



Defense Intelligence Agency (DIA)

FUNDING OPPORTUNITY ANNOUNCEMENT FOR INTELLIGENCE COMMUNITY CENTERS FOR ACADEMIC EXCELLENCE



HHM402-19-FOA-399

24 January 2019

ISSUED BY:

Virginia Contracting Activity

200 MacDill Blvd.

Washington, D.C. 20340

FY 2019 Intelligence Community

Centers for Academic Excellence (IC CAE) Program

2019 FUNDING OPPORTUNITY ANNOUNCEMENT (FOA) # HHM402-19-FOA-399

I. SUMMARY INFORMATION

- 1. Federal Awarding Agency Name:**
Defense Intelligence Agency (DIA)

Issuing Acquisition Office:
Virginia Contracting Activity
- 2. Funding Opportunity Title:**
FY 2019 Intelligence Community Centers for Academic Excellence (IC CAE) Program
- 3. Announcement Type:**
Initial Announcement
- 4. Funding Opportunity Number:**
HHM402-19-FOA-399
- 5. Catalog of Federal Domestic Assistance (CFDA) Number and Title:**
12.598 - Centers for Academic Excellence
- 6. Key Dates:**
 - a. Applications Due:** 11:59PM Eastern Standard Time, **Sunday, February 24, 2019**
 - b. Estimated Award Date:** Monday, 9 September 2019

II. FULL PROGRAM DESCRIPTION OF THE FUNDING OPPORTUNITY

A. Program Description

Office of the Director of National Intelligence (ODNI): The Office of the Director of National Intelligence (ODNI) serves as the head of the U.S. Intelligence Community, overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters related to national security.

ODNI's Office of the Assistant Director of National Intelligence for Human Capital (ADNI/HC) is responsible for conducting oversight of the IC CAE Program and serves as the primary interface with the DIA on matters relating to the IC CAE Program.

Defense Intelligence Agency (DIA): The Defense Intelligence Agency (DIA), Directorate for Mission Services, Academy for Defense Intelligence, is the **Service of Common Concern (SOCC) for the Intelligence Community Centers for Academic Excellence (IC CAE) Program**. DIA's role as the SOCC includes developing and distributing this FOA, managing the proposal review process, awarding the competitive grants using DIA's grant authority, and providing post-award grants administration.

The design of the IC CAE Program was formulated and executed in accordance with

- Executive Order 13355 (Strengthened Management of the Intelligence Community);
- The Intelligence Authorization Act for Fiscal Year 2010;
- 50 U.S.C., 3224 ("Intelligence Officer Training Program") and;
- 50 U.S.C., 3024(n) (4) ("Acquisition and Other Authorities").

The IC CAE Program is a congressionally mandated program designed to promote the acquisition of competitive talent in concert with the U. S. Intelligence Community's Five Year Strategic Human Capital Plan (SHCP). While all accredited four-year colleges and universities in the United States are eligible, the legislation that established the program emphasized increasing the gender and ethnic diversity of the IC workforce; therefore, the IC CAE Program is especially interested in institutions with diverse populations of talent and in geographic diversity. Such institutions include Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs) and Asian-American and Pacific Islander-Serving Institutions (AAPI-SIs). Also included are those majority institutions with significant populations of minorities and/or women that possess credentials in disciplines and specializations that meet IC core mission requirements and Director of National Intelligence (DNI) Directives.

The IC CAE Program's purpose is to develop a cadre of qualified intelligence professionals to carry out America's long-term national security initiatives by creating a competitive, knowledgeable and diverse workforce through the provision of multi-year grants to colleges and universities. The program encourages eligible institutions of higher education to submit proposals that support intelligence and national security curricula and programs that will create, attract and sustain a robust and knowledgeable talent pool in multi-disciplinary areas of interest to the Intelligence Community. To implement the IC CAE Program, this FOA offers opportunities for colleges and universities to compete for IC CAE discretionary grants.

Potential applicants are encouraged to obtain and become familiar with the information on the IC CAE Program by accessing the DIA website at <http://www.dia.mil/Careers-and-Internships/Students/>.

****NOTE: Applicants are advised to read this entire announcement carefully, as it explains the program needs, eligibility, and submission requirements as well as the terms, conditions, and the process for this competition. Carefully read all instructions below before beginning your application. ****

B. Federal Award Information

Type of Award: Discretionary Grant.

