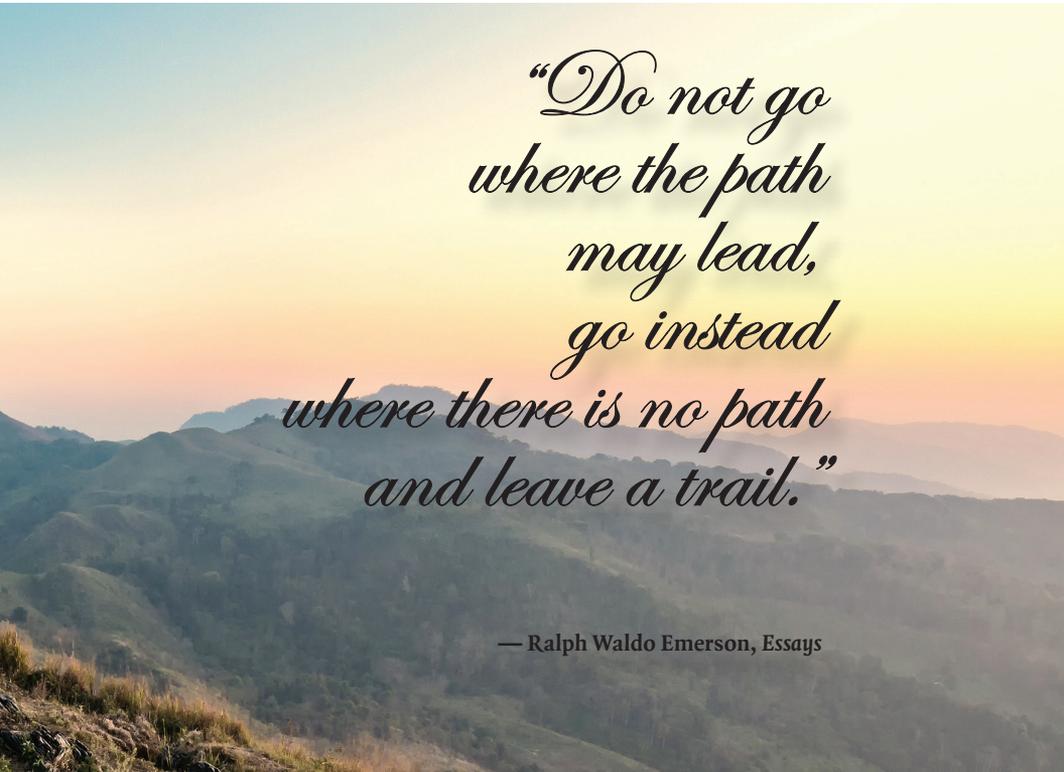
"Do not go where the path may lead, go instead where there is no path and leave a trail."

— Ralph Waldo Emerson, *Essays*

that the director could focus on coordinating the overall intelligence effort. This notion emerged as a consistent theme in many subsequent studies of the Intelligence Community commissioned by both the legislative and executive branches over the next five decades.

It was the attacks of September 11, 2001, however, that finally moved forward the longstanding call for major intelligence reform and the creation of a Director of National Intelligence. Many people believed that the IC had failed in not providing the intelligence necessary to prevent the attacks. Although the IC knew that al-Qaeda was planning a major attack, many outside the IC said that the diverse structure of the IC prevented it from pulling together all the information it had collected and from producing a coherent and timely analysis of this information.

The post-9/11 investigations included a joint congressional inquiry and the independent National Commission on Terrorist Attacks Upon the United States (better known as the 9/11 Commission). The report of the 9/11 Commission in July 2004 proposed sweeping changes in the Intelligence Community, including the creation of a National Intelligence Director. Very soon after the report was released, the federal government moved forward to undertake reform. President George W. Bush signed four Executive Orders in August 2004, which strengthened and reformed the Intelligence Community as much as possible without legislation. In Congress, both the House and Senate passed bills with major amendments to the National Security Act of 1947. Intense negotiations to reconcile the two bills ultimately led to the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA), which President Bush signed into law on December 17, 2004.
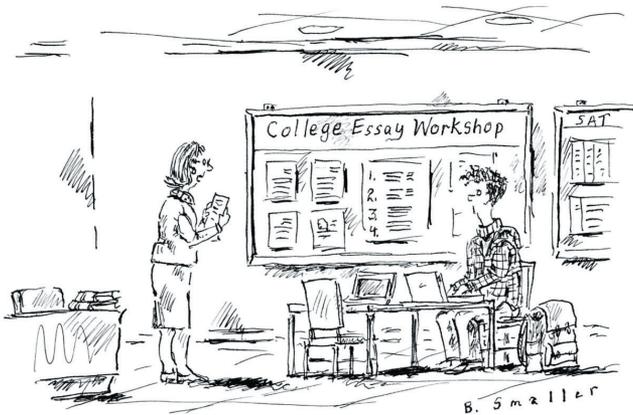
"Writing about your community service is good, but I would play down the court-ordered part."

Which Agency Is Right for You?

Which Agency Is Right for You?

The Office of the Director of National Intelligence (*www.odni.gov*)

1. **The Central Intelligence Agency** (*www.cia.gov*)

2. **The Defense Intelligence Agency** (*www.dia.gov*)

3. **The Department of Energy, Office of Intelligence and Counter-intelligence** (*www.doe.gov/nationalsecurity*)

4. **The Department of Homeland Security, Office of Intelligence Analysis** (*www.dhs.gov*)

5. **The Department of State, Bureau of Intelligence and Research** (*www.state.gov/s/inr*)

6. **The Department of the Treasury, Office of Intelligence and Analysis** (*www.treasury.gov*)

7. **The Drug Enforcement Administration of the Department of Justice, Office of National Security Intelligence** (*www.usdoj.gov/dea*)

8. **The Federal Bureau of Investigation, National Security Branch** (*www.fbi.gov*)

9. **The National Geospatial-Intelligence Agency of the Department of Defense** (*www.nga.mil*)

10. **The National Reconnaissance Office of the Department of Defense** (*www.nro.gov*)

11. **The National Security Agency of the Department of Defense** (*www.nsa.gov*)

12. **Air Force Intelligence, Surveillance, and Reconnaissance Agency of the Department of Defense** (*www.af.mil*)

13. **The US Army Intelligence and Security Command of the Department of Defense** (*www.army.mil*)

14. **The Office of Naval Intelligence of the Department of Defense** (*www.nmic.navy.mil*)

15. **The Marine Corps Intelligence Agency of the Department of Defense** (*www.quantico.nmic.mil*)

16. **Coast Guard Intelligence of the Department of Homeland Security** (*www.uscg.mil*)

The Application Process

Having considered which of the 16 agencies – or the Office of the DNI - might be right for you, you should be aware that a position in the IC will always require a security clearance. There are considerable variations among the agencies regarding the nature of the clearance required (Confidential, Secret, Top Secret, and Top Secret/Sensitive Compartmented Intelligence, or variations of these terms depending on agency) and the processes required to obtain that clearance (application forms, interviews, background investigation, polygraph).

The most stringent procedures are required by the CIA, NSA, NRO and NGA. In addition to lengthy application questionnaires and interviews, you will undergo a complete background investigation, both for lifestyle and counterintelligence (CI) issues. You will also have to successfully undergo a polygraph test. The time needed to complete this process, from the date you receive a provisional offer of employment, may take many months and sometimes can run over a full year.

