From August 3rd to 14th, the IC-CAE Program Office hosted the 2015 National Security Analysis and Intelligence Summer Seminar in Arlington, VA. Forty students selected by the IC-CAE colleges and universities traveled to the National Capitol Region to participate in the two-week seminar.

The first week consisted of a number of presentations and brief exercises delivered by intelligence officers from the community. These presentations touched a broad range of topics, from Iran’s military capabilities to defense economics. In addition to their significant educational value, they also prepared the students for the second week of the seminar.

The second week consisted of a simulation prepared by the University of Nebraska-Lincoln and directed by Dr. Tyler White of the university’s IC CAE program. While the first week of the seminar consisted largely of lectures, discussion and classroom exercises, the simulation week took a more hands-on approach, affording the students practical experience in tradecraft and a variety of disciplines.

As part of the seminar, the students also participated in two site visits. The students visited the Office of Naval Intelligence, where they had the opportunity to step into a twenty-four hour watch room and participated in a speed mentorship program with various ONI employees; later, they visited the Central Intelligence Agency, touring the museum there as well as meeting and discussing their futures in the IC with CIA intelligence analysts and other officers.

### Upcoming Events Across the IC-CAE

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Greetings to all!

The National Security Analysis and Intelligence Summer Seminar (NSAISS) conducted in Arlington, Virginia in August was the last major event sponsored by the IC-CAE office in fiscal year 2015. Attended by forty of the top scholars from our IC-CAE universities, the two-week program consisted of intelligence briefings and a simulation produced and conducted by the University of Nebraska-Lincoln, which received high praise from all participants. Additional descriptions and reactions to the seminar activities are included throughout this issue. We would like to acknowledge and extend our gratitude to Dr. Roslynn Rayford, Dr. Michael Gonzales, and Mr. CJ Lucas for the invaluable support they lent to the NSAISS.

This past year brought forth new faces and places to our IC-CAE community through the initiation of the eight new grant programs resulting from the 2014 grant selection process, as well as the addition of three new IC Officers to the IC CAE Program Office: Mr. Pat Dowden, Lead Program Manager (PM); Mrs. Tonia Smith, PM and Grants Officer Representative; and Mr. Alan Arel, an Intern with the Defense Intelligence Agency. This past week we welcomed Mrs. Lisa Miles who joins us as our last, but certainly not least, PM. Each PM has now been assigned to grants and will shortly be contacting their schools.

Our goals for the coming fiscal and academic 2016 year are concentrated on IC-CAE outreach, program excellence, and professional success for participants. The following objectives will guide our efforts:

Strengthen the links between our IC-CAE universities and our Intelligence officers to provide the support needed for quality academic programming and tangible results. Our strategy will include greater communication about IC research requirements; increased communication and site visits with active and sustaining schools; an emphasis on mentoring students and faculty; and intensified efforts to inform and enable IC-CAE students to apply and receive IC internships that allow them to consider, and be considered for, intelligence careers.

Expand marketing of the IC-CAE program. We are resolute in our conviction that the IC CAE schools provide the best education and training for future national security officers. Through our branding efforts, we hope to inform and attract the resources and connections that will open the doors for our IC-CAE graduates.

Improve the link between the IC-CAE universities and the Intelligence Community to facilitate the hiring of promising, intelligent and accomplished professionals.

Intensify our outreach to ethnic and culturally diverse populations and to the academic communities of the sciences, technology, engineering and mathematics (STEM). We recognize the growing need in intelligence work for multiple perspectives, which are readily available and must be tapped in our multi-lingual, multi-ethnic, multicultural society. Likewise, our challenges in cybersecurity, biological and chemical weapons of mass destruction and nuclear science require that STEM students be encouraged to participate in the IC-CAE programs.

That’s it for now. I look forward to hearing your thoughts and recommendations for the year ahead.

With all best wishes,

Edie Alexander

A Note From the Editor

I would like to extend an invitation to IC-CAE students to submit an abstract of any research projects you have published or are working on. By including abstracts in the Impariamo, my hope is that we can bring more visibility to your research and consequently to yourselves, so that we can continue to facilitate your academic and professional growth as you pursue your careers with the Intelligence Community. Of course, as intelligence sharing is a common and fundamental theme across the IC, this will also serve to share your research with your fellow students.

