Intelligence as a Career

Is It Right For You

and

Are You Right For It?

Association of Former Intelligence Officers
7700 Leesburg Pike Ste 324, Falls Church, VA 22043
www.afio.com

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Association of Former Intelligence Officers®
7700 Leesburg Pike, Suite 324, Falls Church, VA 22043-2618

www.afio.com / afio@afio.com / 703-790-0320

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Deciding how to spend one’s life is not a trivial matter, but many people make that decision either without knowing the full range of possibilities or by default. “It seemed like a good idea at the time.” “My parents/best friends/teachers said I should/could do it.” “I had never really thought about it.” “I wasn’t interested in anything (else).” 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 sometimes they are not aware of all the possibilities.

The national security field, of which intelligence is but one component, is one of these career options. It can be an attractive field, because government service is rewarding in several ways. Not only does such a career satisfy a patriotic desire to serve one’s country, but there are many intellectually provocative and challenging national security jobs, be they civilian or military. The Office of the Director of National Intelligence estimates that there will be potentially some 84,000 new jobs for intelligence professionals during the next few years, as well as an estimated 40,000 intelligence jobs with large corporations.

Some 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 many exciting career possibilities throughout the United States, be it in all-source analysis, counterterrorism, counternarcotics, counterintelligence, counterproliferation and similar fields relating to national security.
But how is one to know which of the many foreign affairs and/or national security occupations to aspire to, and then, how to prepare for this? 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 national security arena?

The subject of intelligence is complex. In addressing national security decision making, of which intelligence is a significant component, former national security advisor, Lt. Gen. Brent Scowcroft, wrote:

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 policymakers 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

Intelligence is used for many purposes. Besides the traditional track-

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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 Defense, but also through open sources, such as major news organizations and internet sites. Most information, in fact, is openly available and unclassified. Making sense of it, especially in the Internet and Social Media Age, is the trick.

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 mis-

sions, 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 National Clandestine Service or NCS (formerly the Directorate of Operations) has the primary responsibility within the USG for the collection of human intelligence overseas, the stuff that novels and movies are made of. The NCS, however, is only a fraction of the IC. The Directorate of Intelligence in CIA provides the analysis of “raw” information — information not yet subjected to critical analysis — collected by the NCS and other USG components in addition to mining the vast array of open sources. CIA’s Directorate of Science and Technology (DS&T) supports — and explores — a variety of technical means of collecting intelligence. Its Directorate of Support provides and maintains the platforms from which the others do their jobs. Thus the skill sets for candidates in each of these four 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 Washing-
ton in cables that usually include their own analysis. Many examples of such cables have been regrettably publicized by WikiLeaks. Civil Service employees of the Department in the Bureau of Intelligence and Research analyze their colleagues’ cables along with intelligence from all other sources to provide a more holistic analysis for senior policy-makers 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 investigated.

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; inter-personal skills; the ability to adapt to different circumstances; “street smarts”; an analytical mind. 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 to provide the keys to understanding foreign adversaries, are valued disciplines. 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 be helpful.

One excellent way to get some idea of work in the national security arena is through an internship in one of the government agencies – whether
that is 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 of a year or longer.
The Office of the Director of National Intelligence, however, does not.
Internships, and the opportunity for networking that they provide, can be
an effective means to get your foot in the door, gain some experience, and
see what working in the government is actually all about. Some of these
internships require a clearance, although usually not a top-level one. Such
clearances can give you a headstart in what is usually a long process. The
AFIO website (www.afio.com) lists some current openings for internships
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.
Analysts typically spend the majority of their careers in the United States, mainly, but not exclusively, in the Washington D.C. area. Some collection agencies, however, are disbursing 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. In addition, 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 the majority 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 a number of 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, that is, 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 exer-
cise “soft power” in pursuit of 21st century national security objectives: the Civilian Response Corps in the Bureau of Conflict and Stabilization Operations in the State Department and the Civilian Expeditionary Workforce, managed by the Defense Department.

