DEAD DROP

Forecasting the DPRK: An IIO Student’s Experience with Intelligence Analysis

Course Highlights: Future Course Offerings - War in Ukraine and Transnational Crime & Human Smuggling

Fall 2022 / Spring 2023 Course Schedule

IC Scholarship, Internship & Job Opportunities
7 FORECASTING THE DPRK: AN IIO STUDENT’S EXPERIENCE WITH INTELLIGENCE ANALYSIS
This article profiles intelligence analysis forecasting North Korea’s global nuclear ambitions from one of our amazing IIO students. Take a look!

15 2022/2023 COURSE SCHEDULE
Review the upcoming IIO Program courses for Fall 2022 and Spring 2023 Semesters. Spring 2023 enrollment is opening soon. Reserve your spot!

17 NEW COURSE HIGHLIGHTS
We introduce our new and thought-provoking courses offered in Spring 2023 to include INTV 496: IIO Special Topics – Ukraine War, and Transnational Crime and Human Trafficking

23 STUDENT RESOURCES
Learn more about current scholarships, internships, job opportunities, and job research tools for employment within the intelligence industry and throughout the Intelligence Community!

30 THE BRAIN STORM: PREMORTEM ANALYSIS
This issue features the structured analytic technique (SAT) – Premortem Analysis, a useful tool to strengthen your intelligence analysis before development of any assessments.
Greetings to the CIO community. I am the new program director for the Intelligence and Information Operations program. We bring the IIO to CIO! We are living in a dynamic period in history. There are innumerable hotspots flaring up with varying degrees of intensity around the globe which Professor Nazareth will cover in this issue. Our faculty works tirelessly to make sure our students are ready to hit the ground running as their careers begin. One of the ways we do this is staying on the intelligence edge by offering new courses and updating existing courses. Professor Chris Hilliard has put together a fascinating “Special Topics” course for the Spring 23 Semester (Seven Week One and Two). Chris is going to take a deep dive on the War in Ukraine from an intelligence standpoint. With Professor Hilliard’s leadership, we are hoping to continue to offer these Special Topic “Hot Spot” courses to keep us on the intelligence edge. Take a look at the flyer for the Ukraine Course in this issue of the Dead Drop.

In our Law Enforcement Intelligence (LEI) track, our new adjunct, DPS Major Jennifer Pinnnow has created a new course. This will also start out as a Special Topics course, and eventually enter as a cornerstone of the LEI track. “Transnational Crime & Human Smuggling” will be offered in Spring 23 (Seven Week Two). Professor Pinnow is a real coup for the faculty, she is a subject matter expert across a vast spectrum of LEI and the former Director of the Arizona Fusion Center, also known as the Arizona Counter Terrorism Information Center (ACTIC).

We look forward to hearing from our students, so if you have an idea for an article, please contact any of our faculty to assist you in putting something together. The opportunity to publish is an important resume builder which may distinguish you from competitors in your job search.

Patrick T. Tortorici, PhD.
Program Director, Intelligence & Information Operations
Assistant Professor of Practice
MEMORANDUM FOR RECORD

SUBJECT: Russia-Ukraine War: Operational Considerations for Winter Offensive

REFERENCE: The New York Times, The Washington Post, (Other sources are non-attributional at request of the source)

As Russia and Ukraine make preparations for the winter, Russia is in the throes of a mobilization and consolidation of forces for a continued ground offensive through the winter. The United States and other Ukrainian partners are scrambling to deploy surface to air missiles and missile defense systems to Ukraine as Russia reshuffles the military’s leadership and refines operational plans for the winter months. The New York Times reported on October 12th that the U.S. is “scouring the globe” to source soviet era munitions and equipment- which the Ukrainian military is more familiar using in combat. Former eastern-bloc countries that use Soviet-era equipment are not as willing to commit additional assets to Ukraine at the expense of their own national defense.

Analyst Comment: We assess Russia will consolidate forces in October and attempt counterattacks through the winter to solidify its hold on key cities in the Donbass region of Ukraine. Critical forces that would support this strategy are Russia’s Wagner Group, Combined Arms Armies operating out of Crimea and Donbass, and the VKS, or Russian Aerospace Forces, including Russia’s heavy bomber regiments and long-range missile capabilities, hence Ukraine desperately needs to deploy critical long range artillery/rocket batteries and missile defenses before winter.

