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## **National Intelligence University: Certificate of Strategic Warning**

Joseph S. Gordon

The National Intelligence University (NIU) will offer a four-course graduate certificate in Strategic Warning analysis beginning in August 2013. The purpose of the program is to help educate US Intelligence Community (IC) analysts to help focus and improve warning intelligence, which was the *raison d'être* for the creation of Central Intelligence after World War II. With the Japanese attack on Pearl Harbor in mind, the US established intelligence as an important peacetime function to try to avoid future surprises.

The NIU program is part of a general effort in the US Intelligence Community to restore more structure and analytical rigor to the process of warning intelligence, which the IC had largely dismantled in the wake of 9/11 and the war in Iraq. These two crises had followed in the wake of a series of “surprises” beginning with the Korean War and continuing through the Cold War and its aftermath despite large expenditures for intelligence, for which the IC was regularly criticized as having “failed” in its mission. The rationale for dismantling the warning intelligence structure built over time was that it was a relic of the Cold War, when the US was focused on “force-on-force” situations and that the old structure and methodologies were not suited to contemporary challenges of instability and especially the newer threats of “transnational” threats of terrorism, proliferation of weapons, and cyber. Consequently, by 2009, the IC had eliminated the interagency warning structure including the National Intelligence Officer for Warning position, while Defense Intelligence ended the “Defense Indications and Warning System.”

The IC soon embarked by 2011/12 on efforts to revive the function of warning intelligence. The Office of the Director of National Intelligence has established new procedures and the Joint Chiefs of Staff have established the Defense Warning Network to integrate analysis and discussion of warning issues Military Intelligence (at the Defense Intelligence Agency and the regional commands). The Defense Warning Network concept called for “Warning Advocate” positions be established at every regional and functional office in DIA and in each regional command. To qualify for this position, analysts must complete the NIU certificate program. However, the NIU certificate in strategic warning will be offered to the entire IC.

The NIU certificate program is described in the 2014-15 catalogue. This four-course graduate certificate program qualifies the student for the designation “Defense Warning Advocate”, as specified in the DIA Defense Warning Instruction. This certificate also serves to prepare students for strategic warning assignments throughout the Intelligence Community. The certificate program is comprised of four courses. First is the history of warning intelligence with emphasis on relevant successes and failures. The second course addresses challenges in analyzing warning including globalization, demographics, terrorism, proliferation, deception, collection, and collaboration both within the Intelligence Community and with international partners. The third course focuses on various methodologies and structured analytical techniques pertinent to warning analysis. It will stress those that foster challenging conventional wisdom and enhancing imagination. For the fourth course, the student will enroll in an NIU regional,

functional, or deception elective in order to immerse oneself more deeply in relevant subject matter.

The first course is the history of warning intelligence. This course begins the four-course certificate program in strategic warning intelligence by setting the scene historically with the experience of US and other nations providing warning to policymakers. It addresses both warning successes and failures to address lessons learned methodologically and organizationally to place this critical analytical mission in perspective. The course will discuss the origins and development of strategic warning analysis in the US. It will also introduce the discussion of obstacles to successful analysis in the context of the psychology of analysis and heuristics, which will be continued in the subsequent theory and methodology course of the program. The course will be largely oriented around student case-study presentations and class discussion.

Challenges in strategic warning is the second offering. It addresses the increasingly complex environment that has made strategic warning intelligence analysis, always a difficult mission, all the more challenging since the end of the Cold War. The course is divided into three parts. The first discusses the revolutionary developments of globalization: phenomena such as emerging state and non-state actors, evolving structures within the international system; demographic and migration patterns; expanding trading networks and financial flows; competition for natural resources, health and environmental hazards; disruptive science and technology trends. This discussion will focus especially on three transnational issues, which have proven especially challenging to warning analysis: threats related to cyber, terrorism, and proliferation of weapons of mass destruction. The second general topic involves examining a critical component of analysis, intelligence collection, in order to understand the relationship between these two functions and how to maximize and coordinate the effort. Third, the course will discuss intelligence collaboration, both international and interagency, which studies have found to be critical to intelligence successes.

Warning theory and methodologies is third offering. It will survey the menu of analytical techniques that have been compiled since 9/11 to help address the challenges of producing effective warning intelligence. The course will begin with a more in-depth discussion of the analytical pitfalls to set the scene for methods which can help overcome them. It will then discuss the methodology developed during the cold war, indicator-based scenarios analysis, and ask whether this remains relevant. It will next explore concepts and methods under consideration since 9/11 including “anticipatory intelligence”, “enduring issues”, “emerging issues” “strategic surveillance and reconnaissance”, “horizon scanning” and communities of interest for warning analysis. The class will then explore relevant structured analytical techniques compiled since 9/11, particularly those designed to enhance imagination and to challenge “conventional wisdom”. It will also address the possibility of deception and discuss decision-making theory in order to understand the dynamics of the target. Finally the course will address methodologies and analysis practiced in the business world and in the related field of futures analysis for relevant insights.

A warning certificate elective is the fourth offering. The student should enroll in a regional or functional elective, including denial and deception, related to his or her interests or assignment. If possible, a deliverable in this course would be applicable to warning analysis in a broad sense.

The purpose of this course is to give the student an opportunity to deepen and broaden one's knowledge relevant to current or prospective areas of interest related to warning intelligence.