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IIO Program Director, Patrick Tortorici, discusses new and exciting things going on in the program. Check out all the new course program opportunities this academic year!

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We take a look at current events driving the pulse of intelligence analysis and reporting today! Read and see if you agree with the Analyst’s Comments.

14. **SPRING 2023 COURSE SCHEDULE**
Take a look at the upcoming IIO Program courses for coming this Spring! Register and reserve your spot now if you have not already done so before all the slots fill up.

15. **COURSE HIGHLIGHTS: LAW ENFORCEMENT TRACK**
Check out three exciting course offerings coming soon! This issue, we highlight INTV 401 – Intro to Law Enforcement Intelligence, INTV 402 – Transnational Crime and Smuggling, and INTV

20. **STUDENT RESOURCES**
Considering a career in intelligence and law enforcement communities? Take a look at the available local and national opportunities for scholarships, internships, and employment

27. **THE BRAIN STORM: IMPACT MATRIX**
This issue features the structured analytic technique (SAT) – Premortem Analysis, a useful tool to strengthen your intelligence analysis before development of any assessments.
ICCAE INSTITUTIONS AROUND THE NATION

New Year 2023               Volume 3 · Issue 4

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Our cover features an example of synthetic geospatial intelligence capabilities. The image shown depicts an top down view of an urban development on the Nevada/Arizona state line. Synthetic aperture radar (SAR) can produce images in all weather conditions, giving it a reliable advantage. Widely used in military operations, farming, and monitoring, geological research.

Photo: NASA JPL (Public Domain)
Greetings to the CIIO community. I am your program director for the Intelligence and Information Operations program. As current or aspiring intelligence professionals, it is important to stay current with geopolitical hot spots. Here are a few websites that belong in your bookmarks:

Critical Threats: https://www.criticalthreats.org/

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.”

Understanding War: http://www.understandingwar.org/

This is a think tank started up by GEN (Retired) Jack Keane. This site has some excellent graphics and content centered on asymmetric threats. It has become a go to resource since the initiation of the Ukraine crisis.

We hosted an info session for our Law Enforcement Intelligence Program on LinkedIn on Monday, January 23rd at 1700 (AZ). If you are interested in learning more about our exciting new program at UA’s College of Applied Science and Technology. The link for the session recording is listed below:

LinkedIn: UA CAST Law Enforcement Intelligence Info Session One

The University of Arizona is proud to offer a unique opportunity for both in-service law enforcement professionals and students who aspire to a career in Law Enforcement. You will learn operational law enforcement intelligence and intelligence theories from “scholar-practitioner” faculty with real world law enforcement experience.

Course offerings include:

INTV 401: Intro to Law Enforcement Intelligence
INTV 402: Transnational Crime & Human Smuggling
INTV 403: Human Intelligence in Law Enforcement

All Courses are 7.5 WEEKS, FULLY ONLINE and designed for anyone interested in the dynamic interaction between operational law enforcement intelligence and intelligence theory. Degree seeking and non-degree seeking students are welcome.

Make sure to take a look at the information for our new course offerings. If you enjoy the challenging curriculum at CAST, tell a friend! We are always trying to build the program so we can offer even more dynamic content. Finally, I do not include my contact information for no reason. I genuinely enjoy speaking with students and offering guidance and assistance. We live in uncertain times, and it’s important to know we all care about and support one another. Call, text or email me any time you need to reach out to someone. Remember, I work for you, even though that may seem hard to believe when you are burning the midnight oil to turn in an assignment on time!

Contact the IIO Program Manager at: ptortorici@arizona.edu or 602-451-9590 (mobile)
MEMORANDUM FOR RECORD

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

REFERENCE(S): CNBC, Newsweek, CNN (*Other sources are non-attributional at request of the source)

The U.S. signed a $3.8 billion aid package for Ukraine and security assistance to NATO allies. The aid package includes “50 Bradley Fighting Vehicles” (CNBC, 2023) which may provide a maneuvering and targeting edge to Ukrainian forces against the slower Russian tanks. This is in the face of Russian desperation to create an operational win. Russia has mobilized new reserve forces and augmented the Wagner mercenary group, but it is unclear how Russia’s operational ambitions will support Putin’s political aims in the region.