Those interested may send a copy of their abstract to ~ICCAE_Impariamo@dodiis.mil, alan.arrel@dodiis.mil, or patrick.dowden@dodiis.mil. Please include any relevant information including the school and program you attend, as well as the details about the intended publication of your research (graduate thesis, academic journal, etc).
Silly Rabbit, Tricks Aren’t for Kids

Victoria Bautista

There’s something to be said about simulations – the efficacy of a practical exercise in making a lasting impression of the skills we learn about in lectures and read about in books. We play war games to simulate the thrill of high stakes situations while a metaphorical safety net lies below us in plain sight. On the second Monday of the IC CAE National Security and Intelligence Summer Seminar 2015, we threw on our costumes and spent a day in the shoes of a case officer.

Our task was simple: send in two case officers (referred to as “rabbits”) to execute a brush pass with an unknown agent in a mall. While the rabbits made their way to the rendezvous point, the team was supposed to execute countersurveillance to oppose another teams’ counterintelligence operations spread throughout the mall.

We spent the Sunday night prior locked in discussions in our hotel rooms. We poured over pictures of the mall directory trying to determine the best area to execute our brief encounter and back up plans if we were to fail. There was a lot of confusion – maybe some yelling – but right from the beginning, we were hooked. These were the moments that resonated the most with one of our table members: the energy every one of the conference attendees put forth for these exercises was astounding. At around midnight, we all dispersed to our respective rooms to get ready for the next day. The rules had been set and the game was on.

Our morning SITREP was interspersed with lighthearted, competitive banter, but everyone was raring to go. The first teams departed in the morning. With sparse traffic, Teams A and B didn’t have the luxury of large crowds to camouflage their movements. Inexperience and overexcitement resulted in several demeanor hits as counterintelligence operatives tried to hide their movements a little too eagerly from the vigilant rabbits.

The afternoon teams took notes from the morning teams – trying to minimize physical reactions from being spotted and keeping communication constant between team members. One of the rabbits commented, “Though the exercise was fun, it felt brutally nerve-wracking at times. The constant stimuli from the crowds and the hyperawareness of each CI officer following close behind could get overwhelming.” It became increasingly important to rely on one’s CS team to keep the rabbit calm and the agent safe.

In the end, no team rabbit was fully caught making the brief encounter and every team suffered demeanor hits, but it was all for fun. The exercise was still – at heart – a war game. There were no high stakes and no irreversible consequences to our actions.

At the entrance to the CIA’s Original Headquarters Building, there is a memorial and a book with 113 names of employees who died in the line of service. Not all of them were case officers, but some were. The maneuvers we devised to avoid detection and the tricks we pulled to escape tails barely brushed the surface of the effort and skills trained case officers possess. It gave us all a new respect for the high-pressure situations those in the Directorate of Operations have to experience daily. It made us realize that the demeanor hits we received from mistakes during our operations could result in major financial, diplomatic, and operational ramifications. They could result in the physical harm and death of officers and agents.

This article is for the people who put their lives at risk daily in service of their country. Until the time in which we hope to join the ranks of those in the Intelligence Community, we read our books and listen to lectures. We play our war games so that one day, we will be able to fill those shoes – those of the officers before us – adequately.
Finally! After a whole week of jotting down notes and taking in extensive hours-long briefings covering various characteristics of Iran in lieu of the simulation week, we IC CAE participants had enough background context on the country to foresee any threats to U.S. national security that may come about from Iran, ready to tackle any obstacles that the simulation might throw at us… at least, we were confident we were.

The theme of the simulation centered around Iran in the wake of its nuclear deal negotiations, when an Israeli airstrike knocked down a vital Iranian nuclear facility out of nowhere, angering Iran (to put it lightly) and crippling the chance of any nuclear deal happening for the United States. Surprise! This event sparked the beginning of the simulation’s plot, as we played the game of uncertainty within a timeline of 2 years, monitoring the gradual instability of Iran imploding within. Some curveballs were to be expected of course, but who would imagine that right from the beginning of the simulation that President Hassan Rouhani, touted in the mainstream media as a moderate reformer, would turn more hardliner and conservative than Mahmoud Ahmadinejad? Who would imagine that near the end of the simulation, Iran would have a nuclear weapons test conducted near Tehran without any warning, only to have President Rouhani and other senior leaders die under mysterious circumstances in a plane crash exactly one day later? I still believe the Supreme Leader had something to do with Rouhani’s death within the simulation, (considering how rogue Rouhani was being against the clerical status quo in the simulation’s timeline), but that’s just me.