The FBI requires a complete background investigation and a CI-scope polygraph for all new entrants. All positions today require a Top Secret security clearance – even cleaning and maintenance crews. The length of time for a background investigation varies by the time of year – there are typically more applicants in the summer and fall. During election cycles, political appointees get priority over new hires. Those applying for internships largely should have a complete submission in by November for a summer position

the following year. All applications for employment must be completed on the FBIJOBS website.

The Bureau of Intelligence and Research at the State Department is composed of regular Foreign Service Officers, who have passed the Foreign Service exam and may have served overseas, and Civil Service Officers who do not have to complete the Foreign Service entrance exam, but who are required to have had full background investigations. Polygraph exams are not required for the State Department.

The Defense Intelligence Agency is composed primarily of Civil Service officers, who have had full background investigations, and some uniformed military officers. Many positions in DIA require a polygraph.

The intelligence components of the four armed services and the Coast Guard have uniformed military officers as well as civil service professionals. Some agencies require at least a CI polygraph for service members assigned to those agencies.

The Departments of Energy, Treasury, and Homeland Security all require full background investigations, as does the Drug Enforcement Administration. There is no polygraph. The Department of Homeland Security is actively recruiting individuals for its Office of Intelligence and Analysis.

Questions and Answers About Intelligence Careers

Q How can I join the CIA, the FBI, or some other intelligence agency?

A: Other than applications taken during career fairs, most of the major intelligence agencies only accept formal application through special secure pages on their websites. Go to the website for the agency in question. Most will have an online application form which you can download and complete, or complete securely online and submit electronically. The website will also provide further information about what types of jobs are available in that agency.

Q Can I find out about careers in the IC from usajobs.com?

A: *USAJOBS.com* is a site managed by the Office of Personnel Management, which is the central department for overseeing the federal workforce. Its website has a wealth of useful information for the potential job-seeker, including job listings, salary tables, upcoming events and human resource reports. That said, information on openings in specific agencies of the IC can be found more readily by going directly to the website for that agency.

Q What types of tests will I have to take before being accepted into an intelligence agency?

A: Each agency will have its own battery of tests, but at a minimum an applicant can expect a math and verbal proficiency examination – like the SAT college boards. Other tests are likely to include psychological examinations, language aptitude tests, an oral examination before a panel, and one or more polygraphs (counterintelligence and lifestyle).

Q What can you tell me about the polygraph?

A: One of the tests which a future employee of the CIA, NSA, NRO and parts of others agencies have to take is the polygraph. This test consists of two groups of questions: counterintelligence and lifestyle. Counterintelligence questions are those questions dealing with contacts with individuals in foreign countries, and possibly their intelligence services, unreported contacts with foreign nationals, involvement in terrorist activities, and mishandling of classified material

to include unauthorized removals and/or revelations of classified material. Lifestyle questions are questions that deal with criminal activity, drug use, financial problems, falsification of the application, and computer abuse, etc. Over the years, questions have changed. Questions dealing with sexual orientation have been removed, while questions on financial problems, involvement in terrorist activities, and hacking and cyber abuse have been added.

Q What training should I have before applying for an intelligence agency?

A: There is no specific course of training for a career in intelligence. Applicants who have foreign area experience and linguistic expertise are highly valued. Those with military and/or managerial experience would be likely to have an edge over their peers. In tomorrow's increasingly complex and technical world the understanding of science, technology, engineering and math (STEM) will be even more important for an individual's success than it is today.

Q What are the most important foreign languages to study?

A: Those who know languages such as Arabic, Dari, Farsi, Pashto, Urdu, Kurdish, Punjabi, Somali, Swahili, Turkish, Chinese, Japanese, Korean as well as other ethnic and tribal dialects from all over the world are of special interest. Bear in mind, however, that the IC is broad. For example, Spanish can be useful for a career in homeland security. And for those with an aptitude for a digital language, the IC also offers exciting careers. Finally, the IC also makes provision to train employees in languages for which there is pressing need. See language list on page 31.

Q What are the most valuable skills that I can develop before applying?

A: Language skills are important, but so are certain liberal arts components to whatever field of study you choose. You must be able to communicate effectively, in writing and in speech. The ability to think critically is essential: to develop and consider competing hypotheses for various situations, to tolerate ambiguity, and to avoid premature conclusions. Attention to detail is very important.
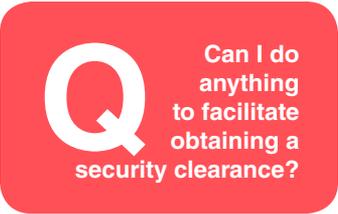
Q Can I do anything to facilitate obtaining a security clearance?

A: You can download clearance applications SF85 and SF86 from the Office of Personnel Management (*OPM.gov*) and use them as a guide. Be completely straightforward in all your answers, and be prepared to explain even minor infractions. The people who investigate for government clearances will delve into criminal and driving records, medical records, credit scores, web presence, travel history, and personal relationships. You will be asked to identify several people who know you who will then be interviewed. And interviews are expanded beyond your original references, so hiding someone or some activity in your past will not work.

Q How old is too old to work for the Intelligence Community?

A: There are no age limits, especially for analytical positions. However, because of lengthy training and rigorous physical requirements, field agents in the FBI and case officers of the Directorate of Operations of the CIA are generally not accepted over the age of 35.
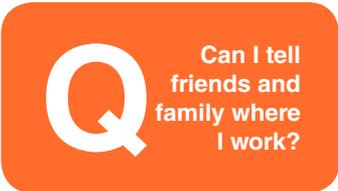
Q Can I tell friends and family where I work?

A: For most agencies in the Intelligence Community, this is not an issue. Employees of the Department of Defense collection agencies, such as NSA, NGA and NRO, are discouraged from being specific about where they work. Similarly, most officers in the Directorate of Operations of the CIA are urged to keep the number of people aware of their true employment to an absolute minimum. The choice of whom to disclose your employment is up to you, but remember that you are subject to the polygraph and will be expected to take the test periodically throughout your career where you will be asked to disclose names of all of those who know your real employment.
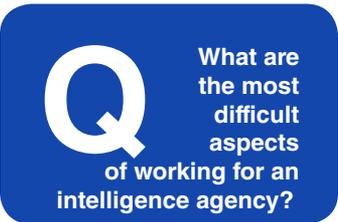
Q What are the most difficult aspects of working for an intelligence agency?

A: For many in the Intelligence Community, especially, but not exclusively, those assigned overseas, the job can be 24/7. You are always on-call, should a situation arise. It can be difficult to separate your personal from your professional life – particularly in areas of conflict or crisis, man-made or natural.

A: Each agency has its own regulations regarding the personal conduct of its employees. The CIA, which is one of the most restrictive agencies, requires employees to report all close and continuing contact with foreigners; employees must receive prior approval for foreign travel, unless they are assigned abroad; and they must receive prior approval for any written publication they author, even after they have retired or left the agency's service. NSA and the other branches of the Defense Department collection agencies have similar restrictions.

A: The Office of the Director of National Intelligence was created in 2004 precisely to address this issue. It has succeeded to a considerable extent in breaking down bureaucratic barriers, as evidenced by the inter-agency cooperation that led to the death of Osama bin Laden.