Environmental Impacts: Climatology for Ukraine pegs average temperatures in November between 25 and 35°F, with dwindling daylight and frigid dawn hours throughout the winter. This will challenge poorly trained and under-equipped personnel on both sides and will potentially create a humanitarian crisis in Ukraine because Russia will continue the assault on Ukrainian critical infrastructure to strain provisioning of oil and electricity during winter months. This will also exacerbate challenges for Ukrainian logistics/domestic support to military operations. The winter weather will possibly give Russia an edge in increased mobility and maneuver along the frigid plains of Ukraine.

UNCLASSIFIED
The College of Applied Science & Technology Presents:

A PANEL DISCUSSION

THE RUSSO-UKRAINIANKIAN WAR

Where do we go from here?

Dr. Noam Chomsky
Ambassador (Ret.) Richard Holwill
Dr. Douglas Weiner
Dr. Anastasia Gordienko
Moderated by Dr. Dmitriy Nurulayev

Hosted by Dr. Nic Rae

AND THE

Office of Research & Development
College of Applied Science & Technology

Nov 10, 2022 - 4 p.m. on Zoom
BECOME AN INTELLIGENCE COMMUNITY SCHOLAR
WHY BE AN IC SCHOLAR?
IC Scholars are sought after by the U.S. Intelligence Community and receive hiring preference for government jobs. Specifically, IC Scholar graduate applications through USAJobs and IC Careers will be given more points than non-graduates, much like veterans are given more points more than non-veterans. The designation also sets graduates apart in the corporate sector.

ARIZONA ICCAE CONSORTIUM
The Arizona Intelligence Community Center for Academic Excellence (ICCAE) Consortium is a pipeline from high school through community colleges and into the University of Arizona. After graduation, highly-qualified graduates have a natural pathway to a job in the intelligence community. Estrella Mountain Community College and Eastern Arizona College are flagship Arizona ICCAE schools each with degree programs that provide a pathway to finishing your four year degree and a career into the IC.

estrellamountain.edu  eac.edu

BENEFITS OF BEING AN IC SCHOLAR
• Selective entry into special internships
• Access to select Intelligence Community hiring events
• Preference for study abroad opportunities
• Competitive designation sets you apart for a corporate career

LEARN MORE
ciio@arizona.edu
Phone: (520)626-2442 ext. 2120
FORCASTING THE DPRK:
AN IIO STUDENT’S EXPERIENCE WITH INTELLIGENCE ANALYSIS
BY CRAIG A. NAZARETH AND TRAVIS PETERSON
**Foresight Analysis: Alternative Futures**

Alternative Futures is a structured analytical technique, or SAT, presented in the book *Structured analytic techniques for intelligence analysis* (Heuer & Pherson, 2021, 270).

Using Alternative Futures, analysts examine the circumstances (also called key factors) driving a certain state or non-state actor’s decisions/actions. The analyst brainstorms how these key factors under observation are impacted by other events.

In the DPRK case, Travis sought to understand the relationship between Chinese and Russian support to the DPRK (Key factor #1), and how that support would impact the DPRK’s intention and capability to continue its weapons development programs at the current pace/trajectory (Key factor #2). Travis organized these factors along an x and y axis, which created clear quadrants for brainstorming how the positive and negative areas of the axis would result in various plausible outcomes (hypotheses). See figure 1 to study these hypotheses.
H4: The DPRK continues testing advanced missiles and successfully fields nuclear armed ICMBs capable of reaching the entire continental U.S. However, Russia and China withdraw support for the DPRK due to the provocations that could lead to conflict in East Asia.

H3: DPRK missile technology stagnates over the next 3-5 years due to pressure from Russia and China. The DPRK is unable to maintain the same level of weapons development in the face of waning economic and political support.

Analysis of Competing Hypotheses:
Diagnostic technique for screening hypotheses

Once the analyst develops the plausible hypotheses, the next critical step focuses on screening each hypothesis against available evidence to determine which of the hypotheses is more likely or more unlikely to come to fruition. Travis performed exhaustive research of publicly available information and selected credible sources for the screening. Each hypothesis is labeled as H1, H2, H3, and H4 below.