**Analyst Comment:** We concur with Ukrainian intelligence that Russia is planning major operations to make decisive gains before March 2023. Earlier maneuvers failed to provide wins which can bolster the war effort. An indication of greater commitment is the continued mobilization of forces, a reinforcement of Russia’s war footing economy, greater military industrial base mobilization, bomb shelter construction throughout Russia, specialized paramilitary training for Moscow security forces, emergency evacuation drills planned for the Duma (Russia’s parliament), and a shift in Putin’s strategic messaging (Newsweek, 2023). Putin referred to the conflict as a “war” (CNN, December 2022) for the first time since the start of the formerly dubbed “Special Military Operation”.

**Environmental Impacts:** Climatology for Ukraine pegs average temperatures in February between 0 and 25o F, with dwindling daylight and frigid dawn hours throughout the winter. This will continue to challenge poorly trained and under-equipped personnel on both sides and has contributed to a humanitarian crisis in Ukraine on top of war atrocities. Russia will continue the assault on Ukrainian critical infrastructure to strain provisioning of oil and electricity during winter months. This will continue to exacerbate challenges for Ukrainian logistics/domestic support to military operations. The winter weather may give Russia an edge in increased mobility and maneuver along the frigid plains of Ukraine which Ukraine can offset with the more nimble Bradley Fighting Vehicles and anti-tank weapons.
MEMORANDUM FOR RECORD

SUBJECT: China/Taiwan Tensions and Possibility for Conflict

REFERENCE(S): Reuters, CNN, Taipei Times, China News, CSIS (*Other sources are non-attributional at request of the source)

President Xi vowed in October 2021 that China would seek a peaceful unification with Taiwan before 2050, just months after making more bellicose statements alluding to a forceful intervention to decisively end any possibility for Taiwan separatism (Reuters, 2021). Taiwan’s political establishment is taking these statements seriously. A Taiwanese official said that “…Beijing could coerce Taiwan into accepting unfavorable terms for unification by next year” (China News, 2023). Therefore, to create optimal conditions for competition amid ongoing tensions, Taiwan continues making necessary preparations for conflict. Taiwan’s military authorized reserve mobilization for women on a trial basis, and extended enlistment bonuses to those who have already served (CNN and Taipei Time, 2023).

Analyst Comments: We assess that Xi will forego a military invasion in favor of continued pressure short of military conflict to subvert US-Taiwan relations and influence Taiwan’s political elite’s strategic calculations (why expend resources and lives if China can “strong-arm” Taiwan using soft power? Additionally, although President Xi won his 3rd term and has the clear support from China’s military, China is still building the capability to see a military invasion through without heavy losses. The Center for Strategic & International Studies’ recent war games lends credence to this assessment. The notional conflict involving China, the U.S., Taiwan, and other allies and partners, led to protracted losses for all parties and a continuance of the status quo, with no decisive win for China (CSIS, 2023).

-------------------------------NOTHING FOLLOWS--------------------------------
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

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• 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

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ciio@arizona.edu
Phone: (520)626-2442 ext. 2120
IC CAE Speaker Series 2023.
Open-Source Intelligence OSINT

Join us for our IC CAE Speaker Series in 2023! This is a series of virtual events that will highlight important themes in the Intelligence Community, providing students and faculty professional development.

SPEAKER
CYNTHIA HETHERINGTON
Founder and President
Hetherington Group

MONDAY
January 30, 2023
Start at 4:00 PM AZ

Register Here
SPEAKER BIO

CYNTHIA HETHERINGTON

Cynthia Hetherington, MLS, MSM, CFE, CI is the founder and president of Hetherington Group, a consulting, publishing, and training firm that leads in due diligence, corporate intelligence, and cyber investigations by keeping pace with the latest security threats and assessments. She has authored three books on how to conduct investigations, is the publisher of the newsletter, Data2know.com: Internet and Online Intelligence, and has trained over 180,000 investigators, security professionals, attorneys, accountants, auditors, military intelligence professionals, and federal, state, and local agencies on best practices.

For more than 25 years, Ms. Hetherington has led national and international investigations in corporate due diligence and fraud, personal asset recovery, and background checks. With a specialization in the financial, pharmaceutical, and telecommunications industries, her investigations have recovered millions of dollars in high profile corruption cases, assisting on the investigations of the top two Ponzi cases in United States history.

