



GOOD PRACTICES IN INTELLIGENCE STUDIES:  
TOWARD INTERNATIONAL COOPERATION  
2,3 JUNE 2011 MADRID, SPAIN



Faculty of Law  
and Social Sciences.  
Rey Juan Carlos University

## **DOSSIER AND CONCLUSIONS**

**Version 1.4.**

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## **1. Synopsis and objective**

The objective of the workshop is to bring together international experts in the field of Intelligence Studies from Academia to share their experiences and lessons learned while teaching and researching. This includes: development of Intelligence Studies in different countries, teaching and research, analyst training, as well as the setting up of analytic outreach programs. The workshop aims to develop international collaboration in this area of research and study. Rey Juan Carlos University.

## **2. Program**

### **Thursday 2 June 2011**

#### **09:30 – 09:30 Introduction and Keynote**

- Dr. Fernando Velasco. Director of Chair Intelligence Services and Democratic Systems. Rey Juan Carlos University (Madrid, Spain).
- Dr. Diego Navarro. Director of Institute of Intelligence for Security and Defense. Carlos III University of Madrid (Spain).
- National Intelligence Centre (CNI) representative.

**09:30 – 12:00 1<sup>st</sup> Session: Intelligence research, analysis and training in the United States**

- Dr. William J. Lahneman. Department of Political Science. Towson University (Towson, Maryland. United States).
- Dr. Jan Goldman. Georgetown University (Washington DC, United States).
- Dr. Robert Heibel. Executive Director of Institute of Intelligence Studies. Mercyhurst College (Erie, Pennsylvania. United States).

Estimated time per participant: 30 minutes

Coffee Break (12:00 – 12:15)

**12:15 – 13:45 2<sup>nd</sup> Session: Intelligence Studies in the United Kingdom**

- Dr. Julian Richards. Centre for Security and Intelligence Studies. University of Buckingham. (United Kingdom).
- Dr. Peter Gill. University of Liverpool. (United Kingdom).

Estimated time per participant: 30 minutes

Lunch (14:00 – 15:00)

**15:00 – 16:30 3<sup>rd</sup> Session: Intelligence teaching, research and training in Spain**

- Dr. Rubén Arcos. Chair Intelligence Services and Democratic Systems. Rey Juan Carlos University (Madrid, Spain).
- Dr. Diego Navarro. Director of Institute of Intelligence for Security and Defense. Carlos III University of Madrid. (Spain).
- Dr. Fernando Velasco. Director of Chair Intelligence Services and Democratic Systems. Rey Juan Carlos University (Madrid, Spain).

**Friday 3 June 2011**

**10:00 – 12:00 Conclusions, proposals and future steps**

Lunch (12:30)

**3. Committee**

Directors

Dr. Fernando Velasco (Rey Juan Carlos University)

Dr. Diego Navarro (Carlos III University of Madrid)

Workshop Coordinator and Academic Secretary

Dr. Rubén Arcos (Rey Juan Carlos University)

Technical Secretary

Ms Belén Cuesta (Rey Juan Carlos University)

#### **4. Highlights.**

The project on Intelligence Studies culture, training and doctrine in Spain took place on June 2-3, 2011, and was an opportunity to defend our commitment with excellence. In the course of two working days we have celebrated the International Workshop on Intelligence, sponsored by the Spanish National Intelligence Center. Organized by the Chair of Intelligence Services and Democratic Systems of the Rey Juan Carlos University and the Institute of Intelligence for Security and Defense of the Carlos III University of Madrid, this highly specialized workshop has gathered a well-chosen group of international experts to discuss joint action proposals in Intelligence training, learning and research.

In the working sessions there were five renowned experts on Intelligence international studies who came from the United States and the United Kingdom universities and academic centers mentioned below. The practical demonstration of these experts' experience and knowledge in intelligence matters was made evident in the practical class offered exclusively to students of the Master for Intelligence Analysts (2nd Edition, 2010-2011).

During these two days we witnessed a rich discussion and exchange of ideas, proposals, reflections and, ultimately, defense of our target of analysis: intelligence studies. Improving capabilities, identifying areas of excellence and, in short, learning from the best, has been the guiding spirit for organizers and participants. As participants, we have been enriched by the exchange, not only of highly useful, rich and valuable ideas and reflections, but also of specific proposals, joint lines of action and, in short, shared synergies regarding training and research in intelligence from the academic world.

Most participant experts have one very desirable characteristic in common, which may be atypical for Spain: they have been intelligence officers, have developed their activity in an intelligence agency and, having finished their professional activity, they have been able to project all of their experience, capabilities and knowledge, as well as communication skills to the academic environment. Luckily, we have great exceptions, such as the

professors we have incorporated to the Masters for Intelligence Analysts, who used to be intelligence officers, and from whose professional experience we -both us and our students- learn every day, contributing to train the future generation of experts.