He rated the evidence Consistent, or Inconsistent if the evidence supported or did not support a particular hypothesis, and Neutral, if the evidence was not germane to the specific hypothesis being screened. After tallying all marks to identify the most consistent hypotheses, even greater analytical scrutiny is needed to rule out other explanations for the result.

Caveat: A glut of evidence for one hypothesis and an absence of evidence for another could also mean that information has not been collected or published to the public. In intelligence parlance, it could mean that there is an absence of intelligence reporting to make a fair assessment between all available hypotheses.
<table>
<thead>
<tr>
<th>Evidence</th>
<th>H1</th>
<th>H2</th>
<th>H3</th>
<th>H4</th>
</tr>
</thead>
<tbody>
<tr>
<td>First successful ICMB tests in 2017 of Hwasong-14 followed by another</td>
<td>C</td>
<td>N</td>
<td>N</td>
<td>C</td>
</tr>
<tr>
<td>DPRK’s ICMB program a primary motive for U.S. deployment of Ground-based</td>
<td>C</td>
<td>I</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>China likely to participate in future UNSC resolutions related to DPRK</td>
<td>I</td>
<td>I</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>nuclear activities, but denuclearization is unlikely a goal of Beijing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DPRK regime stability, not denuclearization, is a higher priority to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China (Li &amp; Li, 2020).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China voted for harsher UNSC sanctions in Feb 2017 in response to DPRK</td>
<td>I</td>
<td>I</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>ICBM test (Li &amp; Li, 2020).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia reinforcing ties w/ the DPRK to further Russian strategic goal</td>
<td>N</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>2021 Russia and China draft resolution to ease sanctions on DPRK’s</td>
<td>C</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>exports, lifting ban on North Korean’s working abroad, and exempting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>inter-Korean rail and road projects from sanctions (Nichols, 2021).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hwasong-17 tested for first time in Mar 2022 resulted in failure,</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>tested again in late Mar, and claimed success, but likely Hwasong-15;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>new tactical guided missile tested in Apr (Cha &amp; Katz, 2022).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DPRK has conducted 142 missile tests under Kim Jong-Un (KJU), 2012-2022,</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>exceeding 62 conducted from 1984 – 2009, 13 tests conducted in 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>alone (DIA, 2021), (Cha &amp; Katz, 2022).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DPRK cyber actors generate estimated $860 million through illicit</td>
<td>C</td>
<td>N</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>means, some likely going to DPRK’s WMD and weapons programs (DIA, 2021.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTALS**

<table>
<thead>
<tr>
<th>H1</th>
<th>H2</th>
<th>H3</th>
<th>H4</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>6</td>
<td>7</td>
<td>20</td>
</tr>
</tbody>
</table>

**C: Consistent  I: Inconsistent  N: Neutral**

Figure 2. Sampling of evidence used in Analysis of Competing Hypotheses; Source: Travis Peterson

In sum, Travis selected Hypothesis 4, which affirms that, over the next 3-5 years, the DPRK will continue testing more advanced missiles and successfully field nuclear armed ICBMs capable of reaching the entire CONUS, regardless of Chinese and Russian support.

Although this problem may not be as complex as the problem of determining how the Russian-Ukraine war will evolve over the next 30 to 60 days, this example hopefully demonstrates the merits of the techniques used. There are several other techniques that are not highlighted above that were used to improve analytical rigor. Analysis of Key Drivers and Uncertainties, Quality of Information Check, and Key Assumptions Check are all SATs presented in Heuer and Pherson’s book. For more information, feel free to reach out to Professor Craig Nazareth or enroll in INTV 326.
Beijing and Washington are on the cusp of even greater tension in 2023 with respect to Taiwan and United States freedom of navigation in the South China Seas and the Taiwan Strait. Given this environment, students should pay attention to the evolving security situation. We charge students to reflect on these readings and to apply the skills they learn in our programs to advance not only national security but personal and corporate security—no matter what career they find themselves in.

