

FALL 2020
VOL 1, ISSUE 3

DEAD DROP

Onward & Upward: Q&A with the New Face of IIO

Information That Should Shock All of Us: Addressing the Rise of Disinformation Technology

What is Diversity to You?: Defining Diversity in the Intelligence Community

ICCAE Guest Speaker Series Profile

Fall 2020/Spring 2021 Semester Schedule

IIO Program Course Highlights



THE UNIVERSITY OF ARIZONA

College of Applied
Science & Technology

PRESIDENT'S MESSAGE ON CAMPUS REENTRY

Dear Students and Colleagues,

The University of Arizona has the privilege of being part of a wonderful southern Arizona community, and we need to respect it and be good neighbors, whether we live here year-round or are here during the academic year. Please remember we are in the midst of people of all ages who are vulnerable to COVID-19. Even if you are not feeling ill, you can transmit the virus and harm someone else. This is not about me, or you. It is about us, and as members of a society and of this community, we have a duty to protect one another. You can take concrete steps to help limit the spread of COVID-19 on campus and in our broader community.

Face Coverings

Mask up at all times on Campus: As you know, you are required to wear a face covering in classrooms or group instructional settings, in all University buildings, and while in any University outdoor space where you are unable to maintain six feet of continuous physical distance. The University also is providing two face coverings at no cost to students, staff and faculty who will be on campus this fall. All you need is your CatCard when picking them up from one of the University's mask distribution locations.

Covid Watch Arizona

Download the Covid Watch Arizona Exposure Notification App: Nearly 14,000 campus community members have downloaded our new, free, anonymous COVID-19 exposure notification app, and we encourage you to download it, too. Search in the Google Play or App Store as "Covid Watch" to download today.

When you receive a notification, follow the instructions the app provides. For example, an exposure notification may say "No Significant Exposures," which means you came in contact with someone who tested positive but not for long enough to cause significant exposure, so you may not have to take any action at that time. If your notification indicates a "Significant" exposure, instructions may range from staying home and monitoring your health to contacting Campus Health for a COVID-19 test. Visit Covid Watch's official FAQ for more information.

Limit Travel

Unless urgently required, limit your travel this weekend to avoid public transportation and unnecessary contact with others.

Testing, Free to the University Community

Get tested for COVID-19 at any time: Any student or employee experiencing symptoms of COVID-19 should contact Campus Health to get tested. Asymptomatic students and employees also can receive a free COVID-19 test at any time by signing up for antigen testing . We encourage you to get tested and test often.

Wildcat WellCheck

Sign up for Wildcat WellCheck texts: Employees and students are required to sign up for and complete the daily Wildcat WellCheck before they are on campus or in class. This text message-based health screening tool takes just seconds to complete each day.

BEAR DOWN AND MASK UP!

ROBERT C. ROBBINS, M.D.
PRESIDENT
THE UNIVERSITY OF ARIZONA

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DIRECTOR'S MESSAGE

Greetings Wildcats and ICCAE partners,

Joining the University of Arizona (UA) College of Applied Science and Technology (CAST) as an Assistant Professor of Practice in 2019 has been a tremendous blessing for my family. I was able to make a smooth transition to UA after I retired from the United States Army on July 1st 2020; and now I am stepping into the Intelligence and Information Operations (IIO) Program Director role. What a great opportunity to continue in the intelligence field after retiring from the military! The IIO program is where it is today because of the tremendous work of others before I arrived. I want to specifically thank Jason Denno, the former IIO Program Director and current Cyber Program Director, for helping me step off on the right foot as a new UA employee hitting the ground running. Jason's singular vision to build IIO into a robust program with the highest standards resulted in the program we have today. Others continue to be instrumental in shaping IIO into a premier Intelligence Community Center of Academic Excellence (ICCAE). Iris Almazan, our Program Manager, Chris Hilliard, Assistant Professor of Practice, and our solid roster of intelligence and law enforcement Professors of Practice who bring monumental expertise to the Program.

UA's IIO program is exclusive in its approach to intelligence education- offering a rigorous Bachelor of Applied Science (BAS) which prepares students to do the toughest intelligence work needed by a myriad of government, private sector, and even non-profit organizations. It provides students hands-on knowledge and the tradecraft analytical skills that set our students apart from other students attending more liberal arts and political science-based intelligence programs.

My vision is that UA continues to be the "go to" institution for the United States Intelligence Community and private sector to find outstanding talent. If the Federal Bureau of Investigation or Department of Homeland Security needs bright students to build up their law enforcement targeting and Intelligence, Surveillance, and Reconnaissance capability, I want them to know our students receive specialized training in applied collection and ISR operations, and understand how to develop target packets against criminal entities and exploit intelligence from crime scenes. If the Department of State and Central Intelligence Agency need special hires to tackle the toughest strategic, operational and tactical intelligence problems amidst global ambiguity and uncertainty, I want them to know UA's IIO students will be uniquely prepared for those job as well. The future is bright, and I look forward to doing the best I absolutely can for our students and for UA...

BEAR DOWN!

CRAIG NAZARETH

Program Director
Intelligence and Information Operations

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**Cover and Trail Images by Tom Fisk from Pexels*



ONWARD & UPWARD:

Q&A with the New Face of IIO

BY IRIS ALMAZAN, PROGRAM MANAGER, CAST IIO

You might recall from our May 2020 issue of the Dead Drop, the “MOVING FOCUS: INTEL STUDIES TO IIO” article briefly presented the idea of how being creatures of habit we are not always fond of change or transitions (myself included), despite knowing that organizational transformations can be catalysts for successful endeavors in the future. Well, ladies and gentlemen you guessed it, I am here to announce more exciting changes within the Intelligence and Information Operations program! Eager and fortunate that he has joined the University of Arizona Team for the 2021 academic year, we proudly introduce Mr. Craig Nazareth as the new Intelligence & Information Operations (IIO) Program Director and Assistant Professor of Practice, for several operational intelligence focused courses. If you are a current student, you might have previously taken a course with Professor Nazareth during his time as an Adjunct Professor and are familiar with his intelligence acumen. If you are a prospective student, know that Mr. Nazareth is a practitioner of the intelligence field; his unique expertise, demonstrated leadership, and extensive experience made him the natural selection to spearhead the newly re-designed Intelligence & Information Operations program into the future.