On the second week of the 2015 IC CAE Seminar, we put on our thinking caps and delved into the role of an all-source analyst. The simulation proved to be a very intensive exercise with respect to short deadlines and time constraints associated with collecting, processing, analyzing, and ultimately disseminating final written products. Having to work on-the-clock from the morning dealing with last-minute information dumps all the way to the evening time quickly crafting our reports may have been a stressful endeavor for all of us involved. However, some of us thrived under this environment, working diligently on our files, reading while pacing around to stretch, helping each other with tasks we were struggling with, and even meeting up together off-hours to prepare for the next day in the simulation. Our team mentors noted how we were pulsating with energy, which definitely helped inspire everyone to put in impressive effort into the simulation. I recall one of our team members staying in our assigned rooms during lunchtime, happily tapping away at the computer to work on my team’s report due in a couple of hours without any kind sustenance. Of course, we brought him some McDonald’s from the mall so that he could at least grab a bite and multitask. While some of us could be viewed as workaholics constantly working 24/7 to solving problems thrown at us by the simulation, this kind of work ethic is how I knew I would be working with an amazing group of

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Tuesday, 17 November:
Mid-Atlantic Consortium Annual Colloquium

The Mid-Atlantic Consortium (MAC-CAE) will be holding their annual colloquium on Tuesday, 17 November 2015, at Morgan State University in Baltimore, MD. The Colloquium will feature Dr. Toby Dalton as keynote speaker, as well as Dr. M.J. Vinod and Dr. Steven David as respondents. The Colloquium will be held in the afternoon, following a meeting of the MAC-CAE Governing Board.

Updates for the MAC-CAE Colloquium can be found on the consortium website, http://www.maccae.org/.

The Mid-Atlantic Consortium of the IC-CAE is an association of five schools, consisting of Bowie State University, Elizabeth City State University, Norfolk State University, Virginia State University, and is led by Morgan State University. The MAC-CAE as a whole places an emphasis on expertise on the South Asian region. This emphasis includes a focus on the Bengali, Hindi, and Urdu languages and eight week cultural immersion programs in India for each language, as well as a study abroad program in conjunction with the University of Kerala in southern India. Additionally, the MAC focuses on a number of other supplemental disciplines, drawing from the knowledge and expertise of each school. Research conducted by MAC students reflects upon this, with literature conducted on topics ranging from the role of mobile devices in developing nations to encryption and cybersecurity. The emphasis on language and STEM disciplines is complemented by specific intelligence-related core courses for the Advanced National Security Certificate, including Human Terrain Systems studies for South Asia.

Call for Submissions to the Penn State University Journal of International Affairs

The Penn State University Journal of International Affairs is currently accepting submissions from undergraduate and graduate students. Papers should focus on topics relevant to international affairs, including, but not limited to, economics, political science, security, the environment, terrorism, and diplomacy.

For the Fall 2015 Issue, the priority submission deadline is October 5th, 2015, with submissions accepted on a rolling basis after that.

For the Spring 2016 Issue, the priority submission deadline is February 6th, 2016.

PSU/JIA emerged from Penn State’s IC CAE program in 2011 and continues as a student organization. IC CAE University Partner PI’s and supporting faculty members are encouraged to mentor students through the research, writing, and submission process.

To be considered for publishing, a paper must be:
• Between 3,000 and 7,000 words in length (shorter or longer submissions will be examined on a case by case basis)
• Double-spaced, Times New Roman font, size 12
• Submitted as either a .doc or .docx file
• Formatted and cited according to Chicago Manual of Style guidelines.

All submissions should be sent to PSUJIA.submissions@gmail.com. Please remove all references to your name from your submission, as all submissions will be reviewed blindly by PSU JIA staff and experts in the field. An abstract of 100 to 200 words should accompany all submissions.


