



# DIALOG



## Defense Intelligence Alumni Association

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### *View from the President*

Fellow Alumni—I am pleased that you are reading this letter in our second DIAA Log. I’m taking advantage of this opportunity to update you on several DIAA matters.

Those of you who have visited our web site, [www.dialumni.org](http://www.dialumni.org), have no doubt noticed the additional changes to the site. Some colors have been changed, headers and banners modified. The board approved adding a password protected DIAA member’s only section. Work will begin in the future. This section will contain our membership list. Members will have “write privileges” to update their personal information and “read permission” to view the entire membership roster. Additionally, summaries of luncheon presentations will be included after we have the speaker’s permission and approval to publish. This policy will insure that the speaker’s ability to be candid is protected and allows for non-attribution of remarks.

You should have in hand the Summer 2006 edition of the DIA Communique. All the logistical/distribution issues have been resolved and the process seems to be working smoothly. If you have not received your Communique and are a paid-up active member, let us know.

The Defense Intelligence Forum initiative proceeds apace. The first forum will probably be scheduled for December with a topic based on Africa. Look for more information as soon as the date and venue is determined.

The agenda for DIA Alumni Day is set. And you should have received by now a flyer announcing the particulars for this exciting fall program. Laurie Kelly has done a great job putting the program together for us. Please register early. It makes it a lot easier for those of us who have to ensure the logistics are in place for base and DIAC access a smooth running and enjoyable Homecoming experience.

Our general membership meeting is scheduled for November 14<sup>th</sup> at the Columbus Club, conveniently located in Arlington. General Pat Hughes will be the speaker.

Please block the date. More information and directions will be forthcoming in a mail-out. The change in venue is in response to the survey you completed this spring and the concerns that were voiced about Fort Myer access. We may experiment with a number of venues, military and civilian, for luncheons and want your feedback on the venue, its accessibility, and its food quality and service.

We continue to experience bouncing emails and returned mail. If you change your email address or have moved please email or notify Debbie and provide your new addresses to her. She can be reached at [DIAA@adelphia.net](mailto:DIAA@adelphia.net), Voice 571-426-0098, Fax 703-738-7145.

That’s a quick update of what has been happening. I hope all had a great summer and are now looking forward to participating in our programs.

Best regards,  
*George Souza, DIAA President*

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**What's New at DIA**

*Submitted by Laurie Kelly, Director of Outreach, Office of Congressional and Public Affairs*

Whether you've been away from DIA for 5 months or 5 years you may not recognize parts of the agency given the recent pace and magnitude of change. Among the noteworthy organizational changes is the establishment of the Defense Joint Intelligence Operations Center ("D-JIOC"). D-JIOC is part of a DoD-wide JIOC enterprise designed to consolidate intelligence capabilities at the national, DoD and combatant command levels and focus them on the needs of the operational level of warfare. D-JIOC will draw upon multiple agency capabilities such as collection, analysis, logistics, foreign exchange and disclosure to deliver capabilities to the combatant commanders; but its core manpower is drawn from elements previously organized under J-2, Office of Operations (OP), Logistics (DAL) and others.

The Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) is another new organization that the Director commands on behalf of the Commander, US Strategic Command, in support of the USSTRATCOM's global strike mission. The JFCC-ISR is a complement to D-JIOC with respect to the integration of ISR assets into command plans and operations and also to the Directorate for MASINT and Technical Collection ("DT", formerly known by "CL", "DC" and several other names) with respect to collection planning and evaluation of ISR assets. See your Summer 2006 *Communiqué* for a more complete discussion of the mission and functions of these organizations.