Professor Craig Nazareth commissioned as a Military Intelligence Officer from the United

States Military Academy at West Point in May 2000. He served in numerous capacities across the United States Army and Joint Force, completing three combat tours to Afghanistan and Iraq, and four overseas tours to the Pacific region during 21 years of service. Professor Nazareth applied Intelligence leadership, methodologies, and capabilities to meet the demands of a rapidly transforming U.S. military posturing to face future challenges. Of note, Professor Nazareth is a graduate of the National Intelligence University, where he earned his Masters of Strategic Studies in Intelligence, and is also a graduate of the Joint Forces Staff College at Norfolk where he earned his Joint Professional Military Education Qualification. He is passionate about teaching and truly values student engagement. An avid hiker and outdoors enthusiast, he and his family have chosen to call Hereford, Arizona their home.

As you have been able to read for yourself, there is no doubt that Professor Nazareth is the right leader to launch the IIO program into the future. I do have to acknowledge, despite knowing that Prof Nazareth is going to make a fine Program Director (and boss), as the IIO Program Manager I cannot help some of the pre and post-transition jitters that have overcome me. After all, a new supervisor is a significant change. In an effort to quell my concerns, and get you, our students’ insight into Professor

Nazareth's vision for the IIO program, I approached him for a one-on-one question and answer session. Here is what my individual interview with the new Program Director revealed:

1. What interested you about the Program Director position at the University of Arizona after more than 20 years of military service?

I was already looking for ways to join the Wildcat team full time before I retired, because I loved the environment, the student engagement and the opportunity to share a little of what I learned while serving. When offered the job, I was daunted at first. I jumped on because I knew I had the support from the former PD and the Department Head.

2. What are some parallels you identify between the military and a university setting? Are there any experiences or skills from your military service, which will help you make the IIO program more successful all around?

As an intelligence officer, my primary responsibility was to brief senior leaders, so that helped coming in thankfully. What also really prepared me for the job was my time developing courses and teaching my soldiers and officers of all different ranks on some of these same learning objectives. I taught joint intelligence, multi-domain targeting, and many other professional development sessions in the Army.

3. What is (are) your area(s) of specialty in the intelligence field? What is your preferred area of practice and why?

I prefer analysis, collections (multi-Intelligence discipline) and targeting- that is my "wheelhouse" as they say in the military. I did those things my whole career and they complement each other well. Without analysis, you don't have any ability to understand your information gaps, and without both analysis and collections, you can't effectively perform targeting.

4. The BAS in Intelligence Studies (which is no longer offered) recently underwent a major overhaul, the end product was the rigorous new BAS in Intelligence & Information Operations. How will students benefit from the new IIO curriculum? Can an Intelligence Studies student make a transfer into the new IIO program?

Students can transfer in with any of the old IS content. The advisors and I are working very closely to make the transition seamlessly. All the IS courses are electives in the IIO program. Where needed we can waive in a core course to finish the degree. We want to help students in this transition year, not put up obstacles.

5. How do you envision success for the IIO program and our students? Where do you see the IIO program in three years?

I expect the program will grow to about 300 students in 3 years, and that may be conservative. Success will be cultivating a strong relationship with the IC agencies and other employers who will see the quality of our program and turn to our graduates, who will have special skills that set them apart for positions across the security enterprise.

6. Are there any exciting new developments on the horizon for the IIO program that our students should be aware of? Perhaps new courses, degree or certificate offerings.

I see the IIO program much more robust. I want to bring in more experts in intelligence to deliver other highly technical disciplines like Human Intelligence, Measurement and Signature Intelligence, Covert Operations, and Law Enforcement Intelligence. The information warfare certificate was recently approved, and the Accelerated Masters Program between our institution and the College of Social & Behavioral Sciences will soon be available. Students have a lot to look forward to.

7. How can a student be successful in the IIO program and get the most out of their University of Arizona Experience?

Students should enter the program ready to put in the work. The IC expects no less. Our professors are more than willing to work with all our students- we value our students and care about their learning experience. I would ask student to reach out to your professors- pick their brains. Share your resumes, ask the tough questions now while academia affords top cover to inquire, explore, and understand.

8. For students who want to be employed by the Intelligence Community (IC), what knowledge, skills and abilities should they possess to become more competitive for employment by the multiple IC agencies?

Knowledge of strategic, operational and tactical issues/concerns and problems that impact national security is key. As far as skills and abilities, graduates should have everything they need to be more than successful- whether it is analyzing complex problems, briefing senior leaders, or writing insightful position papers on topics of security interest. Students should be able to exit our program ready to apply these skills in the real world. They will be surprised that there isn't much of a difference leveraging classified information versus unclassified.

9. For students who want to be employed in the private sector, what fields and/or organizations employ students with an intelligence background?

Typically you will find every skill taught in the course is in high demand. This includes intelligence analysis, open source intelligence, geospatial intelligence analysis and collection, signals intelligence and collections, information warfare...the list goes on and on. Not many people understand that industry giants like Chevron and Disney have some of the most robust intelligence agencies. Every business

attempts to understand their operational environment and mitigate threats to their survival/growth. That's where our students can apply what they learned and seek out those jobs.

10. Do you have any literature recommendations, which might help a future intelligence professional gain insight or prepare them for work in the intelligence field?

There are a few great reads out there. Every book has something to do with intelligence. Read about many different topics- Active Measures by Thomas Rid, Hannibal by Ernle Bradford, or The Sling and the Stone by Colonel Thomas X. Hammes are good starters. Read books on how to think through problems, read about natural resources and their role. Sign up for RSS feeds from online journals to stay up to speed on the latest events in the IC. Go to the IC websites and access their online libraries. Read through case studies of good intelligence and when intelligence is perceived as bad. Learn about some challenges and think through how you can bring your skills and perspectives to improve the IC.

11. Is there anything else you would like to add? Or our students to know about you or the IIO program?

I think I've said too much already. To wrap up- I just want our students to know I care about them and every faculty and staff member in IIO cares about them- I want them to be successful as much as they do. That's what we are here for, and that is why I signed up for this great "gig".

Students who are interested in exploring transfer options into the IIO program, contact your academic advisor now for a personalized evaluation of your academic degree plan.

Good luck on your academic endeavors and until next time!

BEAR DOWN! 🐻

THE INAUGURAL SOUTHERN ARIZONA INTELLIGENCE SUMMIT

THE FUTURE OF INTELLIGENCE

Wednesday - Friday, April 7-9, 2021

7:30 AM - 7:00 PM

University of Arizona

NOW VIRTUAL!