In 2015, Ms. Hetherington founded the OSMOSIS Institute, host of the annual OSMOSIS Conference. Hundreds of investigators across the nation attend to gain insights into Open Source Intelligence and receive training from the most recognized social media and open source trainers in North America.

Ms. Hetherington won the prestigious Women in IT New York’s 2022 Security Leader of the Year. In 2021, Ontic Center for Protective Intelligence honored Ms. Hetherington with the Protective Intelligence Pioneer Award. In 2019, she was honored with the Enterprising Woman of the Year Award by Enterprising Women Magazine and the CybHER Warrior Award by Dakota State University Madison Cyber Labs. Also in 2019, she was shortlisted for the coveted Women in IT New York’s Entrepreneur of the Year Award and named a finalist in the esteemed Ernst & Young LLP New Jersey Entrepreneur of the Year Awards. Ms. Hetherington is a recipient of the Association of Certified Fraud Examiners’ James Baker Speaker of the Year Award.
General George Washington was an avid military intelligence strategist in the thick of the Revolutionary War. During the Battle of Trenton of 1776 – considered the turning point for morale and recruitment for the American Revolution, Washington introduced various denial and deception campaigns to ensure an upper hand over his enemy combatants. Before the uptick in confidence, Washington lost thousands of troops with the British to cold weather injuries during the and by the hands of the brutally cold December winters in New York and New Jersey.

Following the retreat to New Jersey, Washington devised new tactics to give the Continental Army an edge and increase troop morale with a victory over British Hessian forces. Washington deployed spies to spread false information that the Americans posed no immediate threat. The Hessians believed this ruse and lowered their guard, resulting in a decisive victory for Washington’s forces and a much-needed morale and recruitment boost for the Continental Army.  

Photo: Edward Lamson Henry (Public Domain)
Water is essential for the sustainability of life. Its power as a natural resource gives a strategic advantage to those with access to many areas worldwide, especially in those nations facing water scarcity. Increasingly, water scarcity is becoming a more prominent issue due to the effects of climate change, increased rates of overpopulated areas, and misuse and overuse of viable water sources. Consequently, the adverse impacts of depleted water sources can potentially disrupt global economies, incite mass migration, change the political landscapes of developed and underdeveloped nations, and even brew conflict into war.

As IIO students continue their studies, we inspire you to think critically about the significant factors [Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, Time (PMESII-PT)] that shape your understanding of national motivations and actions. Take a look at the sources below to learn more about the global impacts of water and apply these lessons learned throughout your degree program.

Article: Water Wars: A Surprisingly Rare Source of Conflict
Article: Journal Article: The Role of Water in the Syrian and Iraqi Civil Wars
Map: Water Conflict Chronology
Article: What is Water Diplomacy and Why Should You Care?
Article: Water Scarcity: Forecasting the Future with Spotty Data
"DQLNZDY UZGG UQP K TDGAVV CQT RQ."

-Maya Angelou, American author and poet
Picture a time when you wanted to buy a new car. In your preliminary research, you find it better to purchase a brand-new vehicle with factory technology to reduce pending car payments. You suspect there may be other options and upgrades available that could fit within your budget, but you find that car research is too time-consuming (or even too stressful) to continue. So, you purchase your new car based on the satisfaction of your initial decision while knowing you could have gotten more for your money. This thinking process is an example of **satisficing**.

**Satisficing** is a decision-making process where an individual accepts a sufficient course of action but chooses not to do the proper analysis to identify the most optimal choice. Nobel prize recipient, economist, and applied psychologist Herbert Simon coined the term “satisfice” (a combination of the words satisfy and suffice) to explain the cognitive approaches to economic decision-making. Satisficing can easily apply to intelligence decision-making processes, as analysts are sometimes pressured to develop intelligence products with limited access to critical information and resources. Analysts often make assessments that are good enough to report but are limited due to a lack of time and resources that aid in the credibility and reliability of quality intelligence reporting.

Here are some things analysts can do to avert the inclination to “satisfice”:

**Develop the problem and identify key factors.** Identify the issues at hand by actively writing them down and breaking them down into digestible parts. Investigate each section while using the available information to justify its importance in your research.

**Challenge your assumptions.** Develop more than one hypothesis challenging your assumptions that favor and disfavor your desired outcome. In many cases, you can think of many plausible scenarios based on the provided information. Be a devil’s advocate and question whether biases overly swayed your analytical methods.

