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ICCAE INSTITUTIONS AROUND THE NATION



Rutgers, The State University of New Jersey*

Borough of Manhattan Community College *
New Jersey City University *
City College of New York *

Saint Louis University

Harris Stowe State University *
Lincoln University *

Syracuse University

CUNY-CCNY/Grove School of Engineering *
CUNY/John Jay College of Criminal Justice *
Norfolk State University *
Wells College

University of Arizona*

Eastern Arizona College
Estrella Mountain Community College *

University of Central Florida

Seminole State College * Daytona State College

University of Kansas

Dodge City Community College *
Garden City Community College *
Kansas City Kansas Community College
Seward County Community College

University of New Hampshire

College of Mount Saint Vincent *
Howard University *
Northern Essex Community College *
University of Massachusetts Lowell *

University of North Carolina in Charlotte

Johnson C. Smith University *
South Carolina State University *
Winston Salem State University *

University of Oklahoma - Norman *

Cameron University
College of the Muscogee Nation *
Langston University *

University of Southern California

Florida Agricultural and Mechanical University *
San Jose State University *
Santa Monica College *

Virginia Polytechnic Institute & State University

Danville Community College Morehouse College *

* Denotes a Minority Serving Institution (MSI)

DEAD DROP

11 2023

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THE UNIVERSITY OF ARIZONA

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ON THE COVER



Our cover features communications network tower, widely used in intelligence, surveillance, and reconnaissance activities. Various signal technology industries design towers to perform multifunctional communications capabilities.

Photo: Pexels





INTELLIGENCE & INFORMATION OPERATIONS

Providing a doctrinal approach for an increasingly asymmetric and chaotic intelligence environment

CERTIFICATES

18 credits/6 courses

- Digital Forensics
- Security Computing
- Information Warfare
- Cyber Defense
- Law Enforcement Intelligence (Launches Fall 2024)

WHY US?

- Fully Online
- Flexible
- 7.5 Week Courses
- Intelligence Community Center of Academic Excellence (IC CAE) designation

COURSE HIGHLIGHTS

INTV 326

Introductory Methods of Intelligence Analysis **CYBV 351**

Signals Intelligence **INTV 353**

Geospacial Intelligence **INTV 401**

Introduction to Law Enforcement Intelligence **INTV 459**

Intelligence, Surveillance & Reconnaissance Synchronization







Diversity. Knowledge. Excellence.



Good afternoon from your Intelligence and Information Operations Program Director. As current or aspiring intelligence professionals, it is important to stay current with geopolitical hot spots. Here are a few new intelligence websites that belong in your bookmarks:



Critical Threats: The Critical Threats
Project's "...objective is to inform and educate policymakers, the intelligence and military communities, and all interested citizens who need to understand the nuance and scale of threats to America's security. The project conducts intelligence analysis on unclassified information to produce continuous assessments of threats to the U.S. and our allies."



Fifth Domain: Cyber: Great site for getting the latest cyber related industry trends and initiatives for civilian, DoD, Congress, Critical Infrastructure, International, Workforce, Industry and Thought Leadership.



Small Wars Journal: You should register for increased access to this site. The Small Wars journal brings together an eclectic group of intellectuals and practitioners to discuss regional security environments from a counter-insurgency perspective.

Intelligence Drives Operations: The European Theatre in World War II

In keeping with our historical perspective on intelligence matters, I would like to shift our focus slightly to the European campaign during World War II. Ultra was the code name for a signals intelligence operation headed up by Great Britain. The British cryptographic analysts, headquartered at the Government Code and Cypher School (GC&CS) at Bletchley Park, were successful in cracking the code of the so-called enigma machine (Hinsley & Stripp, 2001).

The enigma machine was Germany's cryptographic/cipher tool used for Top Secret signals by the German armed services from the late 1920s to the end of the World War (Hinsley & Stripp, 2001). German planners possessed a curious blind spot when it came to the Enigma Machine, and they seemed to believe it was unbreakable. This hubris in intelligence operations can prove fatal. Perhaps of more interest to us today is a deception operation which took place concurrently.

Operation Mincemeat was a strikingly creative and successful deception operation. Great Britain was the architect of this operation, and the fact that Germany pounced on this shockingly fortuitous intelligence windfall without using alternate methods of verifying its veracity speaks once again to a curious failure in intelligence operations from an otherwise lethally effective military juggernaut.