**Summer Seminar: SIGINT Day**  
 *Oyindamola Aluko*

Our time at the IC-CAE summer seminar expanded our knowledge and understanding of the various intelligence-gathering disciplines that exist within the intelligence community. One of the most impactful experiences within the summer seminar was learning about Signal Intelligence (SIGINT). SIGINT is “intelligence derived from electronic signals and systems used by foreign targets, such as communications systems, radars, and weapons systems. SIGINT provides a vital window for our nation into foreign adversaries' capabilities, actions, and intentions.” We found our experience on SIGINT day both challenging and exciting. SIGINT day provided a sense of both the types of codes and encryption analysts face and the tools used to interpret those encrypted intercepts. After our introduction to cryptography and SIGINT, we engaged in a network analysis simulation using the intelligence we decrypted.

As a group, we found the nature of cryptology and stenography captivating. Our group found the substitution

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**Homeland Security at the Summer Seminar**  
 *Nicholas Stark*

On Friday, August 7th, Sean Baird and I, members of the Office of Intelligence and Analysis (I&A) at the Department of Homeland Security (DHS), participated in the IC Centers of Academic Excellence, Summer Seminar Career Day! We were excited to share with such talented student the work that we do to ensure the homeland is safe, secure, and resilient. Specifically, we discussed the dual role that I&A plays as both a member of DHS and the IC.

Our mission is to share predictive intelligence and analysis to a variety of stakeholders, including to DHS Leadership, the IC, and our state, local, tribal, and private sector partners. Increasingly, products disseminated by I&A are replete with unique DHS data. Concurrently, we shared with students the exciting opportunities to join I&A.

We are actively hiring for a wide range of positions, from core functional areas such as analysis and collections, to mission-support offices, including Information Technology, Budget and Finance, and Graphics/Design. During the month of October, interested students can apply for our new summer internship program, a 10-week, full-time, paid opportunity at our HQ office in Washington, DC, beginning in late May, 2016. It is Leadership's intention to convert interns to full-time positions following graduation. For more information, please visit [www.dhs.gov/ia-internship](http://www.dhs.gov/ia-internship) or contact [IA_Recruiter@hq.dhs.gov](mailto:IA_Recruiter@hq.dhs.gov)

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**University of Oklahoma CINS Challenge Coin**

Challenge coins are a U.S. military tradition with a somewhat disputed origin. Their origins trace as far back as ancient Rome, where outstanding soldiers received additional pay from their units; the uniqueness of the coins received led many to save them. Perhaps the most common origin of the modern challenge coin dates back to World War I and the U.S. Army Air Service, the earliest forerunner of the U.S. Air Force. The story holds that a downed pilot was captured by the French and faced a summary execution under suspicion that he was a German spy. The airman showed his would-be executioners a medallion with his squadron’s emblem, and the French spared his life upon recognizing.

To this day, the USAF issues a challenge coin to every enlistee upon their completion of Basic Military Training, and are common among individual units in the military. The challenge coin has grown in popularity, extending beyond the military to U.S. government agencies outside of the Department of Defense.

The University of Oklahoma Center for Intelligence and National Security has created their own challenge coin. These coins will be given to students that complete OU’s certificate or minor programs, and will also serve as an award to lecturers and other distinguished guests, bringing a long military tradition into the IC-CAE.
passionate, motivated people all working towards a common goal. Thus, the experience of the simulation proved far more manageable and enjoyable when all the teams enthusiastically went out of their way to collaborate with each other to solve pieces of the puzzle for the day.

Building and sustaining relationships with a cognitively diverse group of people you will be working with for long periods of time guarantees effective collaboration to solving a problem. It will also be much easier to quash down the bias of groupthink, as the fear of an individual’s idea of being shot down decreases significantly. If you want an efficient team that can coordinate well together but have to deal with grand amounts of information that may lead to disorganization, delegate roles rather than assigning individual tasks. This will allow you to funnel information automatically to the right parties without ruining the flow or pace of your team. You will also be able to quickly figure out what roles you excel in and what roles you do not. Most importantly, all of us on my team acted as liaisons to the other teams based on the subject-matter that each individual member delegated our roles in.