**Why China-Taiwan Relations Are So Tense**

**Taiwan: Political and Security Issues**

**Fact Sheet: U.S. Relations With Taiwan**

**Executive Summary: An American Perspective on the Role of Taiwan in US-China Relations**

**Article: The World According to Xi Jinping**

**Taiwan and Cross-Strait Relations: Policy Solutions and In-depth Analysis of the Complex Relationship between Mainland China and Taiwan**

**Podcast: The Taiwan Take**

**Podcast: China in the World**

**Podcast (Fresh Air): 'Danger Zone' author warns of growing tension between China and the U.S.**
"YQB REVCEZA
RTZKSB."

-Robert Wilson,
Director/Playwright, American Theater
A clustering Illusion is a cognitive bias where one sees patterns or “clusters” in random information where none exists. Think about a time when you looked up at the clouds in the sky and saw the shape of a person, animal, or structure. At this moment, you are experiencing a clustering illusion. Two prominent psychologists, Daniel Kahneman and Amos Tversky, state that clustering illusion derives from events of what is known as representativeness heuristic - a cognitive phenomenon where humans instinctively try to find relations to unfamiliar things by equating them to items that are more familiar (e.g., people, places, thoughts, etc.). Humans often try to draw from their own experiences when making decisions, assumptions, or conclusions to solve a given problem.

Intelligence analysts could fall victim to this bias, given they are in the business of developing and investigating patterns more than most. However, analysts must never attempt to develop reporting based on small clusters of information. Information alone does not serve well as pieces of intelligence.

So, how can you “check yourself” from the traps of clustering illusion? Do this:

**Let the intelligence speak for itself.** Let the intelligence speak for itself. Never make intelligence assessments based on limited intelligence sources. Fuse other available and reliable data with other intelligence disciplines to strengthen your findings (SIGINT, HUMINT, GEOINT, MASINT, etc.).

**Be critical of your analysis and use SATs.** Be critical of your analysis and use SATs. Approach your research with a fair amount of skepticism. Ask questions, and look for new ways to critique your findings. Ask your peers to provide feedback. Take advantage of structured analytic techniques to process your thoughts before making any final assessments.
MESSAGE FROM YOUR ACADEMIC ADVISOR

Enrollment for Spring 2023 is opening soon. Do not miss these exciting course opportunities!

Courses often fill quickly, so enroll early to get the best selection! Please touch base with your academic advisor to verify the courses you plan on taking are in line with your degree plan.

Schedule an appointment with your advisor if you need additional academic support with your degree plan or any enrollment needs.

FOR MORE INFORMATION CONTACT YOUR ADVISOR AT:

>> https://azcast.arizona.edu/student-services/advising/meet-your-advisor
# COURSE SCHEDULE

## FALL 2022

### SEVEN WEEK - FIRST

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTV305</td>
<td>Introduction to IIO</td>
<td>Phillippi, Emilee</td>
</tr>
<tr>
<td>INTV326</td>
<td>Introductory Methods of Intelligence Analysis</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV350</td>
<td>Intelligence Collection</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV353</td>
<td>Geospatial Intelligence</td>
<td>Zsambok, Billy</td>
</tr>
<tr>
<td>INTV377</td>
<td>Psychological Operations</td>
<td>Hilliard, Christopher</td>
</tr>
<tr>
<td>INTV459</td>
<td>Intelligence, Surveillance, and Reconnaissance Synchronization</td>
<td>Wisecup, Tyler</td>
</tr>
</tbody>
</table>

### SEVEN WEEK - SECOND

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>CYBV450*</td>
<td>Information Warfare</td>
<td>Benson, Michael</td>
</tr>
<tr>
<td>INTV305</td>
<td>Introduction to IIO</td>
<td>Phillippi, Emilee</td>
</tr>
<tr>
<td>INTV314</td>
<td>National Security Policy</td>
<td>Nurullayev, Dmitriy</td>
</tr>
<tr>
<td>INTV326</td>
<td>Introductory Methods of Intelligence Analysis</td>
<td>Bradberry, David</td>
</tr>
<tr>
<td>INTV350</td>
<td>Intelligence Collection</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV401</td>
<td>Introduction to Law Enforcement Intelligence</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV455</td>
<td>Target-Centric Analysis</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV459</td>
<td>Intelligence, Surveillance, and Reconnaissance Synchronization</td>
<td>Wisecup, Tyler</td>
</tr>
</tbody>
</table>