Languages Critical to US National Security

Albanian	African (all languages)	Akan/Twi	Amharic
Arabic (all dialects)‡	Armenian	Azerbaijani	Bahasa
Bambara	Belarusian	Bengali	Bosnian
Bulgarian	Cambodian	Cantonese‡	Croatian
Czech	Gan	Georgian	Haitian
Hausa	Hebrew	Hindi	Hungarian
Japanese	Javanese	Kanarese	Kazakh
Khmer	Korean‡	Kurdish	Kyrgyz
Lingala	Macedonian	Malay	Malayalam
Mandarin‡	Moldovan	Pashtu‡	Persian/Farsi‡
Polish	Portuguese	Punjabi	Romanian
Russian‡	Serbian	Sinhala	Slovak
Slovenian	Swahili	Tagalog	Tajik
Tamil	Telegu	Thai	Turkmen
Turkish	Uighur	Ukrainian	Urdu
Uzbek	Vietnamese	Wolof	Yoruba
Zulu			

‡ The Primary languages sought by the DO. The rest are other non-Western European languages also critical to US national security. More than a quarter of CIA's new hires claimed at least some foreign language proficiency. More new analysts and collectors go directly into language training after graduating from analytic or operational coursework. Language skills are now a stricter requirement for promotion to CIA's senior ranks. The National Security Education Board (NSEP) emphasizes study of non-Western European languages critical to U.S. national security, such as Arabic, Chinese, Hindi, Indonesian, Korean, Russian, and Turkish.
(Chart source: National Security Education Program at www.nsep.gov/content/critical-languages)

HONOR THE OATH

I DO SOLEMNLY SWEAR
THAT I WILL SUPPORT AND DEFEND
THE CONSTITUTION OF THE UNITED STATES
AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC;
THAT I WILL BEAR TRUE FAITH
AND ALLEGIANCE TO THE SAME;
THAT I TAKE THIS OBLIGATION FREELY,
WITHOUT ANY MENTAL RESERVATION
OR PURPOSE OF EVASION;
AND THAT I WILL WELL AND FAITHFULLY
DISCHARGE THE DUTIES OF THE OFFICE
UPON WHICH I AM ABOUT TO ENTER,
SO HELP ME GOD.

IN HONOR OF THOSE MEMBERS
OF THE CENTRAL INTELLIGENCE AGENCY
WHO GAVE THEIR LIVES IN THE SERVICE OF THEIR COUNTRY
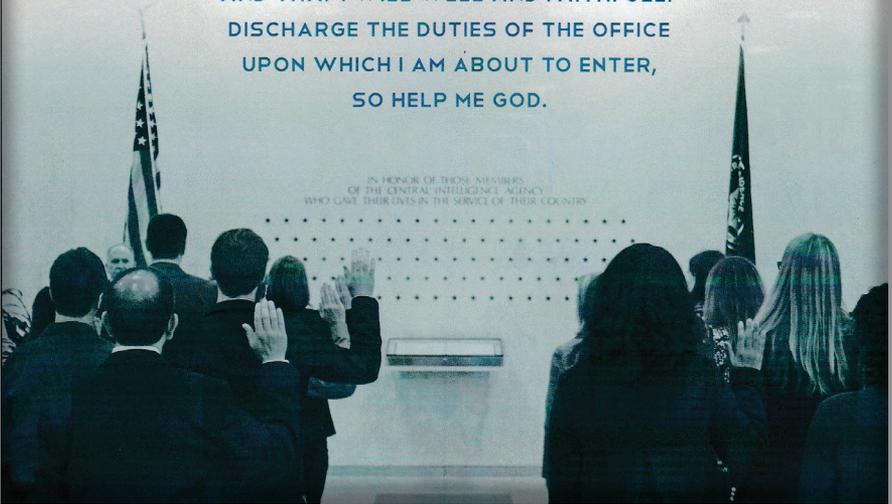
The US Intelligence Community

DNI

The Director of National Intelligence (DNI) serves as the head of the Intelligence Community, overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters. The mission of the Office of the Director of National Intelligence is to effectively integrate foreign, military and domestic intelligence in defense of the homeland and of United States interests abroad.

Congress provided the DNI with a number of authorities and duties, which charge the DNI to:

- Ensure that timely and objective national intelligence is provided to the President, the heads of departments and agencies of the executive branch; the Chairman of the Joint Chiefs of Staff and senior military commanders; and the Congress.

- Establish objectives and priorities for collection, analysis, production, and dissemination of national intelligence.

- Ensure maximum availability of and access to intelligence information within the Intelligence Community.

- Develop and ensure the execution of an annual budget for the National Intelligence Program (NIP) based on budget proposals provided by IC component organizations.

- Oversee coordination of relationships with the intelligence or security services of foreign governments and international organizations. (Under the E.O. 12333 rewrite, the DCIA and the FBI Director exercise DNI authority to require coordination of all intelligence activities taking place in their respective spheres of influence.)

- Ensure that the most accurate analysis of intelligence is derived from all sources to support national security needs.

- Develop personnel policies and programs to enhance the capacity for joint operations and to facilitate staffing of community management functions.

- Oversee the development and implementation of a program management plan for acquisition of major systems, doing so jointly with the Secretary of Defense for DoD programs, that includes cost, schedule, and performance goals and program milestone criteria.

The website for the Director of National Intelligence (*www.dni.gov*) provides a wealth of background information on the national Intelligence Community as well as news releases, speeches, reports and testimony to Congress, management directives, and other publications. One section explains the 2004 Intelligence Reform and Terrorism Prevention Act and efforts at reforms. The website links to all member agencies of the US Intelligence Community.

CIA

The Central Intelligence Agency (CIA), established by the National Security Act of 1947, is responsible to the President through the Director of National Intelligence and accountable to the American people through the Intelligence Oversight Committees of the Congress. The Director of CIA also serves as the National HUMINT Manager. The CIA has two core missions:

- To support the President, the National Security Council, and all officials who make and execute US national security policy by providing accurate, comprehensive and timely foreign intelligence and analysis on national security topics.
- To conduct counterintelligence activities, special activities and other functions related to foreign intelligence and national security as directed by the President.

The CIA is separated into five basic components: the Directorate of Operations, the Directorate of Analysis, the Directorate of Science and Technology, the Directorate of Digital Innovation and the Directorate of Support. Ten Mission Centers, organized on geographical and topical lines, serve as locations to integrate capabilities and bring the full range of CIA's operational, analytic, support, technical and digital skillsets to bear against the nation's most pressing national security problems.

DIA

The Defense Intelligence Agency's (DIA) mission is to provide timely, objective, all-source military intelligence to policy-makers, to US armed forces around the world, and to the US acquisition community and force planners to counter a variety of threats and challenges

across the spectrum of conflict. The agency employs extensive expertise in such areas as foreign military forces; their intentions and capabilities; foreign military leadership; proliferation of weapons of mass destruction; defense-related political and economic developments; advanced military technologies and material production; information warfare; missile and space developments; defense-related medical and health issues.