The British used the corpse of a London "tramp" named Glyndwr Michael who died of eating rat poison and created an impressively detailed back story. Michael was transformed into Captain (Acting Major) William Martin. Acting Major Martin was



Photo: Enigma Machine, National Electronics Museum (Public Domain)

found floating off the coast of Spain.

Although Spain was nominally neutral, it was widely known to cooperate with German Military Intelligence (Smyth, 2010). The corpse was in a military uniform and contained documents indicating the Allied invasion of Sicily was a feint. Finally, you might know the author of this deception, Lieutenant Commander Ian Fleming a bit better as the author of a series of novels about the adventures of an MI6 Agent named Bond...James Bond!













Diversity, Knowledge, Excellence,

EXCELLENCE STARTS HERE.

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

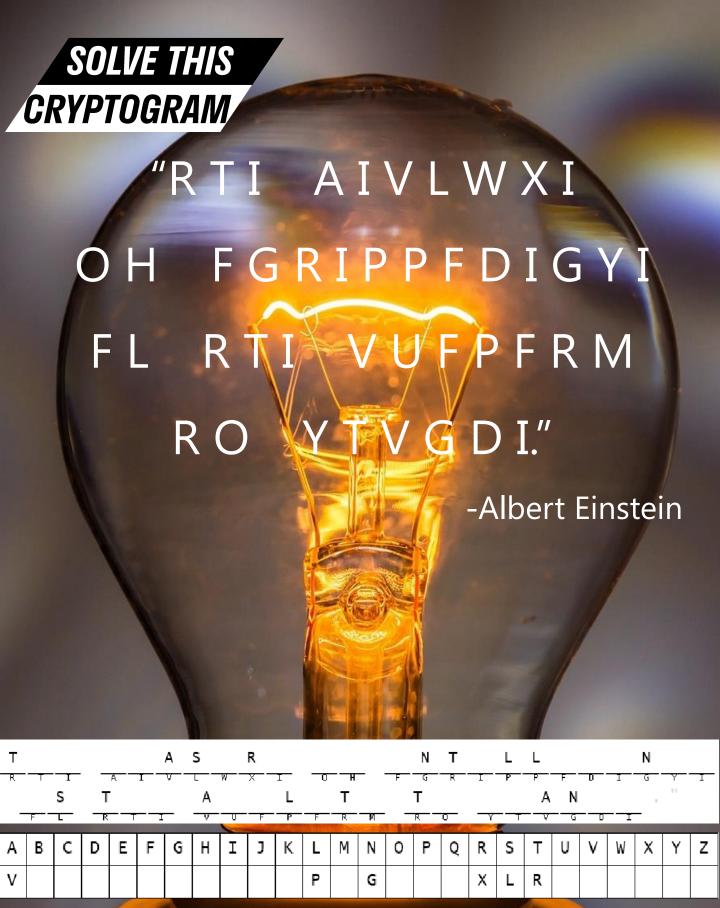
BENEFITS OF BEING AN IC SCHOLAR

- 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





During World War II, the U.S. Marine Corps commanders revisited unique language intelligence tactics (first tested during World War I) to develop the Code Talker Program designed to encrypt, communicate and disseminate sensitive information using Native American dialects. The Code paired Native American words to various friendly military tactics unfamiliar with enemy forces. Throughout the program, the Marines recruited and trained American Indians from more than 14 tribes, including Navajo, Comanche, Choctaw, and Cherokee, as "Code Talkers" fluent in English and their native dialects to disseminate critical information without detection. During the Battle of Iwo Jima — a conflict between the U.S. Navy and Marines against Imperial Japanese forces, Code Talkers were celebrated as instrumental to success on the battlefield.



Increased issues of transnational crimes (cyber, human/drug/arms trafficking, terrorism, etc.) qualify the necessity for practical intelligence sharing across government and industry platforms. However, existing legal, bureaucratic, and competitive barriers often limit access to valuable and time-critical intelligence information. Most intelligence-gathering organizations define these limiting factors as "stove-piping," where either competition to report-first credit, or access (need-to-know) to sensitive levels of information inhibit any efforts to share information that could benefit investigations or reporting successes for external partners.

Sharpen your research and critical thinking skills by learning more on intelligence sharing and other exciting topics impacting the Intelligence Community today.