Since the attacks of 9/11/2001, 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 bureaus of Immigration and Customs Enforcement, Customs and Border Protection, the Transportation Security Administration, the US Secret Service, as well as the 70-plus state and regional intelligence fusion centers throughout the US. Similarly, with the adoption of the concept of “intelligence led 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 in 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 on 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 the 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 a brick
wall results from prior experimentation or use of illegal drugs and possibly 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 (in addition to drug use, drinking, gambling, shoplifting, credit worthiness and unpaid debts, other illegal or criminal activities, etc.) as well as “counterintelligence” issues (family members or friends with foreign backgrounds or questionable relationships). If you are considering a career in a national security agency, think twice about what you post on social networking sites. (If you want to work here or overseas, it is best to have no embarrassing clips, photos, statements, or unflattering comments by others on YouTube, Facebook, LinkedIn, blogs, webpages, or photo sharing 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 have to 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 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 is 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 “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 – both of which will proceed only from
long-term commitment – even though 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. Also included is a listing of some of the institutions offering courses in the subjects of intelligence and security. You can find a comprehensive description (100 pages) prepared by the Office of the Director of National Intelligence by going to http://www.dni.gov/files/documents/IC_Consumers_Guide_2011.pdf.

“Do not go where the path may lead, go instead where there is no path and leave a trail.”

— Ralph Waldo Emerson, Essays
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 over-arching 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 that the director could focus on coordinating the overall intelligence effort. This notion emerged as a consistent theme in many subsequent stud-
ies 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 were told 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 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.
Which Agency Is Right For You?

1. The Office of the Director of National Intelligence (www.odni.gov)
2. The Central Intelligence Agency (www.cia.gov)
3. The Defense Intelligence Agency (www.dia.gov)
4. The Department of Energy, Office of Intelligence and Counterintelligence (www.doe.gov/nationalsecurity)
5. The Department of Homeland Security, Office of Intelligence Analysis (www.dhs.gov)
6. The Department of State, Bureau of Intelligence and Research (www.state.gov/s/inr)
7. The Department of the Treasury, Office of Intelligence and Analysis (www.treasury.gov)
8. The Drug Enforcement Administration of the Department of Justice, Office of National Security Intelligence (www.usdoj.gov/dea)
10. The National Geospatial-Intelligence Agency of the Department of Defense (www.nga.mil)
12. The National Security Agency of the Department of Defense
   (www.nsa.gov)
13. Air Force Intelligence, Surveillance, and Reconnaissance Agency
   of the Department of Defense
   (www.af.mil)
14. The US Army Intelligence and Security Command of the
   Department of Defense
   (www.army.mil)
15. The Office of Naval Intelligence of the Department of Defense
   (www.nmic.navy.mil)
16. The Marine Corps Intelligence Agency of the Department
   of Defense
   (www.quantico.nmic.mil)
17. Coast Guard Intelligence of the Department of Homeland Security
   (www.uscg.mil)

The Application Process

Having considered which of the 16 agencies might be right for you, you should be aware that a position in the IC will always require a security clearance, but 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, the applicant will have to undergo a complete background investigation, both for lifestyle and counterintelligence (CI) issues. The applicant will also have to successfully undergo a polygraph test. The time needed to complete this process, from the date the applicant receives 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 clean-
ing 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 have to 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 – similar to 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 (regular 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 will 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.

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 or expertise in engineering, mathematics or information technology would be likely to have an edge over their peers. Stay current with foreign media.

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, if short-lived, need.

A: Language skills are important, but so are certain liberal arts components to whatever field of study you choose. You have to have the ability to communicate effectively, in writing and in speech. The ability to think critically is essential; develop and consider competing hypotheses for various situations; tolerate ambiguity, and avoid pre-
mature conclusions. Attention to detail is very important.

**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.

**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 officers of the National Clandestine Service of the CIA are generally not accepted over the age of 35.

**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 National Clandestine Service 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.

**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 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 (see below). 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. But it is an issue that arguably needs continuous attention.

Q Are there specific rules or regulations for employees of the Intelligence Community?

Q With 16 different agencies in the IC, is there not a danger of overlapping responsibilities and/or too much bureaucracy?
The US Intelligence Community

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 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 site links to all of the member agencies of the intelligence community.