The Director of DIA is a three-star military officer who serves as the principal advisor on substantive military intelligence matters to the Secretary of Defense and the Chairman of the Joint Chiefs of Staff. He is the Program Manager for the General Defense Intelligence Program, which funds a variety of military intelligence programs at and above corps level, and is the Chairman of the Military Intelligence Board which examines key intelligence issues such as information technology architectures, program and budget issues, and defense intelligence inputs to National Intelligence Estimates.

DOE

The Department of Energy's Office of Intelligence and Counterintelligence (DOE) brings the access and expertise of the Department and its nationwide complex of laboratories and other facilities to bear on the challenges facing US national security with regard to the worldwide threat of nuclear terrorism; the spread of nuclear technologies, materials and expertise; emerging foreign technology threats to US economic and military interests; and the threat of foreign penetration of DOE facilities. In addition, DOE enriches the Intelligence Community with access to information on a variety of energy issues.

The DOE's intelligence program originated during the Manhattan Project in World War II, when it was created to provide specialized analysis of the developing atomic weapons of the Soviet Union. Since then, intelligence at DOE has evolved in close concert with changing policy needs and the strengths of DOE's unique scientific and technological base to address such matters as world energy crises, nuclear proliferation and nuclear terrorism.

DHS

The Office of Intelligence and Analysis of the Department of Homeland Security (DHS) is responsible for using information and intelligence from multiple

sources to identify and assess current and future threats to the United States, assess vulnerabilities, determine potential impacts, and disseminate timely information to state and local governments and the American public.

DHS intelligence analysts track terrorists and their networks and assess threats to US critical infrastructures from bio- and nuclear-terrorism. They assess the threats to US air, land and sea borders from pandemic diseases, from cyber space and from radicalization within US society. DHS is the only IC element statutorily charged with delivering intelligence to our state, local, tribal, territorial and private sector partners, and developing intelligence from those partners for the Department and the IC.

STATE

The Bureau of Intelligence and Research of the Department of State (INR/DOS) provides the Secretary of State with timely, objective analysis of global developments. It serves as the focal point within the Department of State for all policy issues and activities involving the Intelligence Community. INR's analysts draw on all-source intelligence, diplomatic reporting, public opinion polling and interaction with US and foreign scholars to respond rapidly to changing policy priorities and to provide early warning and analysis of events and trends that affect US foreign policy and national security interests. INR's analysts – a combination of Foreign Service officers with extensive in-country experience and Civil Service specialists with in-depth expertise – cover all countries and regional or transnational issues.

In addition to all-source analysis and intelligence policy and coordination, INR analyzes and reports on geographical and international boundary issues; organizes some 300 conferences a year to facilitate the interchange of expertise and ideas between outside experts (foreign and domestic) and US government officials; and administers the Title VIII Grant Program, funded by Congress for senior level academic research on Eastern Europe and Eurasia.

TREASURY

The Office of Terrorism and Financial Intelligence of the Department of the Treasury (OTFI) develops and implements US government strategies to combat terrorist financing domestically and internationally, develops and implements the National Money Laundering Strat-

egy as well as other policies and programs to fight financial crimes. It marshals the department's intelligence and enforcement functions with the twin aims of safeguarding the financial system against illicit use and combating rogue nations, terrorist facilitators, weapons of mass destruction proliferators, money launderers, drug kingpins, and other national security threats.

DEA

The Office of National Security Intelligence of The Drug Enforcement Administration (DEA) is responsible for providing drug-related information responsive to Intelligence Community requirements. It was established to manage centralized tasking of requests for and analysis of national security information obtained during DEA's drug enforcement programs. The DEA helps optimize the overall US Government counter-narcotics interdiction and security effort and furthers creative collaboration between the various federal, state, local, and foreign officials involved in countering the threats from narcotics trafficking, human trafficking, immigration crimes and global terrorism.

FBI

The National Security Division of the Federal Bureau of Investigation (FBI/NSD) was created in 2006 to position the FBI to protect the US against weapons of mass destruction, terrorist attacks, foreign intelligence operations and espionage, and cyber-based attacks and high technology crimes.

The FBI's NSD integrates investigative and intelligence activities against current and emerging national security threats; provides timely information and analysis to the intelligence and law enforcement communities; and develops enabling capabilities, processes, and infrastructure, consistent with applicable laws, Attorney General and Director of National Intelligence guidance, and civil liberties.

NGA

The National Geospatial-Intelligence Agency (NGA) provides timely, relevant, and accurate geospatial intelligence in support of national security objectives. It provides geospatial intelligence in all its forms, and from whatever source – imagery, imagery intelligence, and geospatial data and information—to ensure the knowledge foundation for planning, decision, and action. Geospatial intelligence is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on earth.

NGA provides support to civilian and military leaders and contributes to the state of readiness of US military forces. The Agency also contributes to humanitarian relief efforts, such as peacekeeping operations, and tracking natural disasters.

NRO

The National Reconnaissance Office (NRO), established in 1961, designs, builds and operates the nation's unique reconnaissance systems and conducts intelligence-related activities essential for US national security. NRO products, provided to an expanding list of customers like the Central Intelligence Agency and the Department of Defense, can warn of potential trouble spots around the world, help plan military operations, and monitor the environment.

NSA/CSS

The National Security Agency/ Central Security Service (NSA/CSS) leads the US Government in cryptology that encompasses both Signals Intelligence (SIGINT) and Information Assurance (IA) products and services, and enables Computer Network Operations (CNO) to gain a decision advantage for the nation and our allies under all circumstances.

The *Information Assurance* mission confronts the formidable challenge of preventing foreign adversaries from gaining access to sensitive or classi-

fied national security information. The *Signals Intelligence* mission collects, processes, and disseminates intelligence information from foreign signals for intelligence and counterintelligence purposes and to support military operations. This Agency also enables Network Warfare (NetWar) operations to defeat terrorists and their organizations at home and abroad, consistent with US laws and the protection of privacy and civil liberties.

A high technology organization, NSA is on the frontiers of communications and data processing. It is also one of the most important centers of foreign language analysis and research within the government. Founded in 1952, NSA supports military customers, national policymakers, the counterterrorism and counterintelligence communities, as well as key international allies. The Director of NSA is also the head of the U.S. Cyber Command, established in 2009.

AIR FORCE INTELLIGENCE

The Air Force's Intelligence, Surveillance, and Reconnaissance (USAF/ISR) mission is to deliver sovereign options for the defense of the US and its global interests. The Air Force integrates manned and unmanned aeronautical vehicles and space-based systems to provide continual situational awareness and information to the joint warfighter and national decision makers. ISR collection assets and analysts contribute to the overall goal of increasing the nation's ability to gather and analyze intelligence on our adversaries.

The essence lies in the ability to apply selective force against specific targets because the nature and variety of future contingencies demand both precise and reliable use of military power with minimal risk and collateral damage. The ability of joint force commanders to keep pace with information and incorporate it into a campaign plan is crucial. Intelligence, surveillance and reconnaissance capabilities are at the core of determining desired warfighting effects.

ARMY INTELLIGENCE

The U.S. Army Intelligence and Security Command (INSCOM) conducts intelligence, security and information operations for military commanders and national decision makers. Adapting to the changing paradigms of warfare, including counterterrorism and counter-insurgency operations, the Army is committed to provide all-source "actionable" intelligence along tactically useful timelines, to soldiers and commanders at all levels. It is increasing military intelligence capacity and skills balance. It is enabling distributed access to an all-source, flat, integrated network. It is expanding human intelligence capacities. And it is working to increase the ability of soldiers to understand their environment and recognize and report useful information.