Intelligence Collection and Information Sharing within the United States

Beyond NOFORN: Solutions for Increased Intelligence
Sharing among Allies

<u>Director of National Intelligence - Strategic Intent for Information Sharing</u>

YouTube: Legal Implications of Threat Intelligence Sharing

YouTube: How U.S. intelligence Sharing Is Impacting The War In Ukraine



MESSAGE FROM YOUR ACADEMIC ADVISORS

Fall 2023 is here. Enrollment for Spring 2024 opens 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.

FIND YOUR ADADEMIC ADVISOR BELOW

ADVISORS

CERTIFICATE ADVISORS

START YOUR FALL SEMESTER IN SUCCESS!

Confirm Your Assigned Academic Advisor

Whether you're a newly admitted student or a continuing student, it is important to know who you can contact for support. *Continuing students, your Academic Advisor may have changed from who you worked with in previous semesters.* To check who is listed as your assigned advisor, follow the steps below!

- 1. Log into your **Student Center portal** on the UAccess webpage.
- 2. Click on the Advising menu option towards the top of the page and select "View Advisors".
- 3. You will see the name of your current advisor, their contact information, and a link to schedule an appointment.

Confirm Your Enrollment

Please log into your <u>UAccess Student Center</u> and confirm your enrollment for Fall 2023. If you have holds you are unsure about, questions about the courses you're enrolled in or if you are not currently enrolled, <u>reach out to your Advisor</u>.

Put These Important Deadlines In Your Calendar

The 15-week, 5-week 1 and 7-Week 1 session classes will be "live" to you in <u>D2L</u> starting Monday 8/21/23. You will likely also receive a welcome email from the instructors if you have not already. Make sure to read through the entirety of your syllabus for each course and note important deadlines for your classes in advance.

- Fall 15W/Regular session classes begin August 21st and end December 14th
- Fall 5W1 session classes begin August 21st and end September 22nd
- Fall 7W1 classes began begin August 21st and end October 11th
- Fall 5W2 session classes begin September 25th and end October 27th
- Fall 7W2 session classes begin October 12th and end December 14th
- Fall 5W3 session classes begin October 30th and end December 14th

Have any questions? Make an appointment with your Academic Advisor.

COURSE SCHEDULE

FALL 2023

SEVEN WEEK - FIRST

CAT#	COURSE	PROFESSOR
CYBV354*	Principles of Open Source Intelligence	McCary, John
	Deception, Counter-Deception &	
CYBV437*	Counterintelligence	Benson, Michael
INTV305	Introduction to IIO	Allen, Brent
	Introductory Methods of	
INTV326	Intelligence Analysis	Nazareth, Craig
INTV350	Intelligence Collection	Nazareth, Craig
INTV353	Geospatial Intelligence	Zsambok, Billy
INTV377	Psychological Operations	Hilliard, Christopher
	Intelligence, Surveillance, and	
INTV459	Reconnaissance Synchronization	Wisecup, Tyler
SEVEN WEEK - SECOND		
	Signals Intelligence and	
CYBV351*	Electronic Warfare	Cota, Casey
CYBV354*	Principles of Open Source Intelligence	Hetherington, Cynthia
INTV305	Introduction to IIO	Hilliard, Christopher
	Introductory Methods of	
INTV326	Intelligence Analysis	Tortorici, Patrick
		Nazareth, Craig
INTV350	Intelligence Collection	Tortorici, Patrick
	Introduction to Law	
INTV401	Enforcement Intelligence	Tortorici, Patrick
INTV455	Target-Centric Analysis	Nazareth, Craig
	Intelligence, Surveillance, and	
INTV459	Reconnaissance Synchronization	Wisecup, Tyler
15 WEEK		
INTV493	Internship in IIO	Tortorici, Patrick
INTV498	Special Topics in IIO	Tortorici, Patrick
INTV498	Senior Capstone in IIO	Hilliard, Christopher
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CYBV 351 – Signals Intelligence and Electronic Warfare

Offered as an elective to IIO program students - Provides students an in-depth look at Signals Intelligence (SIGINT) and Electronic Warfare (EW) from a strategic, operational, tactical, and technological aspect, including the role of electromagnetic energy in SIGINT and EW operations. Students will use a combination of assessments, research, and practical exercise to gain a holistic view of SIGINT and EW applications in the National Intelligence Enterprise.