### 15 WEEK

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTV498</td>
<td>Senior Capstone in IIO</td>
<td>Hilliard, Christopher</td>
</tr>
</tbody>
</table>

* Courses offered as electives
# COURSE SCHEDULE

## SPRING 2023

### SEVEN WEEK - FIRST

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>CYBV354*</td>
<td>Principles of Open Source Intelligence</td>
<td>Hetherington, Cynthia Mccary, John</td>
</tr>
<tr>
<td>INTV305</td>
<td>Introduction to IIO</td>
<td>Phillippi, Emilee</td>
</tr>
<tr>
<td>INTV326</td>
<td>Introductory Methods of Intelligence Analysis</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV350</td>
<td>Intelligence Collection</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV353</td>
<td>Geospatial Intelligence</td>
<td>Zsambok, Billy</td>
</tr>
<tr>
<td>INTV459</td>
<td>Intelligence, Surveillance, and Reconnaissance Synchronization</td>
<td>Wisecup, Tyler</td>
</tr>
<tr>
<td>INTV496</td>
<td>Special Topics in IIO: Ukraine War</td>
<td>Hilliard, Christopher</td>
</tr>
</tbody>
</table>

### SEVEN WEEK - SECOND

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>CYBV351*</td>
<td>Signals Intelligence and Electronic Warfare</td>
<td>Cota, Casey</td>
</tr>
<tr>
<td>CYBV354*</td>
<td>Principles of Open Source Intelligence</td>
<td>Hetherington, Cynthia</td>
</tr>
<tr>
<td>INTV305</td>
<td>Introduction to IIO</td>
<td>Phillippi, Emilee</td>
</tr>
<tr>
<td>INTV326</td>
<td>Introductory Methods of Intelligence Analysis</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV350</td>
<td>Intelligence Collection</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV377</td>
<td>Psychological Operations</td>
<td>Hilliard, Christopher</td>
</tr>
<tr>
<td>INTV401</td>
<td>Intro to Law Enforcement Intelligence</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV427</td>
<td>Intelligence Support to Targeting</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV455</td>
<td>Target-Centric Analysis</td>
<td>Nazareth, Craig</td>
</tr>
<tr>
<td>INTV459</td>
<td>Intelligence, Surveillance, and Reconnaissance Synchronization</td>
<td>Wisecup, Tyler</td>
</tr>
<tr>
<td>INTV496</td>
<td>Special Topics in IIO: Ukraine War</td>
<td>Hilliard, Christopher</td>
</tr>
<tr>
<td>INTV496</td>
<td>Special Topics in IIO: Transnational Crime and Human Trafficking</td>
<td>Pinnow, Jennifer</td>
</tr>
</tbody>
</table>

### 15 WEEK

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTV496</td>
<td>Special Topics in IIO: Study Abroad</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV498</td>
<td>Senior Capstone in IIO</td>
<td>Hilliard, Christopher</td>
</tr>
</tbody>
</table>

* Courses offered as electives
Special Topics in Intelligence and Information Operations (Ukraine War)

Offering an in-depth examination of the causes, impacts, and next steps of the war in Ukraine, INTV 496 is a 7.5-week online course available in Spring 2023. Students in any major are welcome. Students will use analytic formats like Intelligence Preparation of the Operating Environment (IPOE) to organize their investigation of the setting, participants, effects, and possible outcomes of the war in Ukraine. We’ll have weekly discussions via Zoom. Guest speakers from the U.S. Intelligence Community will add their perspectives to some of our discussions. Students will conduct research, reach conclusions, and present their ideas as short briefings.

How to Enroll: Enrollment is limited to 20 students, and the course is open to all students at CAST. Priority Registration for Spring 2023 begins on Monday, Oct. 31. Contact your advisor if you’re interested in this opportunity.

Class Dates: Spring 23 (Jan. 11 to March 3 and March 13 to May 3).
Do you want to better understand Transnational Crime and Human Smuggling? Join other curious students taking INTV 496 Special Topics in Intelligence and Information Operations (Transnational Crime & Human Smuggling), an in-depth examination of the causes, impacts, and mitigation opportunities for this fascinating subject. INTV 496 is a 7.5-week online course available in Spring semester 2023. Students in any major are welcome. Guest speakers from Federal and State Law Enforcement agencies will add their perspectives to some of our discussions. Students will conduct research, reach conclusions, and present their ideas as short briefings.