NAVAL INTELLIGENCE

The Navy's Office of Naval Intelligence (ONI) supports joint operational commanders with a worldwide organization and an integrated workforce of active duty, reserve, officer and enlisted and civilian professionals. ONI supports a variety of missions including US military acquisition and development through scientific and technical analysis of naval weapons systems. The ONI also supports missions relating to counterterrorism, counter-proliferation, counter-narcotics and customs enforcement, and is working to structure interaction with other government organizations that can use or provide valuable intelligence related to seagoing issues. To that end, in 2009 the Navy created a new entity dedicated to maritime intelligence, The National Maritime Intelligence-Integration Office (NMIO). The NMIO performs a national-level, cross-departmental mission to facilitate the proactive integration of intelligence within the maritime domain; provides direct support to the National Security Staff and facilitates information sharing and collaboration across the Global Maritime Community of Interest, which consists of US federal, state, local, tribal, and territorial governments; the maritime industry; academia; and our foreign partners.

MARINE CORPS INTELLIGENCE

The Marine Corps Intelligence Activity (MCIA) provides tailored intelligence and services to the Marine Corps, other branches of the military, and the Intelligence Community. These include threat assessments, estimates, and intelligence for service planning and decision-making. The MCIA also provides combat developers with threat data and other intelligence support for doctrine and force structure development, systems and equipment acquisition, war-gaming, and training and education.

COAST GUARD INTELLIGENCE

The Coast Guard Intelligence (CGI) became a statutory member of the Intelligence Community in December 2001. Its duties are to collect law enforcement intelligence on maritime threats, exchange information through relationships with government and private entities, conduct first order analysis, and disseminate tactical and operational intelligence directly to port level commanders as well as other Coast Guard units and government agencies. Because the Coast Guard employs unique expertise and capabilities in the maritime environment, both domestically and internationally, it can collect intelligence that supports not only the Coast Guard, but other national security objectives as well.

Institutions Offering Courses
in Intelligence and Security

The inclusion of Intelligence and Security as subjects of academic curricula has increased exponentially in recent years, as evidenced by the list of academic institutions that offer courses in these subjects in this booklet. Scholars trained in history, international studies, and political science examine such subjects as the influence of US and foreign intelligence on national decisions during the Cold War, the Vietnam War, the Persian Gulf War (Operation Desert Storm), the Second Gulf War (Operation Iraqi Freedom), the conflict in Afghanistan, as well as how espionage has impacted other major events around the world since the end of World War II.

In the past, academic associations shied away from recognizing intelligence studies, but this is increasingly changing. The International Studies Association has had an intelligence studies section since 1985, and in 2008, the American Political Science Association agreed to form an intelligence studies group, thus enabling members to present panels at each year's convention. The International Association for Intelligence Education (IAFIE) was formed in 2004 as a professional association for intelligence educators. It has instituted a certification effort for undergraduate intelligence programs, although this remains somewhat controversial in the eyes of some institutions. Only a handful of institutions have been "certified" to date.

Some journals focusing on intelligence are AFIO's own *Intelligencer,* and the publication by CIA's Center for the Study of Intelligence—*Studies in Intelligence.*

The increasing number of books and articles about intelligence pose a challenge to anyone new to the field. Because of popular myths fostered by novels, movies, and television, much has been written about the intelligence field that is inaccurate or sensationalized for purposes of sales. Many written by former intelligence officers are prescriptions for reform largely based on personal experiences. The sources described here are offered only as a point of departure for those interested in this subject.
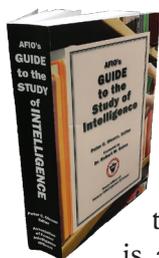
AFIO's Guide to the Study of Intelligence, published in October 2016, with a foreword by former Secretary of Defense and Director of Central Intelligence Dr. Robert Gates, is a readable anthology that addresses many aspects of the intelligence field. It is available for purchase directly from AFIO at www.afio.com or from Amazon.com. As a public service to professors, students, and the public, the full 788-page book is also available here: *http://www.afio.com/publications/Guide/index. html?page=1.* It provides guidance for instructors and those interested

in intelligence on what literature is good and what is not on the various aspects of the many intelligence disciplines, espionage, counterintelligence, covert action, history, and foreign intelligence services.

Widely used in universities is Mark Lowenthal's text, *Intelligence: From Secrets to Policy.*[5] Now in its seventh edition, this focused volume covers the basics of the intelligence field, recounts the central themes of the evolution of the US Intelligence Community, and explains its current layout. His treatment of law enforcement intelligence or industry's employment of intelligence, however, is sparse. Philip Tetlock's book, *Expert Political Judgment: How Good Is It? How Can We Know?*[6] examines the correlation between forecasting accuracy and access to classified information, experience and education. J. Richard Hackman's book, *Collaborative Intelligence: Using Teams to Solve Hard Problems (Lessons From and For Intelligence Professionals),*[7] provides useful recommendations about how to structure and manage intelligence professionals charged with solving difficult analytical problems in challenging environments.

British author Christopher Andrew's 1995 intelligence history remains one of the best published.[8] *For the President's Eyes Only* traces the major developments in American intelligence from the Revolutionary War through the administration of George H. W. Bush, ending in 1993. Scientific writer and journalist David Owen has written *Hidden Secrets: A Complete History of Espionage and the Technology Used to Support It*, an illustrated book that addresses many aspects of intelligence.[9] The book provides a brief overview of most intelligence collection disciplines. Of value to students are the anecdotes and sidebars that address the impact of intelligence in history.

One of the best intelligence accounts ever written is *A Secret Life* by journalist Benjamin Weiser.[10] With extensive inside assistance from the CIA, Weiser tells the story of Polish Colonel Ryszard Kuklinski who, for almost a decade, funneled the most sensitive of secrets concerning the Soviet Union and Warsaw Pact to the West. Finally, CIA's covert paramilitary operations are of considerable interest to students. There are many publications addressing this aspect of CIA's mission, but few can equal Gary Schroen's first-person

5.   Mark Lowenthal, *Intelligence: From Secrets to Policy*, (2016), Washington: CQ Press.
6.   Philip Tetlock, *Expert Political Judgment: How Good Is It? How Can We Know?*, (2017), New Jersey: Princeton University.
7.   J. Richard Hackman, *Collaborative Intelligence: Using Teams to Solve Hard Problems*, (2011), California: Berrett-Koehler.
8.   Christopher Andrew, *For the President's Eyes Only: Secret Intelligence and the American Presidency from Washington to Bush*, (1995), New York: Harper Perennial.
9.   David Owen, *Hidden Secrets: A Complete History of Espionage and the Technology Used to Support It*, (2002), London, Firefly Books (pbk).
10.   Benjamin Weiser, *A Secret Life: The Polish Officer, His Covert Mission, and the Price He Paid to Save His Country* (2004), New York, Public Affairs (pbk).

account of leading a CIA team into the Panjshir Valley of Afghanistan in late September 2001 to spearhead the war against the Afghan Taliban and its al-Qaeda allies.[11]

The following is a partial list for the prospective student of the many colleges and universities that have begun to offer courses in the broad fields of intelligence and security. It is not meant to be all-inclusive.