CYBV 437 Deception, Counter-Deception & Counterintelligence Fall 2023, Seven Week - First

CYBV 437 – Deception, Counter-Deception and Counterintelligence

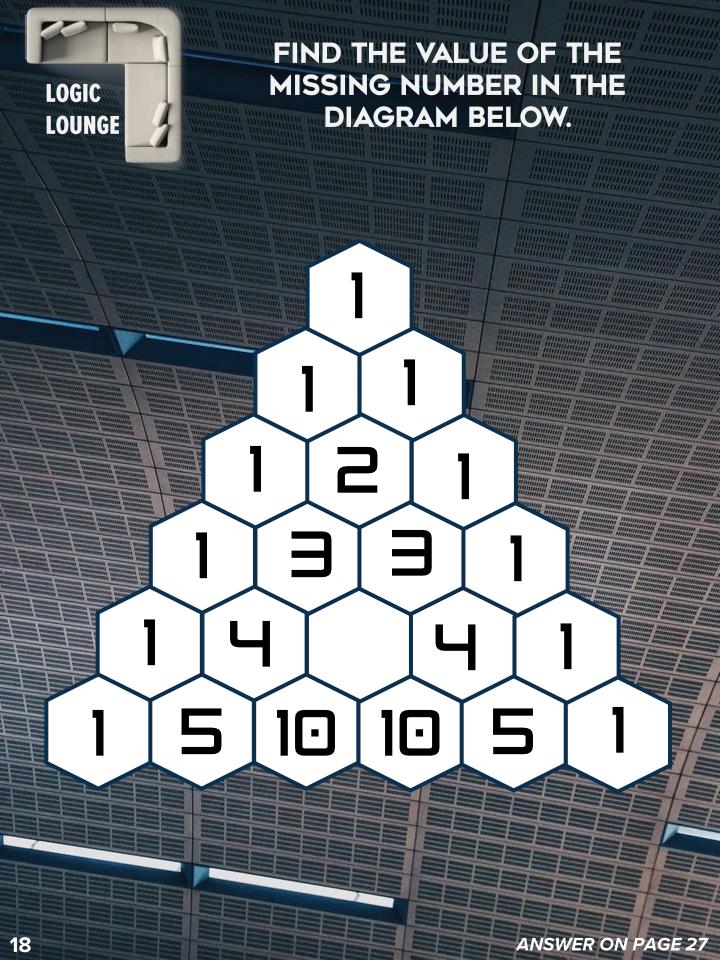
Offered as an elective for IIO degree program students - Provides students with an introduction to the concepts of deception, counter-deception, counterintelligence, and psychological operations. A survey of how these concepts are used in adversarial Information Operations and why they are among the most effective mechanisms to sway public opinion will be presented. Students will use interactive exercises to become familiar with how to detect deception campaigns as well as the mitigation strategies to defend against them.

CYBV 354 Principles of Open Source Intelligence

Seven Week Second, Fall 2023

CYBV 354 – Principles of Open Source Intelligence

Offered as an elective for IIO degree program students - Provides students with an overview of the fundamentals of Open Source Intelligence. Students will be presented with the most effective methodologies used by cyber professionals, law enforcement, and other investigative and other intelligence analysis professionals to locate and analyze information on the Internet and Dark Web. Students will use interactive exercises to become familiar with the volume of sensitive data on the Internet and how it can be exploited to develop highly detailed intelligence products.





U.S. Customs and Border Protection (CBP)
Internship seeks high performing University of
Arizona students in the Intelligence
Information and Operations (IIO) program to
support the Southern Border Intelligence
Center.

Students will assist the Executive Director to coordinate meetings, compile deliverables, engage with other senior leaders across the southern border, and conduct tasks as needed. This position will provide the selected candidate(s) the opportunity to participate in intelligence planning at the strategic and operational level across the U.S. Government.



Purpose of the Internship:

As an all-source intelligence analyst, applicants will learn how to conduct research, form analytical conclusions, key judgements, and perform a variety of analytical techniques to answer key intelligence questions. Interns will learn the intelligence cycle, Intelligence Community Standards, a variety of analytical techniques, and an understanding of the complex border security environment.

Internship Available: Summer – Yes Fall – Yes Spring – Yes

Deadlines: Applications must be received by the first week of the previous semester, i.e. for and internship starting in the Spring semester, submit application within the first week of the previous Fall semester.