It is a commonplace to defend studying intelligence from an interdisciplinary point of view. We say nothing new if we state that Intelligence, because of its special polysemous and multidimensional character, is defined from this perspective of cooperation and integration of knowledge and disciplines. This is what ennobles it and what, from our respective areas, enriches us all in synergy.

Defending academic areas of knowledge by themselves to understand the many perspectives and many approaches of the concept "Intelligence", guides us to an illusion of omniscience. It is exactly this interdisciplinary leaning that has prevailed for years in our educational and research activity in intelligence matters that has been confirmed in all the initiatives we have undertaken. There is no other way to understand this, and no other way to do it.

With everything that has been discussed and shared during these almost three days, we build the future. And this future can be studied, systematized and advanced with a prospective systematization, turning our analysts into attentive observers of reality in order to identify future scenarios.

## **5. Conclusions.**

1. Intelligence studies in Spain are a fledgling discipline. We are facing challenges and problems which have been examined for some time in other countries such as the United States and the United Kingdom. The results and good practices reached are analyzed in order to identify strengths and lessons learned.

2. Pedagogy must be reinforced, as well as the training of users/consumers of intelligence, specially the political decisionmaker. We must increase the presence of intelligence educators in the training programs for future intelligence end-users and political decision-makers.

3. There is a need to standardize processes and terminology. In short, we must favor a shared culture in intelligence, controlling terminology in order to give a scientific nature to intelligence studies: Skill/Ability/Training/Education. To this respect, the dictionary of Intelligence drafted by Jan Goldman, one of the experts that attended the IWI 2011, joins the second edition of the Intelligence Glossary we are drafting in Spain.

4. Current global threats require a readiness for change (some talk of revolution or, as in the case of William Lahneman, of "change of paradigm" in intelligence): both in structures and in working dynamics favouring flexibility (human resources management in intelligence bodies), creativity, critical and cross-curricular thinking integrating the professional profiles of several disciplines.

5. There is neither a unique pattern for intelligence training, nor a communication pattern between academia and the intelligence community: Each country, with her particular idiosyncrasy, cultural and historical background and within her particular intelligence structures (Communities) develop their adapted strategies. Peter Gill's extensive teaching experience in the University of Liverpool makes a deep reflection on the most suitable teaching models in intelligence matters.

6. It is necessary to insist on the issue of languages and meta-languages in intelligence. The aim of a shared intelligence must be

based on an analysis of the formats and information exchange language between agencies and bodies, a circumstance that, together with the competences in intelligence analysis, was dealt with by Julian Richards, Professor founding member of the Centre for Security and Intelligence Studies (BUCSIS) at the University of Buckingham.

7. It is necessary for the Intelligence Services to propose outsourcing for some training areas, with operative models like the Intelligence Academy in France.

8. There is a need for the intelligence community to put forward to the academic world, in a specific and clear way, its training and collaboration needs, specifying areas, lines and preferences on topics, all of which being categorized and prioritized. We also recognize that scholars, as well as meeting these needs, retain a broader social responsibility to act as 'friendly critics' as they monitor intelligence performance.

9. The presence of members of the intelligence services in academic fora and teaching intelligence topics are the tangible evidence of an enriching two-track exchange.

10. Reinforcing key areas that will favour the direct inter-relation between a service and the academic world: for example, management, exploitation and analysis of Open Sources.

11. To improve the teaching abilities. Who is to train the trainers? How can we update the didactic capabilities? That is why the aim of this Workshop it to integrate in a physical manner the teaching experience of the experts from diverse international teaching centres. The unavoidable commitment to the increasing quality of the learning techniques of teachers in intelligence was presented by Robert J. Heibel, Executive Director of Institute for Intelligence Studies at the prestigious Mercyhurst College (United States), who detailed the main features of the "knowledge worker" as a determining professional profile for intelligence work.

12. Taking advantage of the techniques for scientific research of the academics and integrating with the synergy of the intelligence cycle.



13. Setting up a plan for professional options (jobs) for those analysts trained in our universities that will have an effect on the different sectors of a society that integrates our intelligence analysts, clearly identified as such, as professional experts.

14. There will be a commitment to update and strengthen multilateral relationships of the network of experts through communication strategies whether on-line or attending classes. Likewise there will be a commitment to share resources, teaching materials and training capabilities from each centre involved in the network.

## **6. Participants.**

William J. Lahneman.



William J. Lahneman is an Assistant Professor of Political Science at Towson University, Towson, MD. He also is a Senior Research Scholar at the Center for International and Security Studies at Maryland (CISSM), Maryland School of Public Policy (MSPP), University of Maryland, College Park, as well as an adjunct faculty member at MSPP. He holds a Ph.D. in International Relations from the Johns Hopkins University's School of Advanced International Studies (SAIS), an M.A. in National Security Affairs from the Naval Postgraduate School, and a B.S. (with Distinction) from the United States Naval Academy.