Proactively sharing information will naturally lead to more open collaboration amongst other teams. Were it not for the seminar’s participants enthusiastically collaborating and sharing information with each other, progress on solving the simulation’s “endgame” would have certainly stalled. Had we not all worked together, the simulation would not have been any fun at all to tackle. It may also end up turning brilliant people away from this line of work.

I seriously hope I can cross paths with everyone in the seminar again. I could not have asked for a better group of people to work with in the (simulated) matters of national security. Thanks to the simulation and my fellow participants, I’ve never felt more ready to work in the IC than ever before.

Summer Seminar: SIGINT Day

Oyindamola Aluko

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cipher, the systematic substitution of a message’s characters with different characters in order to hide the original message, very interesting. In decrypting the messages, we were exposed to a new set of tools and ideas. Examples of those tools include the Vigenère Square tool and the patterns created by the distribution of letters in the alphabet. Learning to use the tools was a truly eye opening experience. We also enjoyed utilizing those and other tools in the social network analysis simulation. The mapping and measuring of relationships between people and groups was the most difficult aspect of the SIGINT day, even so, it was the most rewarding. The simulation showed us some of the obstacles, including copious amount of information that analysts face in doing their job. The opportunity to sample their experiences and practicing their art was definitely one of the opportunities and experiences we hoped to gain from the IC-CAE summer seminar. We are grateful to have been part of this learning experience and we hope to obtain future careers within the intelligence community.
Recognitions and Announcements

The Mid-Atlantic Consortium is pleased to announce that two students from Morgan State University have received the Critical Language Scholarship: Isaiah Weaver, who will be studying Urdu in Luchnow, Uttar Pradesh, India, and Qim-mah Najeeullah, who will be studying Arabic in Jordan.

The MAC-CAE is also pleased to announce that a number of students have also accepted positions with various Intelligence Community elements. Cyretta Hannah, a Bachelor’s graduate from Elizabeth City State University, has accepted a position with the Federal Bureau of Investigation; Kevin Talley, a Criminal Justice major from Bowie State University, has accepted a position with the Department of Homeland Security. Additional students from Morgan State University and Norfolk State University have accepted both full-time positions and summer internships with various IC elements.

The IC-CAE team at the Defense Intelligence Agency would like to extend our gratitude to Dr. Tyler White and Janae Aune of the University of Nebraska Lincoln. Dr. White and Ms. Aune worked hard to put together and conduct the simulation for the National Security Analysis Intelligence Summer Seminar, a week long event during which the attending students tackled the question of what they thought Iran’s future would entail.

The week included an introduction to multiple disciplines, including counterintelligence, debriefing, GEOINT analysis, and cryptology, all tied together with an analysis and Iran’s future trajectory which each group then briefed. The exercise was very well received not only by the attending students but by members of the IC who participated as lecturers, mentors, and role players, all of whom were greatly impressed by the intelligence and enthusiasm the students brought to the seminar.

From the Program Office

Greetings SAB, students, staff and faculty of the CAE schools. I have been onboard as the lead program manager for about two months now. Over the past several weeks I have traveled to about half of the CAE schools, and I am quite impressed with dedication, enthusiasm and support that exists for the program.

I have been heartened by the quality and patriotism of the students I have met with at each university and want to ensure we support the student's desires for a potential career in the intelligence community. I also wanted to provide a shout out to all the Principal Investigators I had the pleasure of meeting and heartily thank all of you for your kind hospitality and forthrightness in discussing how you see the program working at your respective institution and the "art of the possible" for the future.

As the lead program manager, it is my fervent desire to keep the communication loop open between the Senior Advisory Board, the CAE Program Management team and the participating colleges and universities. I will do my part to keep the information flowing... but, I promise not to clog your inbox too much!

I look forward to sending the team out to your institutions and welcome any and all feedback so we support your fiscal, personnel and administrative needs to ensure your program is successful.

-Pat Dowden

The Impariamo will soon have a new contact email address: ICCAE_Impariamo@dodiis.mil. If you have any questions, or would like to submit an article, announcement, or anything else for inclusion in the future issues of the Impariamo, please contact us at this address, or at either alan.arel@dodiis.mil or patrick.dowden@dodiis.mil.