Agency Minimum Qualifications:

- You must be a U.S. Citizen to apply for this position
- Males born after 12/31/1959 must be registered with Selective Service
- Primary U.S. residency for at least three of the last five years
- Background Investigation: CBP is a federal law enforcement agency that requires all applicants to undergo a thorough background investigation prior to employment in order to promote the agency's core values of vigilance, service to country, and integrity. During the screening and/or background investigation process, you will be asked questions regarding any felony criminal convictions or current felony charges, the use of illegal drugs (e.g., marijuana, cocaine, heroin, LSD, methamphetamines, ecstasy), and the use of non-prescribed controlled substances including any experimentation, possession, sale, receipt, manufacture, cultivation, production, transfer, shipping, trafficking, or distribution of controlled substances. For more information visit this link.

Agency Preferred Qualifications:

- Current University of Arizona Student within good standing, minimum of a 3.0 GPA.
- Students in their 2nd or 3rd year of study in an Intelligence, Criminal Justice, or National Security related field

Internship Description: Unpaid (Potential to earn college units/credits)

- Providing support to senior leadership that informs and enhances their ability to make strategic decisions;
- Providing support to senior level engagements on a variety of intelligence programs and activities;
- Providing assistance with management of intra-office relationships across multiple intelligence organizations.

To Apply:

Please submit a resume, school transcript, and a writing sample (2-5 pages) to lillian.abril@cbp.dhs.gov.

Expected Contact:

We will contact you within 3-5 business days upon receiving your application by email to set up an in-person interview.

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INTERNSHIP OPPORTUNITIES FOR STUDENTS







NATIONAL RECONNAISSANCE OFFICE

www.nro.gov/careers/cia-intern.html

Application period opens 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 Physical Science Business Administration

Political Science Data Science Science and Research



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



DEFENSE INTELLIGENCE AGENCY

www.intelligencecareers.gov/icstudents.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 STATE

Careers.state.gov/intern/student-programs

Application period opens in the fall Paid undergraduate and graduate internship programs

Specific programs of interest include:

- Student internship Program: opportunities to work in U.S. Embassies and Consulates' throughout the world
- Pathways Internship Program: opportunities to explore Federal careers
- Numerous Fellowship Programs
- Virtual Foreign Service Internship Program
- Workforce Recruitment Program for disabled persons (www.wrp.gov)



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

Sceincetific 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

Sceincetific Analysis Technical Analysis Information Technology

Engineering Workforce Planning Research & Development



NATIONAL SECURITY AGENCY

www.intelligencecareers.gov/icstudents.html

 ${\bf Application\ period\ opens\ April-September/October\ for\ Language\ Program}$

Paid undergraduate and graduate internship programs

Specific programs of interest include:

STEM Intelligence Anlaysis 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 DO and scholarship programs apply December-March and Feburary-July, respectively Paid undergraduate and graduate internship programs

Specific programs of interest include:

Political ScienceCartographerComputer ScienceData ScienceEducation/TrainingHuman ResourcesGraphic DesignCyber SecurityInformation ManagementSTEMLibrary ScienceInternational Relations

Media Analysis Economics

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INTERNSHIP OPPORTUNITIES FOR STUDENTS TO LEARN MORE VISIT: WWW.INTELLIGENCECAREERS. GOV/ICSTUDENTS. HTML





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

Engery Law Information Technology Sciences

Social Sciences Business Information Management



FEDERAL BUREAU OF INVESTIGATION

www.fbijobs.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 undergrad, graduate, recent grads, postdoctoral fellows, and university faculty to work at the FBI Laboratory







MARINE CORPS INTELLIGENCE ACTIVITY

www.hgmc.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

 Sceincetific Analysis
 Technical Analysis
 Information Technology

 Engineering
 Workforce Planning
 Research & Development



Media Analysis

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 Feburary-July, respectively Paid undergraduate and graduate internship programs

Specific programs of interest include:

Economics

Political Science Cartographer Computer Science
Data Science Education/Training Human Resources
Graphic Design Cyber Security Information Management
STEM Library Science International Relations



Directorate of Analysis Fellowship Program

The Directorate of Analysis offers fellowships for undergraduate and graduate students attending four-year Minority Serving Institutions (MSIs). As an Intelligence Analyst Intern for CIA, you will work on teams alongside full-time analysts, studying and evaluating information from all available sources—classified and unclassified—and then analyzing it to provide timely and objective assessments to customers such as the President, National Security Council, and other U.S. policymakers.

Application Deadline: 6-12 months before intended start date. Apply <u>Here</u>.



SANS OSINT CONFERENCE 2023

SANS OSINT Summit 2023 is open to the community.

Don't miss out, register now for FREE!