Another important organizational change is the creation of the Human Capital Directorate (HC) headed by a Chief Human Capital Officer (John S. Allison). HC was established last year—at the end of Vice Admiral Jacoby's tenure—to modernize human capital functions and administrative processes (Think hiring!); to help managers work more effectively with employees and help employees learn how to manage themselves; to develop human capital plans that help accomplish the agency's strategic goals; and finally to create an organizational culture that motivates and energizes the work force. A major project has been to develop a DIA-wide competency framework that aims to provide common standards for career development, hiring, and retention across and among technical intelligence, business and managerial fields. HC

encompasses the missions of the former Directorate for Human Resources (DAH), training (JMITC), foreign language training, employee assistance and diversity management (minus EEO).

On the personnel front the most important addition to the DIA management team is the appointment of Letitia ("Tish") Long as Deputy Director. Before coming to DIA in June she served as Deputy Undersecretary of Defense for Intelligence for about three years and many of you will remember her from her previous DIA assignments as director of the Military Intelligence Staff ("DM", 1994-96) and deputy director for information systems ("DS", 1996). She has also served in the Office of the Director of Naval Intelligence and on the former DCI's Community Management Staff. Our first female deputy director, she brings a wealth of experience from across the Defense and Intelligence communities.

Another important addition to the management team is the appointment of Robert Cardillo as the deputy director for analysis ("DI"). Robert joins us from National Geospatial Intelligence Agency, having served in a number of leadership positions in NGA and predecessor organizations, including the former DIA imagery analysis branch.

**HAVEN'T HEARD FROM US LATELY?**

Please call or email if you have  
changed email addresses or  
if you have moved.



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Though interesting, the changes in DIA are not just about organizational structure and personnel appointments. More importantly, the director has significant new mandates to modernize and transform defense intelligence and the management team is taking those challenges on in a big way. The agency has a young and predominantly new work force that is more highly educated and culturally diverse and speaks more foreign languages (especially critical ones!) than previous generations. Management is attempting to harness the talent in this work force and involve them in the agency's transformation. Continuous learning, creativity and innovation are high priorities in this environment. For example the agency has developed some interesting ways to create and share knowledge such as projects that elicit knowledge from those with specific experience and rapidly transfer it to others. There are also numerous projects that are taking fresh analytical looks at enduring and hard-target problems. Another popular activity is the monthly forum that allows direct interaction with the director and other leaders to propose innovative ideas for addressing intelligence issues and creative alternatives to managerial and administrative ones. The Alumni Homecoming Day on October 23 will review some of these changes in depth and will also provide glimpses into the "hot" intelligence issues today. Please mark your calendars and join us!

### Fall 2006 DIA Homecoming

DIA and the DIAA Board are planning for the fall 2006 homecoming day at the DIAC on Monday 23 October. The reunion will feature the latest information on DIA, substantive intelligence briefings, and a look at the new building. Our new Director, LTG Michael Maples, will discuss his particular emphases for the agency. Proposed substantive topics include DoD Intelligence and Reformation; Iraq Survey Group success stories, DIA's strategic plan and future, update on issues in the press such as WMD and the Global War on Terrorism, Iraqi and Afghan security situation, support to Hurricane Katrina; and Avian Flu. Panel discussions will feature alumni as well as new employees. The afternoon will conclude with tours of the D-JIOC and the JFCC-ISR Ops Centers on the 6<sup>th</sup> floor of the DIAC. Expect to receive a flier for this event in the mail soon. Please reply as soon as possible with your reservation and vehicle data in order to alleviate security and gate access problems.

### Defense Intelligence Forum

Your Board of Directors has embarked on several initiatives to make the DIAA more relevant and interesting to you. First, after a survey of the DIAA membership, a Defense Intelligence Forum will start this fall addressing global topics of interest from the perspective of experts from across the Intelligence Community. Second, the DIAA Board of Directors has an ongoing crosstalk with similar organizations within the Intelligence family and participates in the *Intelligence Community Associations Network (ICAN)*. Pertinent meetings and/or conferences of interest to DIAA members will be publicized in the *DIAA Log*. Also, the DIAA Board of Directors has invited the JMIC to partner with DIAA across select events. The Board is studying a joint membership of the DIAA and the JMIC Alumni Association ([www.jmicfoundation.org](http://www.jmicfoundation.org)) to enhance both organizations and expand available opportunities to the DIAA and JMIC Alumni members. Finally, the Board is always looking for ways to support the DIA, and JMIC, and welcomes any comments or suggestions.