Enrollment is limited to 20 students. Contact your advisor if you’re interested in this opportunity.
INTV 401 Introduction to Law Enforcement Intelligence

INTV 401 “Introduction to Law Enforcement Intelligence” teaches operational law enforcement intelligence and intelligence theories, providing a doctrinal approach for an increasingly asymmetric and chaotic policing environment. The course offers in-service law enforcement professionals and students interested in a law enforcement career an opportunity to explore the integration of intelligence-led and community-based policing to support real-world problem solving.

This course is 7.5 WEEKS, FULLY ONLINE Upcoming Classes: Spring 23 (Seven Week Two- March 13th to May 3rd, 2022), designed for anyone interested in the dynamic interaction between operational law enforcement intelligence and intelligence theory. Topics covered include:

- Fusion Centers and the National Criminal Intelligence Sharing Plan
- Digital Forensics and Technology in Law Enforcement Intelligence
- Transnational Organized Crime and Human Trafficking
- Counter Drug and Task Force Operations
- Intelligence Activities and Doctrine in Local, State and National Law Enforcement Agencies
- Intelligence Led Policing Theory and Practice
WHAT LETTER REPLACES THE QUESTION MARK?
We are looking for passionate student leaders to establish the WiCyS Student Chapter in the University of Arizona.

Want to drive the change needed in the cybersecurity workforce and gain access to industry and academic leaders who are eager to help you succeed?

CONTACT DR. DALAL ALHARTHI

EMAIL: DALHARTHI@ARIZONA.EDU
NATIONAL RECONNAISSANCE OFFICE  
www.nro.gov/careers/cia-intern.html
Application period opens in September; selections are typically made by October. Paid undergraduate and graduate internship programs. CIA assigns interns from their applicant pool to work at NRO.
Specific programs of interest include:
- STEM: Computer Science, Human Resources
- Economics: Business Administration
- Political Science: Data Science, Science and Research

DEFENSE INTELLIGENCE AGENCY  
www.intelligencecareers.gov/cistudents.html
Application period opens and closes at various times. Paid undergraduate, graduate, and foreign language internship programs. Workforce Recruitment Program for disabled persons (www.wrp.gov).
Specific programs of interest include:
- Political Science: Global Studies, Computer Sciences
- Business: Human Resources, Law/Criminal Justice
- Natural Sciences: Engineering, Logistics

DEPARTMENT OF HOMELAND SECURITY  
www.dhs.gov/ia-internship
Application period opens early-to-mid October. Paid undergraduate and graduate internship programs. Secretary’s Honor Program for recent graduates.
Specific programs of interest include:
- Intelligence Analysis: Law Enforcement
- Cybersecurity: Legal
- Health/Science: Public Affairs
- Information Technology: Management/Support
- Emergency Management

NAVAL INTELLIGENCE ACTIVITY  
http://www.oni.navy.mil/Join-Us/Intern-Programs
Application period opens September - October. Paid undergraduate and graduate internship programs.
Specific programs of interest include:
- Intelligence Analysis: Geospatial Analysis, Intelligence Analysis
- Scientific Analysis: Technical Analysis, Information Technology
- Engineering: Workforce Planning, Research & Development

MARINE CORPS INTELLIGENCE ACTIVITY  
www.hqmc.marines.mil/intelligence/Student-Employment/
Application period opens early-to-mid September. Paid undergraduate and graduate internship programs.
Specific programs of interest include:
- Intelligence Analysis: Geospatial Analysis, Intelligence Analysis
- Scientific Analysis: Technical Analysis, Information Technology
- Engineering: Workforce Planning, Research & Development

NATIONAL SECURITY AGENCY  
www.intelligencecareers.gov/cstudents.html
Application period opens April - September/October for Language Program. Paid undergraduate and graduate internship programs.
Specific programs of interest include:
- STEM: Intelligence Analysis, Research/Development
- Cyber Security: Human Resources, Information Technology
- Logistics: Foreign Language, Information Management
- Computer Science: Science and Research, Strategic Communications