Summit: Sept 22, 2023 | Co-Chairs:

Nico Dekens and Matt Edmondson

Summit CPE Credits: 6

"Amazing set of speakers covering so many different aspects of OSINT, with actionable information for newbies and pros alike." - Andrew Richter

Connect the dots with OSINT

The Open-Source Intelligence (OSINT) Summit will bring together OSINT practitioners, investigators, and enthusiasts alike to share their OSINT techniques and tools. As an attendee, you will learn current, real-world methods from others in the OSINT community who collect information across the Internet, analyze the results, and utilize key data to reach their objectives. For more information & to apply, go HERE.



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.

Special Agent -

Science/Technology/Engineering/Mathe matics (STEM) Background

Federal Bureau of Investigation

Job Location: Negotiable After Selection

Pay Plan: GL

Open: 2023-01-25 - 2024-01-24

Job Posting

Special Agent - Law Enforcement/Military Background

Federal Bureau of Investigation

Job Location: Negotiable After Selection

Pay Plan: GL

Open: 2023-01-25 - 2024-01-24

Job Posting

Criminal Investigator (Special Agent)

Department of Justice

Bureau of Alchohol, Tobacco, Firearms,

and Explosives

Job Location: All NSA Locations

Pay Plan: GS

Open: 2023-06-05 - 2023-09-30

Job Posting

Student Volunteer (Remote)

Department of Homeland Security

Customs and Border Patrol

Job Location: Remote

Pay Plan: ZZ

Open: 2023-05-25 - 2024-05-24

Job Posting

OIC Intelligence Analyst

Allied Universal

Job Location: Scottsdate, AZ

Pay Plan: N/A

Open: 2023-04-17 - 2023-04-29

Job Posting

Security Operations Center - GSOC

Analyst

Location: Chandler, AZ

Pay Plan: N/A

Open: Open rotation

Job Posting

Counterintelligence Analyst - Mid (Region-Field)

Cherokee Federal

Turo

Pay Plan: ASRS

Location: Phoenix, AZ

Open: 2023-08-22 - 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

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

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 Linked in your pre-produced resume for easy application submissions.

> indeed.com

LinkedIn

USAJOBS

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!

Clearancejobs/ Clearedjobs.net





Both sites offer pathways to employment for those students Clearance Jobs 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

> https://www.linkedin.com

Fogic Lounge: 6 intelligence is the ability to change."

Solve This: Cryptogram Phrase: "The measure of

ii Handshake

Talent, Meet Opportunity.



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.

arizona.joinhandshake.com

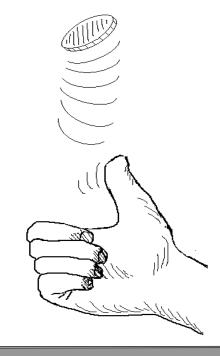
login with your NetID and password





MITIGATING OUR BIASES TO BECOME BETTER INTELLIGENCE PROFESSIONALS

CAMBLER'S FALLACY



Have you ever made or observed others make critical decisions based on the odds of chance? Intelligence analysts often use career knowledge and expertise to make sound decisions, using their skills to identify analytical patterns in intelligence to determine specific outcomes for assigned reporting tasks. However, analysts can easily mistake intelligence data patterns that are nonexistent or uniquely random. One way this occurs is by believing the probability of a future outcome will happen based on the notion that it has happened in the past or present. This belief is a cognitive phenomenon known as the gambler's fallacy.

First coined by famous psychologists
Amos Tversky and Daniel Kahneman, the
gambler's fallacy is a form of
representativeness heuristics that
recognizes our cognitive abilities to make
quick decisions by associating patterns
of information.

When we do not take a step back to assess the data at face value, it is easy to make rash decisions based on erroneous analysis processes.

We can experience gambler's fallacy in everyday life. Here are some common examples:

- Belief that lightning cannot strike the same place twice
- Assumption a mother that birthed five girls will have a boy on the next birth
- Assuming that next Arizona monsoon will as bad as the previous monsoon

Debias the coin. When we look at forecasting events, we should consider the drivers that impact the trajectory of particular circumstances. Do not be afraid to give a viable event assessment. Identify the intelligence gaps and other possible scenarios to ensure leaders have the correct information to make clear decisions. Check out the CIA Tradecraft Primer for more ideas to improve your intelligence analysis and reporting.

DEAD DROP

1140 N. Colombo Ave Sierra Vista, AZ 85635 (520) 458-8278 (520) 626-2422 from Tucson azcast.arizona.edu











Intelligence Community **Centers** for

Academic

Excellence