Fiscal Year Funds: 2019

Approximate Total Funding: \$12,000,000.00

Approximate Number of Awards: Eight (8)

Anticipated Length of Awards: Five (5) Years (Base Year plus Four Option Years)

Amount of funding per federal award: \$1,500,000.00

Anticipated Award Date: September 9, 2019

Anticipated Base Year Period of Performance: September 9, 2019 thru September 8, 2020

Additional Information for Award(s): This announcement anticipates awarding eight (8) discretionary grants with a base year of twelve (12) month period of agreement, with an amount not to exceed \$300,000.00 each; along with four (4) twelve-month optional periods at a not to exceed amount of \$300,000.00 per optional period.

However, the Government reserves the right to make zero, one, or multiple awards based on the available funding and proposal ratings, as determined by the evaluation board for those submitted in response to this announcement.

Institutions who previously received an IC CAE grant may re-apply and are termed 'legacy applicants' for the purpose of this FY19 FOA. All legacy applicants must have made significant progress toward the intent of their Fiscal Year 2012 and/or 2014 grants during their previous participation period.

"Reflective evidence" must include:

- a. An active minor, major or certificate program in Intelligence or National Security Studies; developed and implemented during previous participation period;
- b. Having met objectives in earlier Government approved work plan cycles;
- c. Successfully completing previous grant award period with the IC CAE Program;
- d. Proposal of future grant activities reflect a significant increase in the performance level of the IC CAE program achieved in the past.

The following is a brief description of the 'grant' assistance instrument to be awarded:

Grant: A legal instrument, that is consistent with 31 U.S.C. 6304, is used to enter into a relationship in which:

- a) The principle purpose is to transfer a thing of value to the recipient to carry out a public purpose of support or stimulation authorized by law or the United States, rather than to acquire property or services for the federal Government's direct benefit or use.
- b) Substantial involvement is not expected between the Defense Intelligence Agency and the recipient when carrying out the activity contemplated by the grant.
- c) No fee or profit is allowed.
- d) Grants for Institutions of Higher Education (IHE) are governed by the Uniform Guidance, Title 2 Code of Federal Regulation, and Part 200.

C. Eligibility Information

1. Eligible Applicants

- a. **Who can apply:** Proposals are sought from Institutions of Higher Education for workforce development in intelligence and national security curricula areas specified in Part II, Section A of this FOA. The applicant institution (i.e., the lead institution that will be the prime awardee for purposes of award execution) must be a regionally accredited college, university, or other four-year degree-granting institution in the U.S., its territories or possessions, that provides post-secondary school courses of study.
- b. **Under-Resourced Institutions:** The following types of under-resourced IHE are encouraged to apply for IC CAE support as public or private IHEs:
 - i. Asian Americans and Pacific Islanders
 - ii. American Indian and Alaskan Native
 - iii. Hispanic-Serving Institutions (HSIs)
 - iv. Historically Black Colleges and Universities (HBCUs)
 - v. Predominately Black Institutions (PBIs)

vi. Tribal Colleges and Universities (TCCUs)

- c. **Consortiums:** The applicant institutions must be part of a consortium to specifically enhance collaboration with under-resourced schools (as defined herein) in the university's geographical area, in a manner that promotes diversity.

- d. **Under-resourced Institutions** – As defined by White House Initiatives:

Executive Order 13592 – American Indian and Alaska Native Education
(<https://sites.ed.gov/whiaiane/tribes-tcus/tribal-colleges-and-universities/>),

Executive Order 13515 - Asian Americans and Pacific Islanders
(<https://sites.ed.gov/aapi/asian-american-and-native-american-pacific-islander-serving-institution-aanapisi/>).

Executive Order 13555 - Hispanic-Serving Institutions
(<https://sites.ed.gov/hispanic-initiative/hispanic-serving-institutions-hsis/>)

Executive Order 13532 - Historically Black Colleges and Universities
(<https://sites.ed.gov/whhbcu/one-hundred-and-five-historically-black-colleges-and-universities/>)

- e. **Community College:** A community college can participate if it is partnered with a four-year regionally accredited institution as a consortium member of the four-year regionally accredited institution, which grants at least baccalaureate degrees and which will serve as the prime awardee recipient. The Council for Higher Education Accreditation (CHEA) is the body responsible for regional accreditation; its website is www.chea.org.