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 four basic components: the National Clandestine Service, the Directorate of Intelligence, the Directorate of Science and Technology, and the Directorate of Support. These components carry out “the intelligence cycle,” the process of collecting, analyzing, and disseminating intelligence information to top US government officials.

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; prolifera-
tion of weapons of mass destruction; defense-related political and econom-
developments; advanced military technologies and material produc-
tion; 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 he 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.

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, the Office 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.

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 terror-
ism. They assess the threats to US air, land and sea borders, from pandemic
diseases, from cyber space and from radicalization within US society. The
Office is implementing a major plan to serve state and local governments by
embedding intelligence officers in fusion centers nationwide.

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The Bureau of Intelligence and Research of the
Department of State [INR/DOS] provides the Secretary
of State with timely, objective analysis of global devel-
opments. It serves as the focal point within the Depart-
ment 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 inter-
action 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 expe-
rience and Civil Service specialists with in-depth expertise – cover all coun-
tries and regional or transnational issues.

In addition to all-source analysis and intelligence policy and coordina-
tion, 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 in Russian, Eurasian
and East European studies.

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The Office of Intelligence and Analysis within the
Office of Terrorism and Financial Intelligence [TFI] of
the Department of the Treasury develops and imple-
ments 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 finan-
cial 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 the course of 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/NSB**

The National Security Branch of the Federal Bureau of Investigation [FBI/NSB] was created in 2005 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 NSB consists of a Counterterrorism Division, a Counterintelligence Division, and a Directorate of Intelligence.

The FBI’s NSB 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 knowl-
edge 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.

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.

The Central Security Service (CSS) of the National Security Agency (NSA) provides timely and accurate cryptologic support, knowledge, and assistance to the military cryptologic community. It promotes full partnership between the NSA and the cryptologic elements of the Armed Forces, and teams with senior military and civilian leaders to address and act on critical military-related issues in support of national and tactical intelligence objectives. CSS coordinates and develops policy and guidance on the Signals Intelligence and Information Assurance missions of NSA/CSS to ensure military integration.

The Information Assurance mission confronts the formidable challenge of preventing foreign adversaries from gaining access to sensitive or classified 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 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 commu-
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, and 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 2010.

**USAF ISR**

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.

**INSCOM**

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 counterinsurgency 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.
ONI

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 1993 the Navy created a new entity dedicated to maritime intelligence, The National Maritime Intelligence Center (NMIC). The NMIC director is responsible to the Director of National Intelligence as well as to the Director of Naval Intelligence.

MCIA

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.

USCG

The Coast Guard Intelligence [USCG] 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 has the ability to collect intelligence that supports not only 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. 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. Some journals focusing on intelligence are AFIO’s own Intelligencer; two small-circulation commercial journals: Intelligence and National Security and International Journal of Intelligence and Counterintelligence, and Studies in Intelligence, the publication by CIA’s Center for the Study of 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.

Widely used in universities is Mark Lowenthal’s text, Intelligence: From Secrets to Policy. Now in its fourth edition, this focused volume covers the basics of the intelligence field, recounts the central themes of the evolution of the US national intelligence community, and explains its current layout. His treatment of law enforcement intelligence, however, is sparse.

British author Christopher Andrew’s 1995 intelligence history remains one of the best published. 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. 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. 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. 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 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.

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

**CAE universities:**
- Develop or enhance national security curricula to build the skill sets needed in the IC professions
- Conduct pre-collegiate outreach in their geographic regions
- Host regional colloquia in their geographic regions
- Send students abroad to obtain language and cultural immersion
- Provide end of grading period reports for oversight and compliance of all program requirements
- Conduct national security-related research

The IC CAE Program office also provides universities with:
- A small intelligence library
- An intelligence bibliography
- Access to online information on program activities
- Professional development opportunities for faculty
- On site student workshops
- A quarterly newsletter
- Access to the National Security Analysis and Intelligence Summer Seminar program.

Those interested in more information about the program can contact the IC Centers for Academic Excellence Program office, DIA/JMITC, at 202-231-6041.