The Intelligence Community Centers for Academic Excellence (CAE)

In 2005, the Office of the Director of National Intelligence (ODNI), on behalf of the US Intelligence Community (IC), established the IC Centers for Academic Excellence (IC CAE) Program. In October 2011, the program was moved to the Defense Intelligence Agency as part of the ODNI's efficiencies activity. The IC CAE's emphasis is on building long-term partnerships with colleges and universities in core mission-related academic disciplines in support of America's National Security Mission during the 21st century.

The goals of the CAE Program are threefold: (1) to develop long-term academic partnerships with accredited colleges and universities that have diverse student populations and courses of academic study that align with IC core skill requirements; (2) to provide financial and technical support to those educational institutions, so that they can shape curricula to meet specific

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11.   Gary Schroen, *First In: An Insider's Account of How the CIA Spearheaded the War on Terror in Afghanistan* (2005), New York, Presidio Press.

IC needs; and (3) to leverage and cultivate IC relationships with students of those institutions to ensure that the IC has a diverse, highly-qualified, and motivated applicant pool for its mission-critical occupations. ODNI grants may be for up to five years, after which the programs at the Centers are to be self-sustaining.

Key components of the CAE Program are:

- Critical language development and cultural immersion through study abroad initiatives and foreign language immersion
- Ensure the science, technology, engineering, and mathematics (STEM) disciplines are implemented into the universities intelligence related curricula
- Provide skills to apply to student's primary area of study
- Enable student access to recruitment opportunities
- Make students more competitive for intelligence internships and employment

Those interested in more information about the program can view the listing here: *https://niccs.us-cert.gov/formal-education/national-centers-academic-excellence-cae* or contact the IC Centers for Academic Excellence Program office, NEDIAC_IC_CAE@dodiis.mil. Also view: *www.iad.gov/NIETP/reports/current_cae_designated_institutions.cfm.*

In addition to the IC Centers of Academic Excellence, The National Security Agency has its own focused program of Centers of Academic Excellence in Cybersecurity and in Cyber Operations. A list of the many universities and colleges in this program can be found at *https://www.nsa.gov/resources/educators/centers-academic-excellence/cyber-operations/centers.shtml.*

The institutions that are currently in the IC CAE Program[12] include:

- **California State University – San Bernardino (Lead)**
  - CSU Fullerton
  - CSU Long Beach
  - CSU Northridge
  - CSU Poly Pomona

- **Chicago State University**

- **Eastern Kentucky University (Lead)**
  - Morehead State University

- **Florida International University**

12   Source: *http://www.dia.mil/Training/IC-Centers-for-Academic-Excellence/Current-IC-CAE-Programs/*

- **Morgan State University & Mid-Atlantic Consortium (MAC) Centers for Academic Excellence (Lead)**
  - Bowie State University
  - Elizabeth City State University
  - Norfolk State University
- **Rutgers University**
- **University of Central Florida**
- **University of Mississippi (Ole Miss); in Consortium (Lead) with:**
  - Jackson State University
- **University of New Mexico**
- **University of North Carolina at Chapel Hill (Lead)**
  - Duke University
  - North Carolina Central University
  - North Carolina State University
- **University of Oklahoma Health Sciences Center**
- **University of South Florida**
- **University of Texas at El Paso**

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Below is a list of the current **Centers of Academic Excellence in Cyber Operations**, the academic years for the designation, and the level of study and courses or degrees which have met the criteria:

- **Air Force Institute of Technology** (Ohio) 2013-2018 (Graduate)—M.S. in Cyber Operations
- **Auburn University** (Alabama) 2013-2018 (Undergraduate and Graduate)—B.S or M.S. in Software Engineering/ B.S. or M.S. in Computer Science/ B.S. of Wireless Engineering (Software Option), with Cyber Operations Certificate
- **Carnegie Mellon University** (Pennsylvania) 2013-2018 (Graduate)—M.S. in Information Security, Specialization in Cyber Operations
- **Dakota State University** (South Dakota) 2012-2017 (Undergraduate)—B.S. in Cyber Operations
- **Mississippi State University** (Mississippi) 2013-2018 (Graduate)—M.S. in Computer Science with Cyber Operations Certificate
- **Naval Postgraduate School** (California) 2012-2017 (Graduate)—M.S. in Computer Science, Cyber Systems and Operations Specialization

- **Northeastern University** (Massachusetts) 2012-2017 (Undergraduate)—B.S. in Computer Science, Concentration in Cyber Operations
- **New York University Polytechnic School of Engineering** (New York) 2014-2019 (Graduate)—M.S. in Cybersecurity, Cyber Operations Specialization
- **Towson University** (Maryland) 2014-2019 (Undergraduate)—B.S. in Computer Science with a Track in Computer Security
- **United States Air Force Academy** (Colorado) 2016-2021 (Undergraduate)—B.S. in Computer and Network Security
- **United States Military Academy at West Point** (New York) 2014-2019 (Undergraduate)—B.S. in Computer Science, Cyber Operations Track
- **University of Cincinnati** (Ohio) 2014-2019 (Graduate)—M.S. of Computer Science/M.S. of Computer Engineering, Graduate Certificate of Proficiency in Cyber Operations
- **University of New Orleans** (Louisiana) 2014-2019 (Undergraduate and Graduate)—B.S., M.S. or Ph.D. in Computer Science with a Specialization in Cyber Operations
- **University of Texas at Dallas** (Texas) 2015-2020 (Graduate)—M.S. or Ph.D. in Computer Science with a Certification in Cyber Operations
- **University of Texas at El Paso** (Texas) 2016-2021 (Undergraduate)—B.S. in Computer Science Secure Cyber-Systems (SCS) Track
- **University of Tulsa** (Oklahoma) 2012-2017 (Undergraduate and Graduate)—B.S. /M.S./Ph.D. in Computer Science, Specialization in Cyber Operations (a.k.a. Tulsa Cyber Corps Program)
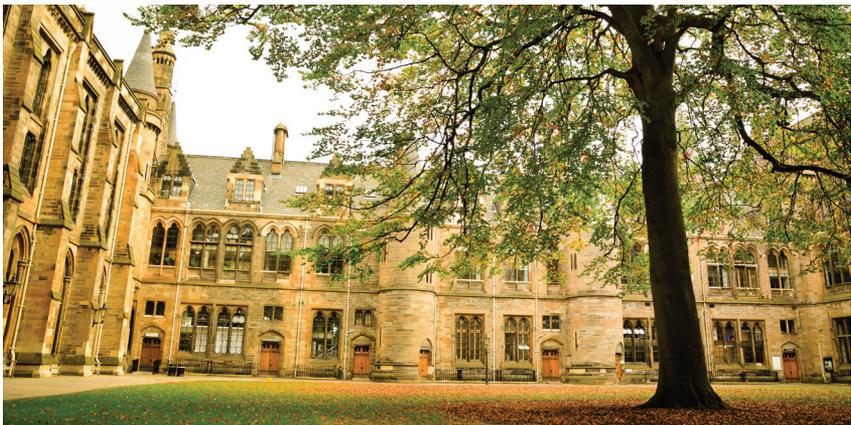
The following institutions have offered or currently offer courses in intelligence and security subjects. (Because curricula vary and change from year to year, the list is not definitive.)