2. Cost Sharing or Matching:

There is no required cost sharing, matching, or cost participation to be eligible under this FOA and cost sharing, matching or cost participation is not an evaluation factor used under this FOA.

3. Other Eligibility Criteria

Eligible institutions include:

- a. Applicants that demonstrate having current academic programs, which serve as a foundation for an Intelligence or National Security Studies certificate, major or minor.

- b. The applicant must have a Principal Investigator (PI) named as the single point of contact. This PI must:
 - i. Be a U.S. citizen;
 - ii. Be an employee of the applicant institution;
 - iii. Be on the faculty of the applicant institution and;
 - iv. Have a co-PI meeting the same standards as the PI.
- c. The applicant must be able to commit university/college resources to support the infrastructure needed for the institution's IC CAE initiative. Institutions are expected to possess the necessary facilities needed to host an IC CAE program.
- d. The applicant must submit with their proposal, a signed letter on official letterhead from the university's President acknowledging the university's intent in and support of the IC CAE program defined in this FOA.
- e. Those who submit an application and is received by the date specified and which is accurate and complete.

D. Application and Submission Information

1. Address to Request Application Package

- a. **Website to View Funding Opportunity Announcement:** This FOA is only accessible from the following website: Grants.gov – <http://www.grants.gov>.
- b. Amendments, if any, to this FOA will be posted to the Grants.gov website when they occur. Interested parties are encouraged to periodically check this website for updates and amendments.

2. Content and Form of Application Submission

- a. **Completeness of Information:** Proposals must include all of the information specified in this FOA to prevent delays in evaluation. Be sure to specify the Commercial and Government Entity (CAGE) Code, the Data Universal Number System (DUNS) Number, and the Taxpayer Identification Number (TIN) with your submission. Completion of the Representations and Certifications as well as registering with the System for Award Management (SAM) are prerequisites before receiving an award.
- b. **Application Process Overview:** The IC CAE Program, through DIA as its Service of Common Concern, intends to issue eight (8) multi-year grants. To be considered and evaluated, the full proposal must be received by the Government via Grants.gov (www.grants.gov) on or before **11:59 PM Eastern Standard Time on Sunday, February 24, 2019**. It is the applicant's responsibility to

ensure applications are up-loaded and accepted prior to suspense date and time. DIA will not accept applications after the time and date specified in this announcement. The IC CAE Program Office will use the process and criteria described in the Merit Evaluation, Appendix A to evaluate each proposal submitted under the terms and conditions of this FOA. Applicants are encouraged to plan proposal submissions well before the FOA deadline to avoid missing an opportunity to submit a proposal. The estimated grant award date of **September 09, 2019**, should be used for budget and proposal start date purposes.

- c. **Proposal Preparation Instructions:** The proposal shall be clear, concise and include sufficient detail for meaningful evaluation. Elaborate brochures or documentation, binding, detailed artwork, or other embellishments are unnecessary and are not desired.
- d. **Applicants proposals shall be separated into Three (3) distinct Volumes:** Each volume will be a separate file with Applicant's School Name and Volume Number as the file name. At the applicant's discretion, all three volumes can be compressed using a zip compression tool resulting in a single transport file. The single zipped file should be named **HHM402-19-FOA-399 V1-2-3 YourschoolnameMASTER.zip**. It is not the Government's responsibility to ensure the files can be expanded and/or data content readability of the expanded files. In the event any file is unable to be expanded and/or read, the applicant's submission will be deemed unreadable, unacceptable and disqualified for evaluation. No requests for alternate proposal submission will be discussed or allowed. **SAMPLE FILE NAMES:**
 - **FILE ONE** name is "Volume I – Yourschoolname.docx";
 - **FILE TWO** name is "Volume II – Yourschoolname.docx";
 - **FILE THREE** name is "Volume III – Yourschoolname.docx".
- e. **Format for Attachments:** Proposals shall be complete and stand-alone to qualify for review. Documents should be typed, single-spaced on standard-sized paper (8.5" x 11") with 1" margins on all sides. Use a clear font that is highly readable. Recommend using 12 point Times New Roman font.
- f. Separate attachments, such as institutional brochures or reprints, shall not be evaluated.
- g. Embedded links to external websites within any volume will not be activated or reviewed. Proposal information submitted shall be complete, concise and self-contained within each respective volume.