In addition to the IC Centers for Academic Excellence, The National Security Agency has its own program of Centers of Academic Excellence in Information Assurance (CAE IA) and cyber security. A list of the many universities and colleges in this program can be found at http://www.nsa.gov/ia/academic_outreach/nat_cae/institutions.shtml. These institutions have been incorporated into the list found at the end of this booklet.

The institutions that are currently in the IC CAE Program include 15 primary schools and other consortium members, including:

- **California State University**, San Bernardino, CA, in consortium with **CA State Fullerton**, **CA State Bakersfield**, **CA State Poly Pomona**, **CA State Dominguez Hills**, **CA State Northridge**, and **CA State Long Beach**
• Florida Agricultural and Mechanical University, Tallahassee, FL
• Florida International University, Miami, FL
• Miles College, Fairfield, AL
• Morgan State University, Baltimore, MD, in consortium with Norfolk State University, Norfolk, VA; Bowie State University, Bowie, MD; Elizabeth City State College, Elizabeth City, NC
• Pennsylvania State University, State College, PA
• University of Maryland, College Park, MD
• University of Mississippi, Oxford, MS, in consortium with Jackson State University, Jackson, MS
• University of Nebraska, Lincoln NE, in consortium with the University of Nebraska, Omaha; Creighton University, Omaha; Bellevue University, Bellevue NE; and the College of Menominee Nation, Keshena, WI
• University of New Mexico, Albuquerque, NM
• University of South Florida, Tampa, FL
• University of Texas, El Paso, TX
• University of Texas - Pan American, Edinburg, TX
• University of Washington, Seattle, WA
• Virginia Polytechnic and State University, Blacksburg, VA, in consortium with Howard University, Washington DC
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**, Beaver Creek, OH  
• **Air Force Institute of Technology**, Wright-Patterson AFB, OH  
• **American Military University** (online), Charlestown, WV  
• **American Public University** (online), Charleston, WV  
• **American University**, Washington D.C.  
• **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  
• **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  
• **California Institute of Technology**, Pasadena, CA  
• **California State University**, Northridge, CA
• California State University, Sacramento, CA
• Campbell University, Buies Creek, NC
• Capella University (online), 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, online
• Columbia University, New York, NY
• Columbus State University, Columbus, GA
• Community College of Baltimore County, Baltimore, MD
• Dakota State University, Madison, SD
• 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
• 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 D.C.
• George Washington University, Elliott School of International Affairs, Washington D.C.
• Georgia Institute of Technology, Atlanta, GA
• Gettysburg College, Gettysburg, PA
• Grand Valley State University, Allendale, MI
• 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 (online), 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 D.C.
• Inver Hills Community College, Inver Grove Heights, MN
• Iowa State University, Ames IA
• Ivy Tech Community College, Indianapolis, IN
• The Institute of World Politics, Washington DC
• 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, D.C.
• 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
• 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
• 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
• 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, D.C.
• 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
• North Georgia College and State University, Dahlonega, GA
• 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 (online), Water-
bury, 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
• Sinclair Community College, Dayton, OH
• 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 D.C.
• Tufts University, Fletcher School of Law and Diplomacy, Medford, MA
• Tuskegee University, Tuskegee, AL
• United States Air Force Academy, Colorado Springs, CO
• United State 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,
• 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 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, Adelphi (online), 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 Texas, Denton, TX
• 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 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
ABOUT AFIO®

The Association of Former Intelligence Officers® (AFIO) was incorporated in 1977 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 U.S. citizens who support its mission, and AFIO encourages students considering or studying in the field to become members.

When AFIO was created in 1975 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 periodic luncheons and conferences. These early efforts have grown into the robust outreach and support programs present today, including scholarships, a Speakers Bureau, academic and civic outreach, a variety of print and online publications, including *The Intelligencer*, this booklet, and an online *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.

A member of the Intelligence Community Associations Network (ICAN), 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 system. 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.

For membership information or to explore scholarship and career opportunities visit our website or email us.

**Association of Former Intelligence Officers**
7700 Leesburg Pike, Suite 324
Falls Church, VA 22043-2618
www.afio.com / afio@afio.com / 703-790-0320