RESCHEDULED
NEW DATE ANNOUNCED



Explore careers in the intelligence community



Learn about the future of national intelligence



Meet with national, state and industry intelligence leaders

Learn more and register online at

>> <https://intelligence-studies.azcast.arizona.edu/content/summit>

University of Arizona and Community College students are FREE

College of Applied
Science & Technology



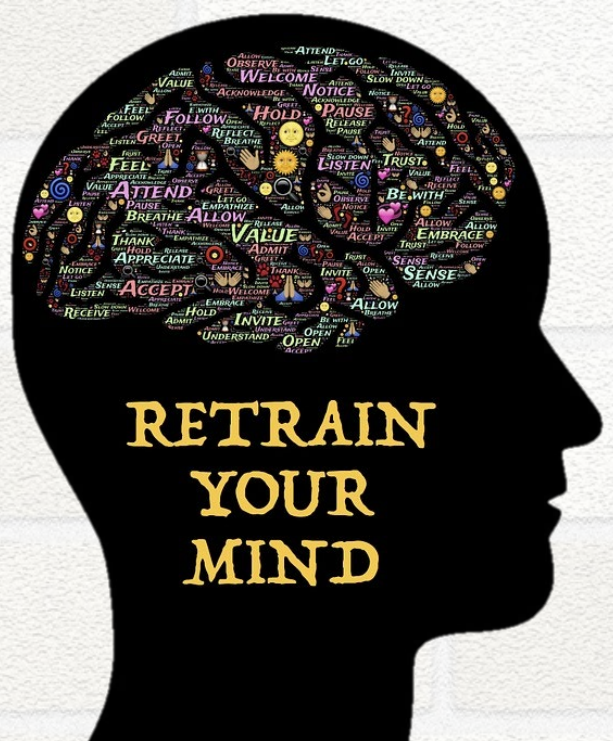
APPLIED RESEARCH
CORPORATION



CHECK YOURSELF!

MITIGATING OUR BIASES TO BECOME BETTER INTELLIGENCE PROFESSIONALS

ANCHORING



RETRAIN YOUR MIND

Anchoring is a cognitive bias where one may rely too heavily on the first piece of credible information. Anchoring can affect one's ability to see the value in any other pieces of information that may be necessary to make sound and holistic decisions. Intelligence professionals must be aware that anchoring can happen, not only in the process of intelligence analysis and reporting, but in decision that affect our lives outside of the office.

The pitfalls of anchoring can occur in everyday decision making processes. As an example, let's use the process of buying a car. Whether new or used, your anchor can dissuade you from making a good decision on whether to buy or not. One could decide not to buy the car based on the initial finding that the parking light isn't working, even though the lights can be replaced and all other parts are in excellent and operable condition. Intelligence analysts can fixate on one piece of collection and negate the value of others quite easily in development of intelligence assessments.

Here are a few ways to check yourself from letting your anchor get the best of you:

- 1. Acknowledge your anchor.** Learn and reflect on your past history of jumping to conclusions. Many have the tendency to repeat certain actions even when it is already know those decisions were not the best course of action.
- 2. Take time with your decisions.** There will be times where analysts will be tasked to produce rapid assessments for ad hoc mission sets. However, analysts should build their assessments based on various sources of intelligence and through analysis of other alternative assessments.
- 3. Don't be afraid to challenge your own thoughts.** Always make decisions through a critical thinking lens. Allow yourself to develop other alternative decisions and determine the best course based on information or intelligence provided. Be free to think outside the box, but build your conclusions by analyzing quality information in a more constructive way.



WHAT IS DIVERSITY TO YOU?

Defining Diversity as a Call to Action in the Intelligence Community

BY CHARLES WALKER, DEI PROGRAM COORDINATOR, CAST

We often hear calls for “diversity” to facilitate togetherness and fairness in many corporate, government, and academic organizations. A number of these entities have developed, or are in the process of developing, action plans to incorporate diversity objectives into their workspaces. Advancing diversity can take many forms, including developing and implementing focused trainings on the value of human capital, the importance of diverse cultural and professional experiences, and recognizing cognitive biases that prevent us from empathizing with underrepresented and marginalized team members. Focusing on awareness and education are good intentions, but let’s face it, many professionals, leaders,

managers still find it difficult to define diversity, know how to put diversity in action, and find it difficult to incorporate a diversity lens that affects positive changes in organizational work culture.

Diversity can be broadly described as a way to elevate respect and awareness among different groups of people. An important first step for leaders developing a diversity-centered culture is ensuring that organizational leadership reflects the diverse backgrounds of people within the organization. Diversity is reflected across many backgrounds that include, but not limited to race, ethnicity, sex, national origin, religion, gender, age, disability, veterans’ status, or sexual orientation.

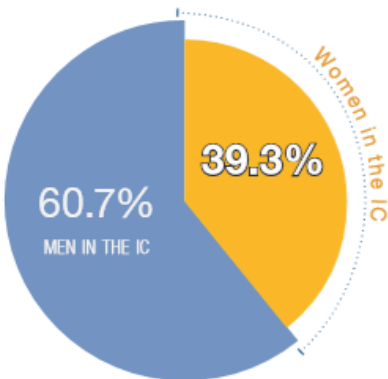
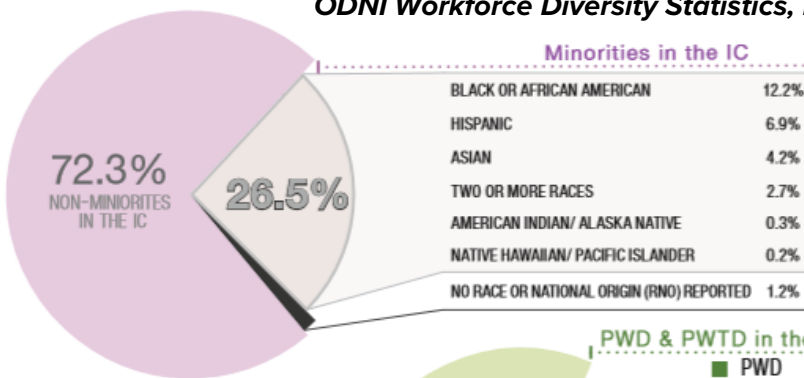
ODNI Workforce Diversity Statistics, FY2019

Minorities:

Total workforce representation **increased** from 26.2% to 26.5%.

Percentage of new hires **increased** from 27.9% to 28.3%.

Promotion shares **increased** from 26.1% to 26.6%.

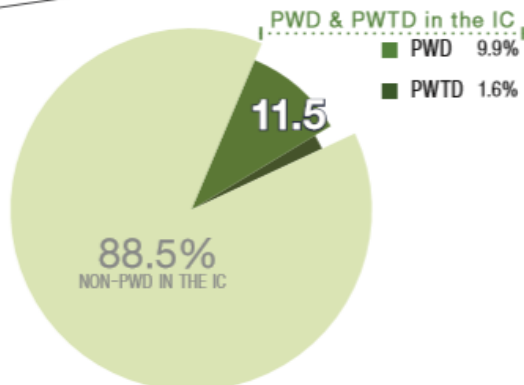


Women:

Total workforce representation **increased** from 38.8% to 39.3%.