- h. All documents submitted shall not be locked or password protected.
- i. All electronic files shall have names that represent the individual volume number.
- j. The Government will retain copies of all electronic proposals.

3. Unique Entity Identifier and System for Award Management (SAM)

Each applicant (unless the applicant is excepted from these requirements under 2 CFR 25.110 (b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

a. Be registered in the System for Award Management (SAM) before submitting its application:

- **System for Award Management (SAM) (formerly Central Contractor Registration (CCR))** – Applicants must complete and maintain an active SAM registration, which requires renewal at least annually. The renewal process may require as much time as the initial registration. SAM registration includes the assignment of a Commercial and Government Entity (CAGE) Code for domestic organizations, which has not already been assigned a CAGE Code.
- Additional information about registration procedures may be found at the SAM website (<https://www.sam.gov>).

b. Provide a valid unique entity identifier in its application:

- **Dun and Bradstreet Universal Numbering System (DUNS)** - DUNS number is the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities.
- A DUNS number may be obtained from D&B by telephone (currently 866-705-5711), email govt@dnb.com or the Internet (currently at <http://fedgov.dnb.com/webform>).
- **All Applicants are required to have a DUNS number.** The DUNS number will be used to verify status within the System for Award Management (SAM) registrations. The same DUNS number must be used for all registrations, as well as on the grant application.

c. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The Virginia Contracting Activity (VACA), as the Federal awarding agency, may not make a Federal award to an applicant, if an applicant has not fully complied with the registration requirements. VACA may determine that the applicant is not qualified to receive a Federal

award and use that determination as a basis for making a Federal award to the next successful offeror.

Registration can take 6 weeks or more, therefore, applicants should begin the registration process as soon as possible. The DIA Policy on Late Submission of Grant Applications states that failure to complete registrations in advance of a due date is not a valid reason for a late submission. Proposal submission shall only be via the Grants.gov website. No other submission medium is permitted. **Applicants must have an active DUNS number and SAM registration in order to complete the Grants.gov registration.**

4. Submission Dates and Times

- a. Deadline:** All submissions shall be received on or before **11:59 PM Eastern Standard Time, Sunday, February 24 2019**. The Grants.gov website *will not accept* proposals after the deadline.
- b. Deadline Definition:** The deadline is the date and time by which VACA must receive the application.
- c. Effect of Missing the Deadline:** Late applications will neither be reviewed nor considered.
- d. Acknowledgement and Proof of Timely Submission:** Proof of timely submission is automatically recorded by Grants.gov. An electronic time-stamp is generated within the system when the proposal is successfully received. When an applicant has successfully transmitted a proposal, the applicant will receive an electronic receipt and tracking number from Grants.gov. The applicant should print the receipt and save it as proof of timely submission. Furthermore, when DIA successfully retrieves the proposal from Grants.gov, the website will provide an electronic acknowledgement of receipt to the e-mail address of the applicant institution's Alternate Organizational Representative.

Applicants using dial-up connections should be aware that their transmission could take longer before Grants.gov receives it. In all cases, Grants.gov will provide either an error or a successfully received transmission message. In the event of errors, please contact the Grants.gov Applicant Support listed under the "Support" link on the www.grants.gov homepage. Email support@grants.gov or visit <http://www.grants.gov/web/grants/support.html>. Please be patient and give the website time to process the submission. Uploading and transmitting multiple files with associated HTML schemas may take a while.

5. Intergovernmental Review

This FOA is NOT subject to Executive Order 12372, "Intergovernmental Review of Federal Programs."

6. Funding Restrictions

- a. The proposed budget shall be no greater than \$300,000.00 per year, per grant, but some annual variation is allowed.
- b. The grant will not provide reimbursement for pre-award costs.
- c. The Government anticipates current funding to provide for base year award and subject to availability of funding for option periods as proposed, negotiated and awarded.
- d. **Costs of entertainment, amusement, diversion, and social activities and any costs directly associated with such activities are not allowed.** It is expected that the costs of travel, materials/equipment, and other direct costs (ODC) will be necessary and reasonable for the benefit of the program and comply with the Cost Principles contained in the Uniform Guidance.
- e. **Meals. Charging meals to a federal grant is only allowable under certain circumstances. Meals for people in travel status associated with grant business are allowable. The cost of meals/refreshments during a conference / seminar / meeting with a formal agenda and participants from different locations are allowable.** All other meals must receive prior approval by the Federal awarding agency to ensure necessity and reasonableness for the benefit of the program related goal/aim. It is the PI or his/her designee's responsibility to ensure that all meals charged to a federal award are in compliance with federal policies. The institutions Office of Sponsored Programs should review meals submitted via check request, purchase order, interdepartmental invoice, travel report, etc. for compliance and should disallow any meals that do not appear to be reasonable and allowable.