CENTRAL INTELLIGENCE AGENCY  
www.cia.gov/careers/student-opportunities
Applications accepted year round for most programs: apply one year before preferred start date. For D0 and scholarship programs apply December - March and February - July, respectively. Paid undergraduate and graduate internship programs.
Specific programs of interest include:
- Political Science: Cartographer, Computer Science
- Data Science: Education/Training, Human Resources
- Graphic Design: Cyber Security, Information Management
- STEM: Library Science, International Relations
- Media Analysis: Economics, International Relations
**DEPARTMENT OF ENERGY**
www.energy.gov/jobs/services/students-recent-graduates

Application period opens and closes at various times
Paid internships available for current undergraduates, current graduates and recent graduates

Specific programs of interest include:
- STEM
- Engineering
- Research & Development
- Energy Law
- Information Technology
- Sciences
- Social Sciences
- Business
- Information Management

**FEDERAL BUREAU OF INVESTIGATION**
www.fbi.gov/students

Application period opens early-to-mid August
Applications accepted throughout the year for Visiting Scientist Program
Paid undergraduate and graduate internship programs

Specific programs of interest include:
- Honors Internship Program which includes opportunities at FBI field offices throughout the U.S., FBI Academy, FBI Headquarters, and other off-sites
- Visiting Scientist Program which includes opportunities for undergraduates, graduate, recent grads, postdoctoral fellows, and university faculty to work at the FBI Laboratory

**MARINE CORPS INTELLIGENCE ACTIVITY**
www.hqmc.marines.mil/intelligence/Student-Employment/

Application period opens early-to-mid September
Paid undergraduate and graduate internship programs

Specific programs of interest include:
- Intelligence Analysis
- Geospatial Analysis
- Intelligence Analysis
- Scientific Analysis
- Technical Analysis
- Information Technology
- Engineering
- Workforce Planning
- Research & Development

**CENTRAL INTELLIGENCE AGENCY**
www.cia.gov/careers/student-opportunities

Applications accepted year round for most programs; apply one year before preferred start date – For DO and scholarship programs apply December-March and February-July, respectively
Paid undergraduate and graduate internship programs

Specific programs of interest include:
- Political Science
- Cartographer
- Computer Science
- Data Science
- Education/Training
- Human Resources
- Graphic Design
- Cyber Security
- Information Management
- STEM
- Library Science
- International Relations
- Media Analysis
- Economics
The U.S. Department of State is currently accepting applications for the Virtual Student Federal Service (VSFS).

The Virtual Student Federal Service is the largest virtual internship program in the world! This year we will offer 3,000 positions with 52 federal agencies. VSFS offers unique mentoring and exposure to job opportunities within the U.S. government.

Each year, applications are open to U.S. college students during the entire month of July. Go to VSFS to see the 950+ projects available. Then, create an account on USAJOBS.gov, build a resume, and apply to the VSFS Vacancy Announcement. VSFS does not require any documentation, but you may upload transcripts in your USAJOBS profile if you like. The most important part of your VSFS application is your personal statement of interest.

VSFS interns should expect to spend ten hours a week on their project from September through May. This is unpaid, volunteer work, but interns make connections that make a difference, gain valuable experience, and sometimes get course credit. All applicants must be U.S. citizens in student status at a university or college in the U.S. or abroad. VSFS is open to undergrad through PhD candidates taking classes full or part-time, in-person or online.
SCHOLARSHIPS

Undergraduate Training Assistance Program (UTAP)

Offers tuition assistance, summer work, and a guaranteed position in the awardee’s field of study upon graduation. Minorities, women are strongly encouraged to apply. UTAP students are obligated to work at the DIA for a period of time that is one and 1/2 times the amount of time they were in school. https://www.dia.mil

Science, Mathematics and Research for Transformation (SMART)

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. https://www.smartscholarship.org/smart

National Security Education Program (NSEP)

Awards David L. Boren fellowships and scholarships to graduate and undergraduate students who are dedicated to public service and the immersive study of foreign languages. This national security scholarship awards $20,000 to scholars studying the culture and languages of countries that pose the greatest risk to the nation’s security. Boren scholars and fellows must agree to use their skills in the service of the federal government for one year following graduation. https://nsep.gov/content/david-l-boren-scholarship