Percentage of new hires **decreased** from 41.1% to 40.9%.

Promotion shares **increased** from 44.5% to 45.1%.



Persons with Disabilities:

Total workforce representation **increased** from 10.5% to 11.5%.

Percentage of new hires **increased** from 10.8% to 14.3%.

Promotion shares **increased** from 7.8% to 8.6%.

Source: ODNI, IC-EEOD

The Intelligence Community (IC), for example, builds relationships with many internal and external partners around the world, representing intelligence professionals of diverse backgrounds. The IC's overseeing headquarters component, the Office of the Director of National Intelligence (ODNI), is responsible for collecting demographic data of the workforce. These data, collected every fiscal year, help the ODNI identify diversity strengths and weaknesses. Equally important, these data are helpful benchmarks for developing initiatives that provide equal opportunity for underrepresented intelligence professionals.

Some IC components target diversity as a strategy to optimize workforce productivity, and as a way to harness the unique knowledge, skills, and abilities of its diverse population to meet or exceed critical operational and administrative objectives. The ODNI further acknowledges language proficiency as an added diversity value necessary to meet the demands of their operational objectives (ODNI, 2019). Building diverse networks of internal and external IC partners has many benefits: effective intelligence sharing, mitigation of biases in intelligence reporting, and better decision making are foundational for ensuring national security. Diversity actions are intentionally tailored to allow opportunities to engage and educate ourselves to our strengths, differences and disparities, ultimately leading to additional mission success.

There are many strategic objectives to discover when defining diversity in the workplace. Using the ODNI's employment statistics as an example. One of the ways that the IC measures diversity is through the employment and attrition percentages of three diverse groups – racial/ethnic minorities, women, and persons with disabilities (ODNI, 2019). According to the ODNI's [FY2019 Annual Demographic Report](#), about 27 percent of the entire IC workforce are people of color (see graphic for breakdown), about 39 percent are women, and about 12 percent of individuals report having a disability

with respect to the total IC workforce population (ODNI, 2019). Conversely, data from the U.S. Census Bureau show that racial/ethnic minorities represent about 42 percent, women about 59 percent, and roughly 9 percent identify as disabled with respect to the total U.S. population ([U.S. Census Bureau](#), 2019). Given diversity's goal to be a reflection of the U.S. workforce population, it is important to note that the IC still has a lot of work to do to meet its standards. These data are important metrics for assessing equal opportunity in the IC, which simultaneously helps to ensure more diverse recruitment in the future.

In addition, there are other questions that may highlight the definition of diversity inside the IC's many agencies, departments and service component elements, to name few:

- How is diversity incorporated into the promotion process?
- To what extent is there equal opportunity for professionals of diverse backgrounds to ascend to senior leadership roles as managers, supervisors, or senior executives?
- What best practices can be implemented to increase minority recruitment through STEM education at the middle and high school grades?

So, what does diversity mean to you? What do you think are important steps that CAST can implement to ensure a more diverse community? Share your thoughts by thinking about diversity programs strengthen the CAST workplaces. We would love to hear your insight! Please send your comments and feedback to the CAST DEI Coordinator, Charles Walker (ccwalker@arizona.edu).

Note: Each diversity, equity and inclusion component deserves its own analytical discussion, so this article will act as the first of a three part series of upcoming articles in the Dead Drop! 🐱

SOLVE THIS CRYPTOGRAM

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
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_ _ _ _ I N _ _ _ _ _ _ " _ N D _
 5 6 1 5 17 11 20 7 26 20 22 12 5 6 22 22 11 13 12

_ _ _ _ _ N D _ _ _ N _ " _ _ _
 21 1 23 12 1 11 13 15 22 1 11 12 7 9 1

_ _ _ _ I _ _ _ _ _ _ _ _ _ I _ _ ?
 18 1 16 5 17 2 24 26 1 16 7 8 10 22 2 5 17 20 22

Directions:

This puzzle is called a Cryptogram. At the top there is a KEY that lists all the letters from A thru Z with a box below. Each of the letters has a corresponding number.

Decode the secret question and provide the answer below. Each of the blanks has a number underneath it. Fill in the letters that correspond to the numbers below the blanks to solve the phrase.

What is the answer to the Cryptogram? _____

COURSE SCHEDULE

FALL 2020

7 WEEK 1

SUBJECT	COURSE	PROFESSOR
INTV305	Intro to Intel & Info Operations	Hilliard, Christopher
INTV314	National Security Policy	Hilliard, Christopher
INTV326	Introductory Methods of Intel Analysis	Nazareth, Craig
INTV350	Collection Operations	Nazareth, Craig
INTV471	National Security & Intelligence	Tortorici, Patrick

7 WEEK 2

INTV305	Intro to Intel & Info Operations	Nazareth, Craig
INTV326	Introductory Methods of Intel Analysis	Ketcham, Timothy
INTV350	Collection Operations	Tortorici, Patrick
INTV455	Target Centric Analysis	Morgan, Cheryl
INTV473	National Security Operations & Issues	Schroeder, James
INTV496	Special Topics in IIO: PSYOP	Hilliard, Christopher

15 WEEK

INTV498	Senior Capstone	Hilliard, Christopher
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COURSE SCHEDULE

SPRING 2021

7 WEEK 1

SUBJECT	COURSE	PROFESSOR
INTV305	Intro to Intel & Info Operations	Hilliard, Christopher
INTV314	National Security Policy	Hilliard, Christopher
INTV326	Introductory Methods of Intel Analysis	Hess, James
INTV350	Collection Operations	Nazareth, Craig
INTV353*	Geospatial Intelligence (GEOINT)	Zsambok, Billy
CYBV351	SIGINT and EW	Nazareth, Craig
CYBV437	Deception, Counterdeception and Counterintelligence	Denno, Jason

7 WEEK 2

INTV305	Intro to Intel & Info Operations	Hilliard, Christopher
INTV326	Introductory Methods of Intel Analysis	Ketchem, Timothy
INTV 350	Collections Operations	Tortorici, Patrick
INTV403*	CSI, Forensics, and Intelligence	Riccucci, Ryan
INTV427*	Intelligence Support to Targeting	Nazareth, Craig
INTV459	Intelligence, Surveillance, Reconnaissance Synchronization	Morgan, Cheryl
CYBV450	Information Warfare	Denno, Jason
RNR 335 [†]	Introduction to Geospatial Concepts and Defense Applications	Ruff, Alex

15 WEEK

INTV493	Online Internship	Calhoun-Lopez, Heidi
INTV498	Senior Capstone	Hilliard, Christopher

*This course may be temporarily shown as a *Special Topics course (INTV496)*. Please contact your academic advisors if you have any questions or concerns.