The first Defense Intelligence Forum will be in early December. The place and time will be announced in mid-October by email and on the DIAA website. The speaker will be Major James Pugel, USA. Major Pugel received an MS in Strategic Intelligence from the Joint Military Intelligence College this year. He has conducted extensive research in post-war Liberia, interviewing 590 former combatants from Liberia's 1989-2003 civil conflict. He also interviewed 600 civilians who lived through the war. Pugel has written a findings paper for the UN based on his field work. He will talk to us about his experiences in Liberia, his analysis of Liberia's warlords and fighting groups, and the prospects for peace in that country.

### 21 June Luncheon

Mr. John A. Cope of the Institute for National Strategic Studies—the research arm of the National Defense University (NDU)—spoke on "Illusion and Reality in the Western Hemisphere" at DIAA's summer luncheon at Fr. Myer's Officers' Club on 21 June. The institute's Joint Force Quarterly publication is online at [www.ndupress.ndu.edu](http://www.ndupress.ndu.edu) and focuses on US Southern Command and this hemisphere.

According to Cope, the core illusion is that Latin America and the Caribbean are of marginal importance to US global security interests. Despite the many reasons we should care about our southern neighbors—commercial trade and investment, test bed for core liberal values, ability to alleviate our water and energy vulnerabilities, large and fast growing diasporas, tough regional security concerns complicated by terrorism, and growing anti-Americanism—we have not found a way to market the importance of this region.

Mr. Cope commented that the hemisphere's strategic landscape is changing while US credibility is waning. We obviously are the hegemonic power and we are doing a lot to work positively in the region, but we are not having the desired impact. Similar statements can be made about other parts of the world.

Another illusion has been that all roads in the hemisphere lead to Washington. This is no longer the case. The United States is in competition for influence with China, the European Union, India, and South Africa. Some Latin American countries have started to pursue their own interests globally – particularly Brazil, Colombia, Mexico, and most visibly recently Venezuela. Many countries are developing a national identity that is economically and politically independent of the United States. This trend is going to continue and is particularly visible this year because of the electoral flux in the hemisphere – 13 elections from Nov 05 to Dec 06.

Mr. Cope stressed that we must recognize that our influence is diminishing. We are not automatically going to get our way. We must prove our case to succeed. We are going to have to work with our neighbors differently, show respect, build trust, listen to what they are saying, and let them take the lead. For Washington to move forward, it can't forget a longstanding, unofficial US geo-strategic principle: to protect our country and advance our interests regionally and globally, neighboring states are important on two levels:

- The threat-based level of immediate concern – the protection of the southern approach.
- The values-based level of realizing that stable, peaceful, prosperous and cooperative countries are an asset to the United States as well as to their own global interests.

Today, we need a conceptual framework that can transform our proclivity for independent action into a strategy for engaging neighbors in equitable and durable partnerships.

Against this background, Cope focused on the challenge posed by Venezuela's President Chavez and the success of Colombia's President Uribe in regaining the state's authority and control. He explained that in the 1980s and 1990s, countries did away with dictatorships in Latin America and colonialism in the Caribbean and moved toward democracy and free market economics.

Unfortunately, life did not get better and the new political and economic environment became a delusion. Thus many Latin states lost confidence in democratic government. In several Latin American countries, the impoverished majority of society rejects the way the political system works. Citizens are fed up with lousy politics, lousy economics, profits that do not trickle down, social programs that are not delivered, little governmental accountability and lots of corruption.

An illusion is that the United States has the answer to this challenge. In South America, the reality is that Venezuela's neighbors will have a greater influence on the activities of Pres Chavez than the US can. They are beginning to see the threat he poses to their economic interests and to their domestic stability. Colombia is a bit of good news in the turmoil. President Uribe has been able to get department governors and municipal mayors to engage in security affairs at their level and coordinate government programs. However, it is another illusion that we are on top of drug trafficking that originates in Colombia.