CIA Undergraduate Scholarship Program

Offers undergraduate and graduate students a salary plus up to $18,000 per year in tuition assistance. Successful applicants are required to work for the CIA during summer breaks and to continue working for the CIA after graduation. The mandatory work period following graduation is equal to 1.5 times the number of years that the CIA provided educational benefits to the student. The work completed during the student’s summer breaks will be related to the student’s major. https://www.cia.gov/careers/student-programs

DHS Scholarship Program

Department of Homeland Security (DHS) offers several internships, fellowships, scholarships and other opportunities to students who wish to pursue a career in national security, to include work in law, information technology, or cybersecurity. Other programs include the Pathways programs, which lead to a federal government career; the DHS Scholarship Program; the Nuclear Forensics Research Award; and the Office of Intelligence and Analysis (I&A) Internship Program. https://www.dhs.gov/homeland-security-careers/health-science
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.

**Intelligence Analysis Development Program (IADP) - Entry to Mid level (MD, TX, GA, CO, UT, HI)**
National Security Agency
Job Location: (NSA-Washington)
Pay Plan: GG
Open: 2022-07-01 – 2022-12-10
[Job Posting]

**Cryptanalysis Development Program (CADP) - Entry to Experienced Level**
National Security Agency
Job Location: All NSA Locations
Pay Plan: GG
Open: 2022-07-01 – 2022-12-01
[Job Posting]

**GEOINT Hybrid Analyst**
National Security Agency
Job Location: Charlottesville, VA
Pay Plan: IA
Open: 2022-10-11 – 2022-10-22
[Job Posting]

**Student Trainee (CBP Technician)**
US Customs and Border Protection
Job Location: Tucson, AZ
Pay Plan: GS
Open: 2022-1-19 – 2022-10-25
[Job Posting]

**Counterintelligence Trainer Developer**
Jacobs
Location: Fort Huachuca, AZ
Pay Plan: N/A
Open: 2022-10-01 – TBD
[Job Posting]

**Threat Intelligence Analyst**
Raytheon Missiles & Defense
Location: Tucson, AZ
Open: 2022-10-01 – TBD
[Job Posting]
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.

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

LinkedIn

One of the most effective ways to find employment is through your professional network. LinkedIn has become the industry standard social platform to connect professionals with industry leaders and hiring managers. Create your profile, engage and communicate with colleagues and recruiters, and plan your new future today!

> https://www.linkedin.com

Solve This: Cryptogram

Phrase: “The mind is a muscle.”

Logic Lounge: C (Add the three numbers in each square together giving the numeral value of the square at the center of each square.)
Get hired. Apply for jobs and internships offered on campus, in your local area or across the nation.

Get discovered. Stand out among your peers to reach employers actively recruiting Wildcat candidates.

Get connected. Build social networks with peers for tips to land your desired job or internship.

Get involved and make an impact. Discover on-campus and virtual career-focused training events.
Premortem Analysis is helpful for analysts to identify strengths and weaknesses in intelligence analysis before making final reportable assessments. It is beneficial to detect any potential flaws in your research by double-checking your evidence, sources, and hypotheses in a structured way. This helps to mitigate any likelihood of any potential intelligence surprises based on your reporting.

When to Use It: Premortem Analysis is most effective right before an analyst determines any conclusive analytical assessments. Analysts are more likely to support critique of their findings before deciding a final judgment than afterward. Take advantage of the opportunity to critique your analysis as an exercise to strengthen the conclusions of your findings.

How to Do It: 1. Open yourself to critique your analysis objectively. 2. Begin to develop questions by asking a leading question: “What could have gone wrong in the analysis process?” 3. Branch off the lead question, and develop sub-questions critiquing your sources, key assumptions, hypotheses, or unforeseen circumstances 4. Answer each of your sub-questions by checking each component in your research. 5. Make a final assessment after investigating all factors.

EXAMPLE
Structured Self-Critique

- Did we ensure the key assumptions were verified and validated?
- Is the evidence and sources trustworthy?
- Did we consider and provide alternative hypotheses?
- Did any outside influences change the course of our assessment?
- Did deception or misinformation go undetected?
- Did we ignore any evidence contrary to our assessment?

What went wrong in the analysis?