Lahneman has held academic positions as Associate Director for Programs at CISSM and as Associate Chair of the Political Science Department at the U.S. Naval Academy. He has consulted on energy and environmental security issues for the World Bank, the U.S. government, and the private sector. A former career naval officer, Commander Lahneman, U.S. Navy (retired) was a Surface Warfare Officer with specializations in Strategic Planning, International Negotiations, and Nuclear Propulsion.

Lahneman's research interests include the future of intelligence analysis; homeland security; military intervention and post-conflict nation building; and the application of international relations theory to American foreign policy. Recent publications include "The Need for a New Intelligence Paradigm," *International Journal of Intelligence and Counterintelligence* (Summer 2010); "Estimating Iraqi WMDs: A Simulation," *Simulation and Gaming* (July 2009); "Is a Revolution in Intelligence Affairs Occurring?" *International Journal of Intelligence and Counterintelligence* (Spring 2007); "U.S. Intelligence Prior to

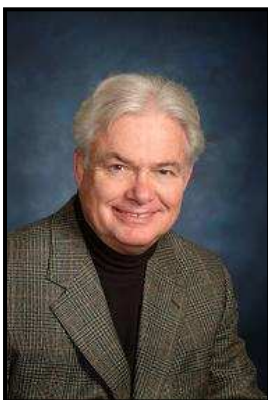
9/11 and Obstacles to Reform” in Thomas C. Bruneau and Steven C. Boraz, eds., *Reforming Intelligence: Obstacles to Democratic Reform and Effectiveness* (Austin, TX: University of Texas Press, 2007); "Knowledge Sharing in the Intelligence Community After 9/11," *International Journal of Intelligence and Counterintelligence* (Winter 2004-05); "Outsourcing the IC's Stovepipes?" *International Journal of Intelligence and Counterintelligence* (Winter 2003-04); and *Military Intervention: Cases in Context for the 21st Century* (ed.) (Lanham, MD: Rowman and Littlefield, 2004).

### Jan Goldman



Dr. Jan Goldman is the author or editor of numerous articles and books to include *Ethics of Spying: A Reader for the Intelligence Professional* (volumes 1 & 2), *Words of Intelligence: A Dictionary*, and the recently declassified *Handbook Of Warning Intelligence: Understanding the Threat to National Security* by Cynthia Grabo (Scarecrow Press, 2010). He is the editor of the *International Journal of Intelligence Ethics* and an organizer of the first international conference on ethics and intelligence in 2006. Dr. Goldman is a founding member of the non-profit *International Intelligence Ethics Association*.

### Robert J. Heibel



Executive Director of Mercyhurst College Institute for Intelligence Studies. He received his M.A. degree from Georgetown University, and has taken advanced studies at the State University of New York at Buffalo. His specialties include intelligence, terrorism, and Latin American history. A retired FBI agent, he served as the Bureau's Deputy Chief of Counter-Terrorism.

## Julian Richards



Dr. Julian Richards obtained a PhD in political violence in Pakistan in Cambridge University in 1992. He then entered the UK Ministry of Defence, where he worked for a number of years on defence and security policy, returning to academic life as a Research Fellow with Brunel University's Centre for Intelligence and Security Studies in 2006. In 2008, he jointly founded the new Centre for Security and Intelligence Studies (BUCSIS) at the University of Buckingham, and joined the Global Affairs teaching staff two years later. Dr. Richards is also an Associate of the Pakistan Security Research Unit (PSRU) at Bradford University, and an active member of the European Ideas Network (EIN), with whom he has published a number of articles and delivered addresses at various conferences and events.

Dr. Richards is the author of the book *The Art and Science of Intelligence Analysis* (Oxford University Press, 2010). In addition, he has published a number of articles and papers on intelligence issues, the security situation in the Afghanistan / Pakistan region, and international terrorism and counter-terrorism policy in the UK and Europe. Dr. Richards continues to be active in European affairs, contributing regularly to EIN events, and sitting on the panel of the Global Security Challenges competition in Brussels in 2009. His current research interests focus on the security situation in Pakistan; counter-terrorism policy in the UK and Europe; processes of extremism and radicalisation among Western youth; and the security implications of contemporary globalisation.

Peter Gill



Peter Gill is Honorary Fellow at the University of Liverpool, UK; previously Research Professor in Intelligence Studies at the University of Salford. He is the author of *Policing Politics* (London: Cass, 1994) and *Rounding Up the Usual Suspects?* (Aldershot: Ashgate, 2000) and co-author of *Intelligence in an Insecure World* (Cambridge: Polity, 2006). He is co-editor of the *PSI Handbook of Global Security and Intelligence: National Approaches*, 2 volumes (Westport: Praeger, 2008) and *Intelligence Theory: key questions and debates* (London: Routledge, 2009). His current research is into the democratisation of intelligence in former authoritarian regimes, for which he has been awarded a Leverhulme Emeritus Fellowship during 2010-11.