The daily rate for meals per person shall not exceed the published per diem rates for the Continental United States (CONUS) and Overseas Continental United States (OCONUS), unless prior approval is given by the awarding agency. The published per diem rates are found at www.gsa.gov/perdiem.

- f. For further information on allowable, allocable and reasonable costs, see Title 2 Code of Federal Regulation, Part 200, and Subpart E Cost Principles.

7. Other Submission Requirements

Submission Process.

- a. The Grants.gov 'Applicants' feature includes a simple, unified application process that makes it possible for applicants to apply online. Grants.gov have comprehensive instructions on how to apply for the FY 19 IC CAE grant on its website at www.grants.gov/apply-for-grants; applicants are referred to those instructions to carry out the application process. The site also contains registration checklists, FAQs and videos to help applicants through the registration process. It is recommended that applicants download the checklists and prepare the information requested before beginning the registration process.
- b. All applicants shall follow the directions for submitting a proposal response under the Intelligence Community Centers for Academic Excellence Funding Opportunity Announcement #HHM402-19-FOA-399 tab on the Grants.gov site. **(Proposals submitted by any applicant via the "Submit Unsolicited" link on the site, as well as by email, fax or other means, will not be accepted and determined as nonresponsive resulting in disqualification for evaluation).** Grants.gov will acknowledge Government receipt of the proposal. Proposals can be submitted as one or multiple files, but if multiple files are submitted, they shall be combined into one compressed folder (.zip) and submitted as one .zip file. If an applicant fails to follow this requirement and submits multiple files individually (i.e., not zipped) for a proposal, the Government may elect to not review all the individual files in the interest of efficiency while downloading and reviewing responses. Allowable file formats are MS Word (.doc or .docx MS Word 2016 or earlier version), Adobe Acrobat (.pdf) searchable file with copy permission granted, and MS Excel (.xls or .xlsx 2016 or earlier version). The single or zipped (.zip) file shall be less than 3.0 MB in size.
- c. In the event of system problems when submitting a proposal, contact Grants.gov Applicant Support listed under the "Support" link on the www.grants.gov homepage. These Applicant Support personnel are available to assist 24/7 (except federal holidays).
- d. **Failure to follow the submission instructions shall result in the applicant's proposal being determined as non-responsive and disqualified for evaluation. Applicants are strongly encouraged to submit proposals well before the submission deadline as proposals submitted the day of the deadline may be deemed late proposals and not accepted if they cannot be tallied and time**

stamped as submitted due to applicant, website or Government technical problems.

- e. Inquiries from Applicant:** Users need to register with Grants.gov to utilize the system as an applicant. To safeguard the security of your application information, Grants.gov requires all users to create an account in the Grants.gov system. The user must verify they are able to obtain a username and password. This process confirms the identity of the organization applicant. Before you can create your Grants.gov organization applicant username and password, your SAM registration must be complete and active.

Once registered and logged into the website, an applicant can click the "Current Efforts" tab and select the "Intelligence Community Centers for Academic Excellence Funding Opportunity Announcement # HHM402-19-FOA-399" page under the list. Applicants shall use the "Q&A" link on that page to submit questions or comments, and to view the responses to all other questions and comments, including those submitted by other organizations.

Answers will be posted as they are developed. Applicants are encouraged to review all previous questions and answers prior to posting a question to avoid duplication of questions. **Questions/comments submitted via email or phone will not receive a response. Cut-off date for questions is 11:59 PM Eastern Standard Time, on Thursday, February 7, 2019.**

- f. Program Updates:** It is the applicants' responsibility to check Grants.gov for updates, revisions and responses to questions/comments from other applicants which may include additional guidance regarding this program. All amendments/announcements referencing this grant (to include Questions and Answers) will be posted only on www.grants.gov.