Advanced Technical Intelligence Center, Beavercreek, OH

Air Force Institute of Technology, Wright-Patterson AFB, OH

American Military University (on-line), Charlestown, WV

American Public University (on-line), Charlestown, WV

American University, Washington, DC

Angelo State University, San Angelo, TX

Anne Arundel Community College, Arnold, MD

Arizona State University, Tempe, AZ

Auburn University, Homeland Security Research and Teaching Initiative, Auburn, AL

Austin Peay University, Clarksville, TN, Berea, OH

Baldwin-Wallace College, Berea, OH

Bates College, Lewiston, ME

Bergen Community College, Paramus, NJ

Bradley University, Peoria, IL

Boise State University, Boise, ID

Bossier Parish Community College, Bossier City, LA

Boston University, Boston, MA

Bowie State University, Bowie, MD

Brigham Young University, Marriott School of Management, Provo, UT

Bucknell University, Lewisburg, PA

California Institute of Technology, Pasadena, CA

California State University, Fullerton, CA

California State University, Northridge, CA

California State University, Sacramento, CA

Campbell University, Buies Creek, NC

Capella University (on-line), Minneapolis, MN

Capitol College, Laurel, MD

Carnegie Mellon University, Pittsburgh, PA

Carroll County Community College, Westminster, MD

Case Western Reserve University, Cleveland, OH

Catholic University, Washington, DC

Cedarville University, Springfield, OH

Central Penn College, Summerdale, PA

Champlain College, Burlington, VT

Clarion University, Clarion, PA

Clark Atlanta University, Atlanta, GA

Clemson University, Clemson, SC

Coastal Carolina University, Conway, SC

College of Southern Maryland, La Plata, MD

Colorado Technical University (on-line), Colorado Springs, CO

Columbia University, New York, NY

Columbus State University, Columbus, GA

Community College of Baltimore County, Baltimore, MD

Dakota State University, Madison, SD

Daniel Morgan Graduate School of National Security, Washington, DC

Dartmouth College, Hanover, NH

Davenport University, Lansing, MI

DePaul University, Chicago, IL

DeSales University, Center Valley, PA

Dominican University, River Forest, IL

Drew University, Madison, NJ

Drexel University, Philadelphia, PA

Eastern Kentucky University, Richmond, KY

Eastern Michigan University, Ypsilanti, MI

East Carolina University, Greenville, NC

East Stroudsburg University of Pennsylvania, East Stroudsburg, PA

Embry-Riddle Aeronautical University, Prescott, AZ

Embry-Riddle Aeronautical University, Daytona Beach, FL

Emerson College, Boston, MA

Erie Community College, Buffalo, NY

Fairleigh-Dickinson University, Madison, NJ

Fairmont State University, Fairmont, WV

Fayetteville State University, Fayetteville, NC

Ferris State University, Big Rapids, MI

Florida Atlantic University, Boca Raton, FL

Florida Institute of Technology, Melbourne, FL

Florida State University, Tallahassee, FL

Fort Hays State University, Hays, KS

Fountainhead College of Technology, Knoxville, TN

Francis Tuttle Technology Center, Oklahoma City, OK

Franklin and Marshall College, Lancaster, PA

George Mason University, Fairfax, VA

Georgetown University, Washington, DC

George Washington University, Elliott School of International Affairs, Washington, DC

Georgia Institute of Technology, Atlanta, GA

Hagerstown Community College, Hagerstown, MD

Hampden-Sidney College, Hampden-Sidney, VA

Hampton University, Hampton, VA

Harford Community College, Bel Air, MD

Harvard University, Cambridge, MA

Henley-Putnam University (on-line), San Jose, CA

Hilbert College, Hamburg, NY

Hunter College, New York, NY

Hillsdale College, Hillsdale, MI

Idaho State University, Pocatello, ID

Illinois Institute of Technology, Chicago, IL

Illinois State University, Normal, IL

Indiana University, Bloomington, IN

Indiana University of Pennsylvania, Indiana, PA

Information Resources Management College, National Defense University, Washington, DC

The Institute of World Politics, Washington, DC

Inver Hills Community College, Inver Grove Heights, MN

Iowa State University, Ames, IA

Ivy Tech Community College, Indianapolis, IN

Jackson State Community College, Jackson, TN

Jacksonville State University, Jacksonville, AL

James Madison University, Harrisonburg, VA

Johns Hopkins University, Carey Business School, Baltimore, MD

Johns Hopkins University School of Advanced International Studies, Washington, DC

Johns Hopkins University School of Education, Public Safety Leadership, Columbia, MD

John Jay College of Criminal Justice, New York, NY

Kansas State University, Manhattan, KS

Kennesaw State University, Kennesaw, GA

Kent State University, Kent, OH

King University, Bristol, TN

Kutztown University of Pennsylvania, Kutztown, PA

Lewis University, Romeoville, IL

Liberty University, Lynchburg, VA

Lockheed Martin Center for Security Analysis, Alexandria, VA

Long Island University, Brooklyn, NY

Louisiana Tech University, Ruston, LA

Loyola University Maryland, Baltimore, MD

Marymount University, Arlington, VA

Massachusetts Institute of Technology, Cambridge, MA

Mercy College, Dobbs Ferry, NY

Mercyhurst College, Institute for Intelligence Studies, Erie, PA

Metropolitan State University, Saint Paul, MN

Michigan State University, East Lansing, MI

Middlesex County College, Edison, NJ

Minneapolis Community and Technical College, Minneapolis, MN

Mississippi State University, Mississippi State, MS

Missouri State University, Springfield, MO

Missouri State University, Department of Defense and Strategic Studies, Fairfax, VA