Mr. Cope concluded by reminding the audience of the strategic changes underway in Latin America and of the stunning progress that several countries have made and the great potential that exists in the hemisphere. However, we are still captive to "old think" in dealing with our neighbors. We still tend to see this hemisphere as our "backyard." Instead, we must see it as our "neighborhood." The former implies a reactive approach to thinking about our interests. Today we need a proactive approach.



**Other Events of Interest**

26 September Joint Military Intelligence College Annual Conference at the DIAC, BAFB  
<https://www.fbcinc.com/jmic/>

4-5 October National Military Intelligence Association Conference on the Joint Intelligence Operations Center : Concepts and Realities with DIA at the DIAC, BAFB  
[www.nmia.org](http://www.nmia.org)

2-5 November AFIO National Symposium with the Intelligence Division of the Department of Homeland Security at the Hyatt Regency in Reston VA  
[afio@afio.com](mailto:afio@afio.com)

29 November-1 December "Intelligence Analysis and Processing" sponsored by the Institute for Defense and Government Advancement at the Hilton Hotel in Arlington VA [www.ipgc.com](http://www.ipgc.com)

12-14 December MASINT Association Annual Conference, Chantilly VA [masintassoc@earthlink.net](mailto:masintassoc@earthlink.net)

**Editors' Comments**

- This is our second edition of DIAA Log, which we expect to publish on a quarterly basis. We welcome your feedback and suggestions via [DIAA@adelphia.net](mailto:DIAA@adelphia.net).
- We welcome contributions from our readers. Articles sought include: Your life post-DIA; book, movie, or restaurant reviews; upcoming events of interest; volunteer opportunities; recommended websites; financial tips for retirees, etc. Book reviews on relevant topics are especially sought (intelligence, foreign and military affairs, etc.).
- PLEASE keep DIAA informed of your current email address, as well as your regular address and phone number. The DIAA Log will be distributed electronically and it will be posted on the "protected" section of our Website.
- Thank you for your attention gentle readers!  
Your editors, Emmy, John and Marty

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**DIAA Membership Application**

\_\_\_\_\_ New Membership \_\_\_\_\_ Renewal

Name \_\_\_\_\_  
Last First Middle Initial

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

**Phone:**

Home \_\_\_\_\_ Office \_\_\_\_\_ Fax \_\_\_\_\_

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**History:**

Retiree \_\_\_\_\_ Employee \_\_\_\_\_ Other \_\_\_\_\_ Last DIA Element \_\_\_\_\_

Length of Service at DIA \_\_\_\_\_ yrs Retirement/Reassignment Date \_\_\_\_\_

Military Service: Yes \_\_\_\_\_ No \_\_\_\_\_  
Service \_\_\_\_\_ Rank \_\_\_\_\_What interests do you want DIAA, Inc. to pursue \_\_\_\_\_  
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Would you be willing to volunteer to help DIAA, Inc. with:

Newsletter _____	Luncheon meeting _____	Fundraising _____
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Legal advice _____	Budget Preparation _____	
Directory _____	Membership Drive _____	

Can we give your name to other DIAA, Inc. members? YES NO

Would you like to be listed in the DIAA Directory? YES NO

**Annual Membership Dues: \$30****Donation:** \_\_\_\_\_**Total Amount** \_\_\_\_\_

Please make checks out to DIAA, Inc. and mail to:

**DIAA**

P.O. Box 489, Hamilton, VA 20159





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## ***DIAA Dates to Remember***

**23 October 2006**

*Fall Alumni Homecoming Day*

Defense Intelligence Analysis Center  
New Conference Center Side A

**14 November**

*Annual DIAA Business Meeting*

Luncheon at Columbus Club in Arlington

**TBD December**

*Forum on Africa*