E. Application Review Information

1. CRITERIA

a. VOLUME I: PROGRAM INTENT

Volume I shall have no reference to financial/budget information. This volume is exclusively for non-budget focused proposal information detailing the approach and intent in addressing objective components 1 through 10 herein. Inclusion of budget information or reference to budget figures imbedded in this volume shall be reason for a determination of non-responsiveness and result in proposal disqualification. It is the applicant's responsibility to edit and quality check all volumes prior to up-loading for transmission/submission on Grants.gov website.

Items 1 and 2 along with Objectives 1-10 shall include all of the following items with a page limitation of no more than twenty (20) pages:

Item 1 - Provide a Program Overview:

- a. The FY 19 FOA number (HHM402-19-FOA-399);
- b. The proposal title shall include 'IC Centers for Academic Excellence';
- c. The legal name of the applicant institution;
- d. The names of both the PI and an appropriate Authorized Organizational Representative (AOR) in the institution's administrative/grants/contracting office, along with contact information including, at least:
 - i. full legal name;
 - ii. CAGE Number;
 - iii. DUNS Number;
 - iv. academic/functional title;
 - v. telephone number;
 - vi. fax number;
 - vii. postal mailing address and;
 - viii. Electronic-mail address.
- e. The Program Mission Statement.
- f. Measurable, time-bound, and attainable objectives that reflect a reasonable and thoughtful build of a sustainable program.
- g. The Program Overview shall not exceed **one (1) page**.
- h. Alternate contact information should also be included in the overview. If proposal clarifications are required during the receipt, evaluation, or negotiation process, DIA will make every effort to contact the listed PI or AOR based on the information provided by the applicant within the proposal. If those efforts fail, however, DIA will be forced to terminate the evaluation or award process for that proposal. Therefore, the PI should provide alternate contact information—alternate telephone numbers and, if possible, the names of other persons and their telephone numbers—that will ensure DIA's ability to contact the PI and AOR whenever needed.
- i. **Additional data:** School category (PWI, HBCU, HSI, TCCU, etc.), School ranking, size of student body, percentage of male and female students, percentage of White, Native American, Asian, African-American, Hispanic, Pacific Islander and multi-racial students.

Item 2 - Provide a Program Narrative:

Program Context: The IC CAE Program encourages applicants to submit proposals with innovative ideas of establishing/enhancing the IC CAE Program in order to create, attract, and sustain a robust and knowledgeable talent pool in multi-disciplinary areas of interest relevant to the Intelligence Community. Provide a program narrative that details applicants' understanding of the IC mission, goals and objectives when constructing their proposals.

The IC CAE Program Office has found the most successful participants to be those, which are guided by personnel with knowledge of and experience in the Intelligence Community. Further findings have shown that university programs are enhanced by partnerships with, and outreach to Intelligence Community installations (offices, bases, or other concentrations of personnel) and private industry supporting intelligence/national security work. This allows additional resources to provide Subject Matter Expert speakers, internship opportunities and other interactions with intelligence professionals.

Objectives 1 through 10 are Program Components: In the FY 19 FOA, the IC CAE Program has ten (10) objective components upon which proposals shall be evaluated:

OBJECTIVE - 1. Curriculum Development - Intelligence/National Security Related Curricula:

A key objective of the program is to strengthen academic programs in intelligence or national security in minority-serving, historically **rural and under-resourced** population schools. Proposers shall explain how they plan to creatively expand, upgrade, enrich, or integrate undergraduate or graduate course offerings to better prepare students to perform work in intelligence or national security. The program will be called an "IC Centers for Academic Excellence." **Core intelligence courses include:**

- a. History of U.S. Intelligence and National Security
- b. The U.S. Intelligence Community
- c. Intelligence Cycle
- d. Intelligence Collections
- e. Critical Thinking Skills for Intelligence Analysis

- f. Analytic Writing and Briefing
- g. Introduction to Structured Analytic Techniques

A minimum of four (4) courses from this list shall be required for students who participate in the IC CAE program.

OBJECTIVE – 2. Language of Interest Courses Available:

Have available language study program/courses in one or more of the following languages:

- a. Arabic (all dialects),
- b. Azerbaijani,
- c. Bangla,
- d. Burmese,
- e. Cambodian/Khmer,
- f. Chinese (all dialects),
- g. Dari,
- h. Farsi,
- i. French,
- j. Georgian,
- k. German,
- l. Haitian,
- m. Hindi,
- n. Indonesian,
- o. Japanese,
- p. Korean,
- q. Kurdish,
- r. Lao,
- s. Pashto,
- t. Persian,
- u. Punjabi,
- v. Russian,
- w. Spanish,
- x. Swahili,
- y. Turkish,
- z. Turkmen,
- aa. Urdu,
- bb. Uzbek,

cc. Vietnamese or other less commonly taught languages of interest to the Community.