[†]RNR 335, Introduction to Geospatial Concepts, expected to run in Spring 2021 7W2, is a great addition to any students interested in advancing their applied knowledge and skills. Please work with your advisor and the Program Director to waive that in as an elective, on a case by case basis.

INTV 353 GEOSPATIAL INTELLIGENCE (GEOINT)

Students will be introduced to GEOINT operations, and how intelligence professionals can incorporate tradecraft and technology to present visual depictions of critical information regarding enemy forces, terrain, and provide combat operations support to decision makers and operations planners. This course studies the electromagnetic spectrum and fundamentals of energy propagation as they pertain to GEOINT systems and phenomenology.

Students will be introduced to the tasking, collection, and processing of GEOINT systems and data, and GEOINT contributions to National Security, Homeland Security, and Strategic Partnerships. This fundamental knowledge may be applied to a diverse range of evolving GEOINT situations including support to disaster relief, force protection, and combat operations.

COURSE HIGHLIGHT GEOINT

This issue features one of our Special Topics courses in Geospatial Intelligence (GEOINT). INTV353 will initially be offered in the Spring 2021 semester, 7 Week 1, with a temporary INTV496 course number designation. Please contact your appropriate academic advisor or visit the “Curriculum” section of the CAST IIO webpage for more information.

COURSE HIGHLIGHT

GEOINT

In partnership with CAST and CALS (College of Agriculture & Life Sciences), the IIO program will offer RNR 335 Introduction to Geospatial Concepts and Defense Applications for Spring Semester 2021, 7 Week 2. This course is a great addition to any students interested in advancing their applied knowledge and skills. Please contact your appropriate academic advisor or visit the "Curriculum" section of the CAST IIO webpage for more information.

RNR 335 INTRODUCTION TO GEOSPATIAL CONCEPTS AND DEFENSE APPLICATIONS

This course is a basic introduction to geospatial technology and concepts with an emphasis on its use in security and defense. The course provides practical experience applying the concepts and theory of geospatial technology and remote sensing topics to national defense problems and issues. Furthermore, students gain hands-on experience with geospatial software and hardware, and proficiency in basic map reading, interpretation, and design principles, including map projections and the geographic grid, with emphasis on nautical charts.

The course provides a highly participatory involved, hands-on practical experience using geospatial technology. The course concepts and theories are relevant to military officers, others interested in defense and security, and students in the Operational Intelligence area of emphasis.

ADVISOR'S MESSAGE

Enrollment for Spring 2021 opens on November 2nd and courses are likely to quickly reach capacity!

We recommend that students enroll in courses as close to the opening of registration as possible to guarantee your seats. Please touch base with your academic advisor to verify the courses you plan on taking are in line with your degree plan and feel free to schedule an appointment with them if you need additional support with your Spring enrollment. Contact your advisor at the link below:

CONTACT YOUR ADVISOR



ICCAE GUEST SPEAKER SERIES: TRAILBLAZING LEADERS

BY CRAIG NAZARETH, PROGRAM DIRECTOR, CAST IIO

As a follow-up to the summer Dead Drop's guest speaker summaries, we would like to highlight several Intelligence Community Center of Academic Excellence (ICCAE) Speaker Series events that were held prior to the Fall semester, especially for the students that missed these great talks. The IIO program would like to acknowledge three United States Army intelligence officers and a former Armor Officer now civil servant, who provided valuable sessions on operational intelligence and intelligence support to regional diplomacy and American politics. United States Army Colonels (COL) Christopher Washington and Mark Denton, reflected on their journey from humble beginnings to a successful career in the United States Army, at first leading small formations and providing tactical intelligence to commanders, to later leading large formations and providing operational and strategic intelligence to senior commanders and policymakers across the United States government and to multinational partners. COL Denton's session on the basics of intelligence provides a solid foundation of understanding for those new to the career field. COL Denton mentions that Human Intelligence, or "...HUMINT, is the hardest to collect...and takes time to build up [while]...Open Source Intelligence, or OSINT, is the most underrated discipline, because there is so much out there that the U.S. does not take advantage of...social media, web, etc." He also states that there is a lot of work ongoing to explore how artificial intelligence technologies can "...replace humans [and] work faster to collect, move, analyze, and integrate data into operations...The winner of the

AI battle will be the next great power." COL Washington provided a well-crafted presentation on Intelligence support to Joint Inter-agency, Intergovernmental, and Multinational (JIIM) operations. COL Washington's broad assignment portfolio working alongside conventional and special operators across the whole of the United States government and multinational partners provided ample vignettes to explain JIIM in an operational relevant and timely context. COL Washington credits the passion and drive of individuals with the lion's share for contributions to a successful coalition of diverse countries and militaries. COL Washington identified numerous communications and information system challenges, and the challenge of operating in austere conditions where simple, off the cuff solutions to intelligence collection problems proved effective, especially in remote regions of the eastern Democratic Republic of the Congo (DRC).

Mr. Terron Sims, former U.S. Army officer and current senior leader in the Democratic National Convention (DNC), reflected on his experience supporting the establishment of civil governance in Iraq, and how his service overseas gave him a passion for public service



COL Christopher Washington
Senior Intelligence Officer
U.S. Army

ICCAE Guest Speaker: Joint Interagency Intergovernmental Multinational (JIIM) Intelligence

back home. Terron's parents played a critical role in him applying to the United States Military Academy and pursuing military service. Later deploying to Iraq, Terron states that he was "forced to grow up much faster intellectually..." He fell in love with public service and left the military to engage in politics. With sheer initiative and hard work, he gained the trust of leaders in the DNC and was able to enter the policy-writing space because he was able to identify policy gaps and link those gaps to national security issues. Thus, he was sought after as an advisor to previous and current democratic political stakeholders. Based on his military experience and expertise in understanding operational issues, he was able to demonstrate how national security issues impact all Americans in their own backyard.

Many military veterans and those interested in policy can fill this niche, and they do not require a PhD or master's to write policy. Terron goes on to say that state-wide and local candidates will "always need policy-writers because "...most of the campaigns do not understand the importance of having a national security policy for their candidate." Beyond that, anyone can engage in politics at the grass roots level by attending party meetings, showing up to political events, and reviewing candidate websites to assess how you can engage and add value in American politics.