**Be critical of your analysis and use SATs.** SATs, such as Analysis of Competing Hypotheses (ACH), are very effective in mitigating the effects of satisficing. The CIA Tradecraft Primer is an excellent resource for finding other practical, structured techniques to guide the analytical process.
MESSAGE FROM YOUR ACADEMIC ADVISOR

Enrollment for Spring 2023 is open. 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

## SPRING 2023

### SEVEN WEEK - FIRST

<table>
<thead>
<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
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<tbody>
<tr>
<td>CYBV437*</td>
<td>Deception, Counter-Deception &amp; Counterintelligence</td>
<td>Benson, Michael</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</td>
<td>Hilliard, Christopher</td>
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### SEVEN WEEK - SECOND

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</thead>
<tbody>
<tr>
<td>CYBV450*</td>
<td>Information Warfare</td>
<td>Giordano, Joseph</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>
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<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>
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<tr>
<td>INTV401</td>
<td>Introduction to Law Enforcement Intelligence</td>
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<tr>
<td>INTV427</td>
<td>Intelligence Support to Targeting</td>
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<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</td>
<td>Pinnnow, Jennifer</td>
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</table>

### 15 WEEK

<table>
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<tr>
<th>CAT#</th>
<th>COURSE</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTV493</td>
<td>Internship in IIO</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV496</td>
<td>Special Topics in IIO</td>
<td>Tortorici, Patrick</td>
</tr>
<tr>
<td>INTV498</td>
<td>Senior Capstone in IIO</td>
<td>Hilliard, Christopher</td>
</tr>
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</table>

* Courses offered as electives
INTV 401 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 , 2023), 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
Do you want to better understand Transnational Crime and Human Smuggling? Currently offered as INTV 496 Special Topics in Intelligence and Information Operations (Transnational Crime & Human Smuggling), INTV 402 offers an in-depth examination of the causes, impacts, and mitigation opportunities for this fascinating subject. INTV 402 is a 7.5-week online course available Spring 2023, Seven Week - Second. 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. Contact your advisor if you’re interested in this exciting opportunity.
INTV 403
Human Intelligence in Law Enforcement

Coming Soon, Fall 2023

The issues within the fields of operational intelligence, law enforcement intelligence, and criminal profiling move at such a fast pace. This course will examine timely and relevant topics that impact support to federal, state, and local decision makers. Students will be expected to participate in frequent activities based on weekly readings and lectures; writing assignments and practical exercises; knowledge and performance based assessments, and other activities as assigned.
USE YOUR CRITICAL THINKING SKILLS TO FIND YOUR WAY THROUGH THIS MAZE
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
- **Website:** [www.nro.gov/careers/cia-intern.html](http://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
  - Physical Science
  - Business Administration
- Political Science
  - Data Science
  - Science and Research

## Defense Intelligence Agency
- **Website:** [www.intelligencecareers.gov/cistudents.html](http://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](http://www.wrp.gov))

### Specific programs of interest include:
- Political Science
  - Global Studies
- Business
  - Human Resources
- Natural Sciences
  - Engineering
- Computer Sciences
  - Law/Criminal Justice
  - Logistics

## Department of Homeland Security
- **Website:** [www.dhs.gov/ia-internship](http://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

## Department of State
- **Website:** [Careers.state.gov/intern/student-programs](http://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](http://www.wrp.gov))

## Naval Intelligence Activity
- **Website:** [http://www.oni.navy.mil/Join-Us/Intern-Programs](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
  - Information Technology
- Scientific Analysis
  - Technical Analysis
  - Workforce Planning
- Engineering
  - Research & Development

## Marine Corps Intelligence Activity
- **Website:** [www.hqmc.marines.mil/intelligence/Student-Employment/](http://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
  - Information Technology
- Scientific Analysis
  - Technical Analysis
  - Workforce Planning
- Engineering
  - Research & Development

## National Security Agency
- **Website:** [www.intelligencecareers.gov/cistudents.html](http://www.intelligencecareers.gov/cistudents.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
- Logistics
  - Foreign Language
- Computer Science
  - Science and Research
  - Strategic Communications