Missouri University of Science and Technology, Rolla, MO

Montgomery College, Rockville, MD

Moraine Valley Community College, Palos Hills, IL

National Defense Intelligence College, Washington, DC

Naval Postgraduate School, Monterey, CA

Neumann University, Aston, PA

New Jersey City University, College of Professional Studies, Jersey City, NJ

New Jersey Institute of Technology, Newark, NJ

New Mexico State University, Las Cruces, NM

New Mexico Tech, Socorro, NM

New York University, New York, NY

Northeastern University, Boston, MA

North Carolina A&T University, Greensboro, NC

North Carolina University, Raleigh, NC

North Carolina Wesleyan College, Rocky Mount, NC

Northcentral University (online), Chicago, IL

Norwich University, Northfield, VT

Notre Dame College, Center for Intelligence Studies, Cleveland, OH

Nova Southeastern University, Fort Lauderdale, FL

Ohio State University, Columbus, OH

Ohio University, Athens, OH

Oklahoma City Community College, Oklahoma City, OK

Oklahoma Department of Career and Technology, Stillwater, OK

Oklahoma State University, Stillwater, OK

Our Lady of the Lake University, San Antonio, TX

Owens Community College, Perrysburg, OH

Pace University, New York, NY

Patrick Henry College, Purcellville, VA

Pennsylvania State U., Berks College, Reading, PA

Point Park University, Pittsburgh, PA

Polytechnic Institute of New York, Brooklyn, NY

Polytechnic University of Puerto Rico, San Juan, PR

Post University (on-line), Waterbury, CT

Prince George's Community College, Largo, MD

Princeton University, Princeton, NJ

Purdue University, West Lafayette, IN

Radford University, Radford, VA

Regent University, Virginia Beach, VA

Regis University, Denver, CO

Rice University, Houston, TX

Richmond College of the Dallas County Community College District, Dallas, TX

Robert Morris University, Moon Township, PA

Rochester Institute of Technology, Rochester, NY

Rockhurst University, Global Studies Center, Kansas City MO

Rose State College, Midwest City, OK

Rutgers University, New Brunswick, NJ

St. Cloud State University, St. Cloud, MN

St. Edward's University, Austin, TX

St. John's University, Queens, NY

St. Joseph's University, Philadelphia, PA

Saint Leo University, Saint Leo, FL

San Francisco State University, San Francisco, CA

Seton Hall University, South Orange, NJ

Sinclair Community College, Dayton, OH

Smith College, Northampton, MA

Snead State Community College, Boaz, AL

Southern Illinois University at Carbondale, Carbondale, IL

Southern Methodist University, Dallas, TX

Southern Polytechnic State University, Marietta, GA

Stanford University, Palo Alto, CA

State University of New York at Buffalo, Buffalo, NY

State University of New York, Rockefeller College of Public Affairs and Policy, Albany, NY

Stevens Institute of Technology, Hoboken, NJ

Syracuse University, Institute for National Security and Counterterrorism, Syracuse, NY

Temple University, Philadelphia, PA

Tennessee State University, Nashville, TN

Texas A&M University, College Station, TX

Texas A&M University at San Antonio, San Antonio, TX

Towson University, Towson, MD

Trinity University, Washington, DC

Tufts University, Fletcher School of Law and Diplomacy, Medford, MA

Tuskegee University, Tuskegee, AL

United States Air Force Academy, Colorado Springs, CO

United States Coast Guard Academy, New London, CT

United States Military Academy, West Point, NY

United States Naval Academy, Annapolis, MD

University of Advancing Technology, Tempe, AZ

University of Alabama at Birmingham, Birmingham, AL

University of Alabama at Huntsville, Huntsville, AL

University of Alaska Fairbanks, Fairbanks, AK

University of Arizona at Tucson, Tucson, AZ

University of Arkansas, Fayetteville, AR

University of Arkansas at Little Rock, Little Rock, AR

University of California, Davis, CA

University of California – Irvine, Merage School of Business, Irvine, CA

University of California, Los Angeles, CA

University of Central Florida, Orlando, FL

University of Central Missouri, Warrensburg, MO

University of Connecticut, Storrs, CT

University of Colorado, Colorado Springs, CO

University of Dallas, Dallas, TX

University of Denver, Denver, CO

University of Denver, Daniels College of Business, Denver, CO

University of Detroit Mercy, Detroit, MI

University of the District of Columbia, Washington, DC

University of Georgia, Athens, GA

University of Houston, Houston, TX

University of Idaho, Moscow, ID

University of Illinois, Springfield, IL

University of Illinois at Urbana-Champaign, Champaign, IL

University of Kansas, Lawrence, KS

University of Kentucky, Patterson School of Diplomacy and International Commerce, Lexington, KY

University of Maine, Orono, ME

University of Maryland, Baltimore County, Catonsville, MD

University of Maryland University College (on-line), Adelphi, MD

University of Massachusetts, Amherst, MA

University of Memphis, Memphis, TN

University of Miami, Coral Gables, FL

University of Michigan, Ann Arbor, MI

University of Minnesota, Minneapolis, MN

University of Minnesota, Hubert Humphrey School of Public Affairs, Minneapolis, MN

University of Mississippi, Oxford, MS

University of Missouri at Columbia, Columbia, MO

University of New Mexico, Albuquerque, NM

University of Nevada at Las Vegas, Las Vegas, NV

University of New Haven, West Haven, CT

University of New Orleans, New Orleans, LA

University of North Carolina, Charlotte, NC

University of North Carolina, Wilmington, NC

University of North Georgia, Dahlonega, GA

University of North Texas, Denton, TX

University of Northern Iowa, Cedar Falls, IA

University of Oklahoma, Norman, OK

University of Pittsburgh, Pittsburgh, PA

University of Rhode Island, Kingston, RI

University of San Diego, San Diego, CA

University of South Alabama, Mobile, AL

University of South Carolina, Columbia, SC

University of South Florida, International Studies Program, St. Petersburg, FL

University of Tennessee at Chattanooga, Chattanooga, TN

University of Texas at Austin, School of Information, Austin, TX

University of Texas at Dallas, Dallas, TX

University of Texas at San Antonio, San Antonio, TX

University of the Redlands, Redlands, CA

University of Tulsa, Tulsa, OK

University of Utah, Salt Lake City, UT

University of West Florida, Pensacola, FL

University of Virginia, Charlottesville, VA

University of Washington, Seattle, WA

Utah State University, Logan, UT

Utica College, Utica, NY

Valencia College, Orlando, FL

Villanova University, Villanova, PA

Virginia Commonwealth University, Richmond, VA

Walsh College, Troy, MI

Wayne State University, Detroit, MI

West Chester University of Pennsylvania, West Chester, PA

West Virginia University, Morgantown, WV

Whatcom Community College, Bellingham, WA

Widener University, Chester, PA

Williams College, Williamstown, MA

Wilmington University, New Castle, DE

Yale University, New Haven, CT

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The Association of Former Intelligence Officers (AFIO) was created in 1975 as a §501(c)3 non-profit, non-political, educational association for current and former intelligence, security, military, and homeland security professionals and supporters of the US intelligence community, be they from business, academia, or the media. The Association is based in Falls Church, Virginia, has over 4500 members, with 18 active chapters across the United States. Despite its formal name, AFIO is open to all US citizens, including citizens of the UK, Australia, Canada, and New Zealand, who support its mission. AFIO also encourages US students studying in the field to join under a special 3-year membership arranagement.

When AFIO was created during heated national debates regarding the nature and purpose of US Intelligence, the organization defined its mission to try to present a clearer understanding of the function of intelligence and what intelligence officers can and cannot do. From the very beginning it sought to reach out to teachers and students across the country, as well as to the media, through publications, and educational luncheons and conferences. These early efforts have grown into the robust outreach and support programs present today, including graduate and undergraduate scholarships, a Speakers Bureau, academic and civic outreach, a variety of print and online publications, including the print-only *Intelligencer* journal, *Careers in Intelligence* (this booklet), *AFIO's Guide to the Study of Intelligence*, an annual symposium, support to IC conferences, as well as quarterly luncheons featuring senior officials from the Intelligence and Policy Communities, authors, academics, and the media. Students are also invited to events at greatly discounted rates.

AFIO is more than a professional or fraternal organization. Its mission is to build a public constituency for a sound, healthy, responsible, and capable US intelligence community. Its focus on education fosters an understanding of the important role of intelligence in National Security and nurtures interest by students in the many exciting and challenging careers to be found in the wide variety of fields offered by US intelligence agencies. This includes the role of supporting intelligence activities in US policy, diplomacy, strategy, security, and homeland defense.

In addition, AFIO focuses on understanding the critical need for effective counterintelligence and security against foreign, political, technological, or economic espionage, as well as covert, clandestine, and overt counter-terrorist or criminal operations threatening US security, the national infrastructure, or corporate and individual safety. In many ways, AFIO is the public face of the Intelligence Community.

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