Lieutenant Colonel August "Augie" Ernesto Dominguez, a United States Army Foreign Area Officer (FAO) stationed in Santo Domingo, Dominican Republic, also provided a unique national security perspective. He reflected on the influence his Cuban American parents had on his career and credits his in-house family dialogues on Cuban policy, the Bay of Pigs invasion, and his parents and grandparents' experiences escaping Cuba, for shaping his passion for international relations and political-military affairs. What stood out from his biography and his academic career is his continued drive for excellence. He achieved numerous accolades throughout his civilian and

military schooling, exemplifying mental grit and a passion for learning because, in his own words, he "had an interest in it." He was determined because he valued learning and understanding.

"...Open Source Intelligence, or OSINT, is the most underrated discipline, because there is so much out there that the U.S. does not take advantage of...social media, web, etc." COL Mark Denton, ICCAE Guest Speaker

Augie provided a valuable strategic and regional perspective regarding how embassies across the globe support U.S. national strategic end-states through all elements of national power- He states that "...every embassy has all four ..." instruments of national power, typically represented by the acronym Diplomatic, Information, Military and Economic instruments, or DIME. As a FAO, and Chief of the Office of Security Cooperation, he is charged with spearheading security cooperation, joint training exercises, foreign military sales, and developing interoperability with the host nation. He goes on to underscore that foreign military sales for example, are an example of embassies helping the U.S. wield economic power and improve interoperability and security in the region.

In simpler terms, U.S. embassies and the talented individuals who are employed there, are the tip of the spear of U.S. diplomatic strength and engagement across the globe. The ambassadors assigned usually are career foreign service officers who are not only good managers (resources and personnel) but have a deep understanding of the region they are in. The FAO, although a military post, is equivalent to civilian foreign service, which requires passing the U.S. Department of State's foreign service exam (one of the toughest assessments in the government for good reason). He also mentions available fellowships, such as the Pickering Fellowship (<https://pickeringfellowship.org/>) and Rangel Fellowship (<http://rangelprogram.org/>)

or working with the Peace Corps after graduating from UA, to enter the career field.

He provides more insights at 42:44 through 46:35 in the recording regarding advice for those seeking employment with a U.S. embassy.

Augie highlighted his diverse academic background that also contributed to his ability to think on a wide variety of topics. He has a BS in Spanish literature and a Master's in Business Administration- neither have anything to do with his duties as a FAO according to Augie. He remarks, "I feel strongly that having a broad liberal arts education...so long as you are reading and writing and developing your analytical skills and your ability to digest information, analyze it and write coherent papers that explain your argument...you will be able to work in this national security arena." Augie goes on to provide some of the best advice to anyone in the academic pipeline- "Choose something that you are passionate about and pursue it with everything you have. If you don't, you will find it is very hard to keep up with the discipline required to do well." 🐾

All the links to the speaker series sessions highlighted in this newsletter are located:

Joint Interagency Intergovernmental Multinational Intelligence with Colonel Christopher Washington, US Army
<https://youtu.be/i3Baq80FX-g>

Intelligence Analyst & Intelligence Fusion & Analysis with COL Mark Denton, US Army:
<https://youtu.be/b1fBcjlGofA>

National Political Issues & the Impact of National Security Challenges with Mr. Terron Sims, DNC Senior leader:
<https://youtu.be/vaFtKUi3-Qg>

Politico-Military & International Affairs with Lieutenant Colonel Augustin Ernesto Dominguez, Foreign Area Officer, US Army:
<https://youtu.be/loV3pqxlVFo>

Students are advised to view [intelligencecareers.gov](https://www.intelligencecareers.gov) to view internship and career opportunities at: <https://www.intelligencecareers.gov/icstudents.html>

Department of State Foreign Service Officer information at: <https://careers.state.gov/work/foreign-service/officer/>



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INFORMATION THAT SHOULD BE KEPT OFF US

BY CRAIG NAZARETH
PROGRAM DIRECTOR, CAST IIO

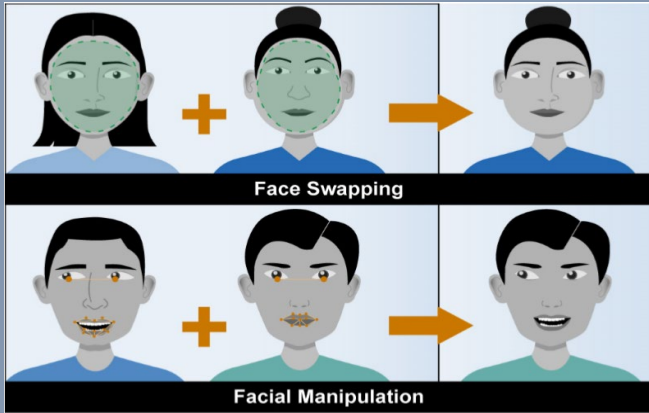
Today's internet, with its terabytes upon terabytes of publicly available information (PAI) and other stored records of user and government data, offers more exploitable vulnerabilities than ever before. The instantaneous spread of information, and worse, disinformation or misinformation, occurs at faster upload and download speeds every year. The velocity by which information travels and is consumed only exacerbates the situation, as people conduct more of their daily transactions (social, political, economic) through the internet. Information operations and information warfare is not new, but today's internet enables criminals and other nefarious actors to have an unprecedented level of access into homes and governments despite security protocols. Digital platforms and manipulation tools available to anyone at minimal cost via the internet will increasingly challenge national security and every individual's ability to discern fact from fiction.

Criminal and terrorist organizations (including individual opportunists) have realized the extremely low barrier to entry to using the internet to pursue their goals, and so have state actors with significant capabilities in the information space. ISIS' recruitment and propaganda videos in the mid-2010s are a testament to the effectiveness of the digital platforms. Opportunists continue to hack their way into our lives by deploying malware or scouring "breached data" to exploit unassuming users. These are all significant threats with definite near-term and potential long-term effects on individuals and on western democracies. The greatest strategic threat in the information space against individuals and western democracies one could argue however, is from countries that can not only wield state power through overt and transparent state-craft, but can also conduct covert and clandestine operations using state-funded organizations and proxies to further enhance intelligence collection and wage war within the cyberspace domain and information environment.