## Central Intelligence Agency
- **Website:** [www.cia.gov/careers/student-opportunities](http://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
- STEM
  - Library Science
  - Information Management
- 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](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](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](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](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](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 Analyst (IADP) – Experienced (MD, TX, GA, CO, UT, HI)**
National Security Agency
Job Location: (NSA-Washington)
Pay Plan: GG
Open: 2023-01-18 – 2023-02-18
[Job Posting](#)

**Cryptanalysis Development Program (CADP) - Entry to Experienced Level**
National Security Agency
Job Location: All NSA Locations
Pay Plan: GG
Open: 2023-01-12 – 2023-03-09
[Job Posting](#)

**Collections Intelligence Analyst**
Jacobs
Job Location: Davis-Monthan AFB, AZ
Tucson, AZ
Pay Plan: N/A
Open: 2023-01-20 – TBD
[Job Posting](#)

**Intelligence Research Support Specialist II**
Chenega MIOS
Job Location: Fort Huachuca, AZ
Pay Plan: N/A
Open: 2022-11-19 – 2022-10-25
[Job Posting](#)

**Joint CI and HUMINT Management Course (JCHMC) Instructor**
Jacobs
Location: Fort Huachuca, AZ
Pay Plan: N/A
Open: 2023-01-15 – TBD
[Job Posting](#)

**Intelligence Specialist**
City of Tempe
Pay Plan: ASRS
Location: Tempe, AZ
Open: 2023-01-20 – TBD
[Job Posting](#)

**GIS Analyst/Technician** (Hybrid Remote)
Stantec
Pay Plan: N/A
Location: Chandler, AZ
Open: 2023-01-20 – TBD
[Job Posting](#)
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 your pre-produced resume for easy application submissions.

> indeed.com

**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

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**Logic Lounge**

Solve This: Cryptogram

Phrase: “Nothing will work unless you do.”

Unless you do, nothing will work.
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
**Impact Matrix**

An impact matrix provides a structured way to assess risks and determine courses of action when analyzing complex problem sets. It allows users to identify key actors and their levels of impact on decisions made addressing the problem at hand. Impact matrices are also beneficial for managers to gauge audience reactions of those affected by their decisions.

**When to Use It:** Intelligence analysts can use impact matrices as a viable tool for various operational and research tasks (e.g., development of target packages, building historical/chronological profiles on foreign countries, feedback on new intelligence tactics, etc.). It offers analysts a structured way to assess the efficiency of the decision made for challenging intelligence issues.

**How to Do It:** 1. Determine and display the primary goal of your analysis. 2. Identify which entities (persons, institutions, factors) could potentially impact your goal’s decision-making. 3. Scale the level of the importance of the issue for each of the actors involved, whether it is low (L), moderate (M), or high (H). 4. Evaluate the level of impact affecting each actor, whether positive (P), neutral or mixed (O), or negative (N). 5. Determine the course of action to mitigate any potential impact risks.

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**EXAMPLE: Impact Matrix: Assessing National Critical Infrastructures**

*Framework adapted by: Pherson Associates, LLC, 2022*

<table>
<thead>
<tr>
<th>GOAL</th>
<th>ACTOR(S)</th>
<th>LEVEL OF INTEREST (Low, Moderate, High)</th>
<th>IMPACT [Positive (P), Neutral of Mixed (O), Negative (N)]</th>
<th>DELIVERABLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate the impacts of national critical infrastructures</td>
<td>Communications/ Information</td>
<td>M</td>
<td>O</td>
<td>Develop counter-information strategies</td>
</tr>
<tr>
<td></td>
<td>Electric power grids/plants</td>
<td>H</td>
<td>N</td>
<td>Produce backup electrical grids</td>
</tr>
<tr>
<td></td>
<td>Financial institutions</td>
<td>H</td>
<td>N</td>
<td>Create security action plan</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
<td>M</td>
<td>O</td>
<td>Upgrade/Secure IT control systems</td>
</tr>
<tr>
<td></td>
<td>Emergency services</td>
<td>M</td>
<td>N</td>
<td>Conduct risk assessment scenarios</td>
</tr>
<tr>
<td></td>
<td>National Utilities (Water/Gas, Oil)</td>
<td>H</td>
<td>N</td>
<td>Determine optima emergency preparedness practices</td>
</tr>
</tbody>
</table>
DEAD DROP

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(520) 626-2422 from Tucson
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