Rubén Arcos



Dr. Rubén Arcos is visiting professor of Communication Sciences at Rey Juan Carlos University of Madrid. Dr. Arcos is also research professor and academic secretary of the Chair Intelligence Services and Democratic Systems and professor-coordinator of the Master in Intelligence Analysis (URJC-UC3M). He holds a Ph.D. (Rey Juan Carlos University), and is postgraduate in European Studies: Europe in the Information society, MBA Cultural Management, BA Humanities (Major area: Philosophy) and BS Audiovisual Communication. His book *La lógica de la excepción cultural: entre la geoeconomía y la diversidad cultural* (2010) has been published by Cátedra. In addition, he is coeditor of *La Inteligencia como disciplina científica* (2010), author of several articles on intelligence and member of the journal *Inteligencia y seguridad: Revista de análisis y prospectiva* editorial committee. He is also the author of a chapter on Communication, culture and Intelligence reserves in a forthcoming

book (2011). He is a regularly contributor at seminars, conferences and congresses and member of Estrategar Forum and the European Network of Geopolitical Thinking.

### Diego Navarro



PH.D (Carlos III de Madrid University, UC3M). Associate Professor of Records Management and Archival Organization in the Library and Information Science Department. He also teaches the PH.D Course entitled: "Information Management in Intelligence Services". Co-director with Prof. Fernando Velasco of the Scientific Journal: *Inteligencia y Seguridad: Revista de análisis y prospectiva*. Director of the Institute of Research on Intelligence for Security and Defense in the same University. Director of the Master on Intelligence Analysis (UC3M-URJC). National Defense Award (2003) for his research on History of Intelligence during the XVI-XVIIth Centuries. Coordinator of the Seminars on Knowledge Management and Intelligence Services (UC3M) and appointed by the Strategic Studies Spanish Institute (ieee.es) (Ministry of Defense) to coordinate the following publications: *Cuadernos de Estrategia* 127 (2004) and 130 (2005), devoted specifically to Intelligence. He has also coordinated with Prof. Miguel Ángel Esteban Navarro the book entitled: *Terrorismo Global: gestión de información y servicios de inteligencia* published in 2007. His latest books were: *Defeated but not surprised: reflections on secret information in wartime* (2007); *Spies: 3000 years of Information and Secret* (2009).

Fernando Velasco



Dr. Fernando Velasco is Associate Professor of Moral Philosophy and Director of the Chair Intelligence Services and Democratic Systems at Rey Juan Carlos University. He holds a Ph.D (University of Salamanca) an also is BA in Philosophy and BA in Moral Sciences (University of Comillas). Co-director of *Inteligencia y Seguridad: Revista de análisis y prospectiva* and Director of the Master in Intelligence Analysis (UC3M-URJC). He is author of books on ethics and coeditor of a number of books on Intelligence. His main research interests are Professional Ethics, Intelligence Studies, International Relations and Corporate Social Responsibility.

**7. Pictures.**

A) IWI Sessions



**Diego Navarro, Pilar Laguna and Fernando Velasco.**



**Bill Lahneman during his presentation.**



**Jan Goldman's presentation on Intelligence Education and Training.**





**Bob Heibel speaking about Mercyhurst College's approach on training Intelligence analysts.**



**Julian Richards during the UK experts' session.**



**Peter Gill's lecture on Intelligence Studies in UK.**



**A good time of discussion.**



**Julian Richards and Bill Lahneman sharing his expertise**



**Ruben Arcos speaking about Intelligence as an academic discipline in Spain**



**Diego Navarro focusing his presentation on intelligence research**



**Fernando Velasco delivering his address at IWI 2011.**



**Workshop Attendees during one of the sessions**



**Participants after an intense and productive working day.**



**Julian Richards and Bill Lahneman at one of the Chair's office.**

## B) Master in Intelligence Analysis

On Friday, June 3 2011, professors William Lahneman and Julian Richards delivered a training session in intelligence analysis and production at the students of the Master (2<sup>nd</sup> Edition). Placing the students in the role of US Intelligence Community's intelligence analyst in months leading up to the Irak War, Bill Lahneman addressed a simulation exercise that mimics the actual process to produce National Intelligence Estimates. The task of the students was to produce a NIE that assesses the status of Iraq's weapons of mass destruction.

Regarding Julian Richards, he trained the students to apply tradecraft techniques, preparing an Analysis of Competing Hypothesis (ACH) exercise on prospects for Syria based on open sources intelligence.



**Pictures of the professors and students during their assessments simulation and ACH exercise.**