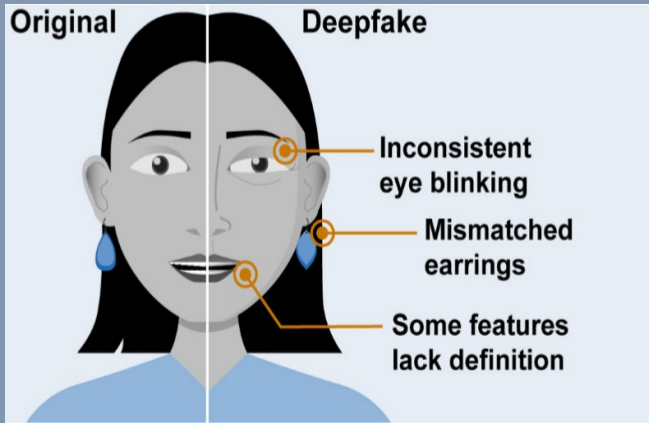
Countries like Russia and China, two proclaimed near-peer competitors of the United States (Dunford, 2018), continue to pose a threat to U.S. national security, but Russia has demonstrated its intent and capability as a potential peer threat to the U.S. in the information environment. Russia has employed overt, clandestine and covert cyber warfare and information operations against Estonia, Georgia, Ukraine, Crimea, and the United States and other U.S. partners and allies in recent history. Russia has been mobilizing internet and information savvy coders and designers to craft artful campaigns of cyber and information warfare, and are increasingly nimble at doing so in support of strategic end states. The 2016 U.S. Presidential election influence campaigns and cyber attacks attributed to Russian actors are demonstrative of this. Of course, Russia has had a long history of using active measures within and through the information space to create effects across domains of war (air, land, sea, space, cyberspace) to achieve its end states (Rid, Active Measures).

The capability and intent of near-peer competitors has grown by leaps and bounds mostly due to our reliance on digital media combined with marked innovations in data and information manipulation technology. Reliance is driven by our need to stay connected, stay current on the news cycle, and stay on top of the myriad automations that rule some of our lives. Whether it is Facebook, Twitter, Whatsapp, Youtube, TikTok, or some new application exploding on the digital scene, the internet has our rapt attention. Vox published an article in early 2020 that claimed “...American adults spent about 3 hours and 30 minutes a day using the mobile internet in 2019, an increase of about 20 minutes from a year earlier” (Molla, Vox). Contrast that to today, in the COVID-19 environment, where the average user has likely doubled that usage due to the stay-at-home orders and fear of the virus. This creates increasingly more reliance on the internet and more opportunities for criminals and near-peer competitors to conduct targets of opportunity.

Recent innovations have begun to shake the world of artificial intelligence and computing, creating an enticing avenue for nefarious actors to achieve their goals. Tim Hwang, author of *Manuever and Manipulation*, argues that “...the weakening ability for civil society and the public to analyze truth and falsity is creating a threat to the health and sustainability of democratic institutions” (Hwang, xi). We should expect adversaries to use some of these tools to manipulate facts and undermine the credibility of people and organizations you trust in the future. For example, face-swapping technology was good for a laugh, but now deep-fake technology and machine learning algorithms have exploded in ways few could have predicted. There are numerous videos circulating the web demonstrating these dangerous innovations. Dr. Károly Zsolnai-Fehér, who runs a Youtube channel called “Two-Minute Papers,” highlights how learning algorithms are used to create digital animations of life-like looking people from hand drawn sketches.



Source. Government Accountability Office (GAO).



Source. Government Accountability Office (GAO).

Other learning algorithms in deepfake (and lower cost/lower fidelity cheap fake audio and video) technology can clone movements and project animations in real time from a live human “puppet master” onto other real people using just a digital photograph of that real person. Dr. Zsolnai-Fehér shared the article “Neural Voice Puppetry” to demonstrate the advances in this field. The deep-fake technology is getting better at reducing digital anomalies, or artifacts in the digital images, so detecting the changes will continue to challenge even the best forensics professionals. Artificial intelligence algorithms can also create completely fabricated conversations from scratch, interacting with real computer users who assume they are interacting with real people. The technology has officially left the “fun and games” station and has arrived at the “extremely dangerous to national security” station, especially when added to the digital arsenal of a peer/near peer competitor like Russia.

Intelligence practitioners from across government and law enforcement should scrutinize all available information and intelligence to assess how potential adversaries will exploit the information space and cyberspace domain to pursue their goals or objectives. The upcoming American presidential elections, and the relatively open digital avenues into the American voter’s mind, create valuable targets of opportunity. Stay tuned for the next Dead Drop as we assess how to apply structured analysis to analyze the threat environment and determine plausible scenarios for how adversaries may seek to shape the pre-during- and post elections period to create an environment conducive to their strategic aims/end states. 🐱

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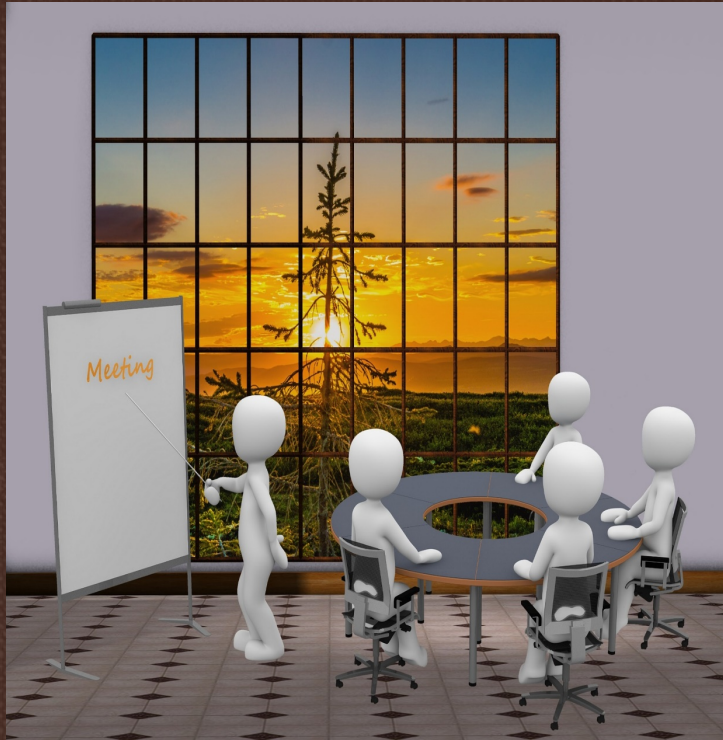
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You are invited to a virtual info session about an exciting opportunity – the **Foreign Affairs Information Technology (FAIT) Fellowship** program.

U.S. Department of State funded; provides academic funding (up to \$37,500 each year) for two years, internships, and, an appointment (full-time job) in the Foreign Service at the end of the two-year program.

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- Be a U.S. citizen
- Be enrolled full-time in an IT-related degree program at a U.S.-based accredited institution (in-person or online programs)
- Be able to obtain and maintain medical and security clearances
- Minimum 3.2 GPA at the time of application



How many shakes do you count?

1. At the end of a team meeting, the briefer rushes to another training event, leaving four associates in the conference room.
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► dia.mil

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► diajobs.dia.mil

Science, Mathematics and Research for Transformation (SMART)

Create innovative ideas to solve global scientific and technological challenges

The National Geospatial Agency (NGA) offers STEM undergraduate and graduate students an opportunity to receive a full scholarship, stipend for living expenses, and employment in the Federal Government upon degree completion.

► smartscholarshipprod.service-now.com/smart



INTERNSHIPS

NSA Intelligence Analysis Summer Internship Program

Offers undergraduate and graduate students the opportunity for training in a multi-faceted cryptologic discipline. This program offers full-time paid internships for undergraduate and master's degree students each year. It is an intensive 12-week program that gives rising college seniors or graduate level students the opportunity to build knowledge and skills in the intelligence analysis (IA) field; minimum GPA of 3.5 preferred, but strong candidates with slightly lower GPA considered on a case by case basis. Clearance with full scope polygraph will be processed. Application deadline: 2020-09-01 thru 2020-10-31.

► apply.intelligencecareers.gov/nsa

NGA Summer Internship Program

Student employment assignments are open to associate, undergraduate, graduate, and post-graduate students and are based on entry-level professional job descriptions, which will involve a great deal of independent and team oriented work under the guidance of a senior-level supervisor and mentors. Students who perform successfully and meet program requirements are invited to continue in the program for the duration of their degree programs, and may be granted the opportunity for conversion to permanent employment upon graduation.

► intelligencecareers.gov/nga

NSA Signals Intelligence Collection Program (SICP)

Undergraduate freshman, sophomores or juniors (at the time of application) leverage collection skills to support the development of collection strategies across a vast architecture, implement mission initiatives in accordance with lawful compliance, manage collection tasks, and understand critical mission data flows. SICP interns will also have the opportunity to pursue in the future as full-time NSA employees. Must be eligible to be granted a TS/SCI/TK security clearance with full scope polygraph; GPA of 3.0 on a 4.0 scale, one semester or quarter of college study remaining at the conclusion of the summer internship. Application deadline: 2020-10-31

► [email: summer_interns@nsa.gov](mailto:summer_interns@nsa.gov)

DHS Office of Intelligence & Analysis Internships

Students can prepare for careers as intelligence professionals by working as interns in the Department of Homeland Security's Office of Intelligence and Analysis. Interns support these mission areas: Intelligence Analysis, includes analysis of issues related to terrorism, cybersecurity, economic security and transnational organized crime and Intelligence Operations. Students apply in the early fall for the following summer. Internship location: Washington, DC

► dhs.gov/homeland-security-careers/office-intelligence-and-analysis-internship-program

JOB BOARD

IC agencies and industry partners are looking for future intelligence professionals like you! Below are current positions currently offered in IIO fields. For more job listings, please look at the job search engines on the Career Resources page.

IRS Pathways Recent Graduate Program

Internal Revenue Service

Job Location: Multiple Sites (Local Vacancies: Tucson, Phoenix, Mesa)

Pay Plan: GS 07-09

Open: 2020-09-01 – 2020-10-02

[Job Posting](#)

Intelligence Analyst

Amazon.com Service, LLC

Job Location: Phoenix, AZ

Pay Plan: Negotiated

Open: 2020-09-01 - 2020-11-18

[Job Posting](#)

Open Source Intel (OSINT) Analyst (Secret Clearance Required)

Deloitte

Job Location: Phoenix, AZ

Pay Plan: Negotiated

Open: 2020-09-22 – 2020-12-22

[Job Posting](#)

Investigative Analyst

Department of Justice – U.S. Marshals Service

Job Location: Multiple Sites

Pay Plan: GS 9

Open: 2020-07-01

[Job Posting](#)



Due to the current issues surrounding the COVID-19 pandemic, some government agencies are experiencing hiring freezes, but will still process applications for hire. Please remain flexible with hiring officials during this time.

CAREER RESOURCES

Industry employers partners, contractors, federal agencies are looking for the best job candidates to fill a number of critical positions in the Intelligence Community. Below you will find some job search tools to assist you in finding you new your career path after graduation.

U.S. Intelligence Careers

Great resource to research jobs throughout the Intelligence Community seeking various intelligence and information analysis skills. You can also find the latest scholarships and internships offered year-round.

▶ intelligencecareers.gov

Indeed

One of the most trusted job search engines in nation! You will be able to find a number of job postings that serve many sectors of the intelligence industry. Indeed also offers a resume uploader where you can store your pre-produced resume for easy application submissions.

▶ indeed.com

USAJOBS

Widely known and respected job search tool. Find job listings with various government sectors in and out of the Intelligence Community. In addition, this site offers the ability to draft both federal and standard resumes through its internal resume builder.

▶ usajobs.gov

Clearancejobs & Clearedjobs.net

Both sites offer pathways to employment for those students that currently hold an active or current security clearance. Most jobs listed are for federal and contract positions. Create and account and search these offerings.

▶ clearancejobs.com
▶ clearedjobs.net



The Indeed logo, featuring the word "indeed" in a blue, lowercase, sans-serif font.

The USAJOBS logo, featuring the word "USAJOBS" in a bold, red, uppercase, sans-serif font.



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*Cryptogram Challenge: Phrase: "What is the plan or action that involves the "ends, ways and means of a particular objective?"; Answer: strategy; military strategy)
Logic Lounge: 6 Handshakes*



THE BRAIN STORM



Russia has a longstanding history of using political and information warfare tactics that use disinformation and propaganda as an effective resource to disrupt and diminish the reputational legitimacy of their adversaries. The 2016 U.S. Presidential election is a notable example. Lately, Russia is using similar disinformation efforts to delegitimize the 2020 U.S. Presidential election. Given the hyper-polarized political climate, uncertainties and fears surrounding the COVID-19 pandemic, and civil unrest due to disparities within minority communities, the U.S. is a prime target to attack critical systemic vulnerabilities. Public intelligence sources suggest that Russia will continue to target U.S. social media platforms and news outlets to meet their intelligence objectives.

Structured analytic techniques like the SWOT Analysis tool can help to evaluate Russia's strategic strengths and limitations in their effort to launch disinformation and propaganda campaigns. Use the SWOT tool below to perform your own analysis.

SWOT ANALYSIS

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