This list represents languages of interest to the Intelligence Community. Institutions with the capability to provide study in these languages (**either through their own schools or through consortium school agreements**) will be evaluated as meeting this criterion. It should be noted that students sent abroad for the study of language should have completed at least two semesters of the critical language of choice or its equivalent prior to their study abroad.

OBJECTIVE - 3. Science, Technology, Engineering, and Mathematics Curricula

Have available study program/courses in three or more of the following STEM disciplines/topics:

- Biosciences,
- Chemistry,
- Cognitive Neural and Behavioral Sciences,
- Computer and Computational Sciences (includes Algorithm Design, Artificial Intelligence, Computational Modeling Techniques, Computational Statistics, Computer Visioning and Machine Learning),
- Engineering (includes Aeronautical and Astronautical, Chemical, Civil, Electrical, Materials Science, Mechanical and Nuclear),
- Geosciences,
- Mathematical Sciences,
- Oceanography,
- Physics and
- Technology areas associated with the preceding disciplines

This list represents topics of interest to the Intelligence Community. Institutions with the capability to offer study in these topics (either through their own schools or through consortium school agreements) will be evaluated as meeting this criterion.

OBJECTIVE - 4. Adherence to CAE Mission Ethnic and Cultural Diversity:

As the Intelligence Officers Training Program (50 U.S.C. 3224) states, that ethnic and cultural diversity are an intent of this grant program, institutions with diversity will receive credit for same.

OBJECTIVE - 5. Consortium:

Institutions must be part of a consortium to enhance collaboration with under-resourced schools in their area in a manner that promotes diversity.

OBJECTIVE - 6. Facilitate Student Participation in On-Campus Academic Programs, and Professional Development Activities:

IC CAE students shall be involved in the program and aware of the numerous benefits it provides. There shall be on-campus workshops, seminars, and other activities that encourage their engagement as well as support for off-campus activities such as intelligence or national security conferences, seminars, workshops, or simulations.

OBJECTIVE - 7. Students Study Abroad, Cultural Immersion and Regional Studies Opportunities:

Study abroad shall only be for the purpose of cultural immersion, regional studies, or language instruction. **A minimum stay of four weeks or a maximum eight weeks is sufficient to qualify as an IC CAE-funded study abroad program.** All foreign travel shall be in accordance with U.S. laws and regulations.

OBJECTIVE - 8. Faculty Research and Professional Development in Support of Teaching an Intelligence and/or National Security Curriculum:

Faculty research and professional development shall include participation in intelligence and national security classes, conferences, seminars, and similar activities. It should support or enhance the faculty member's ability to develop and present intelligence or national security curriculum.

Any papers or deliverables resulting from faculty research shall be submitted to the IC CAE Program Office within two weeks of publication.

OBJECTIVE - 9. In Collaboration with Rural and Under-Resourced Regional Colleges and Universities, Host an Annual Colloquium or Speaker Series on Intelligence and National Security Topics:

Each prime awardee school shall hold an annual colloquium or speaker series on Intelligence or National Security issues, inviting **rural and under-resourced regional colleges and universities**, Government speakers and industry partners with a primary goal of maximizing relationships/outreach. A colloquium should be at least

one (1) day in length. A speaker series may include shorter presentations scheduled over weeks or months, which meet the intent to bring together a wider audience and speakers on intelligence or national security, which will total, at least a similar number of hours as that of a daylong colloquium. Opportunities for display of student papers and/or presentations must be included as part of the event.

OBJECTIVE - 10. Establish and Maintain Program Management Plan, Marketing and Sustainment Action Plan:

Each school shall have both program management, sustainment and marketing action plans.

- 1. The Program Management Plan (PMP)** shall detail the responsibilities of the IC CAE Program to attain explicitly stated, measureable and achievable program objectives. The PI's expertise and experience will be evaluated relative to their ability to manage an Intelligence-centric program.

The PMP will detail how the program staff will capture the program milestones to include comparison of expected results to actual results, accomplishments, status of progress made, upcoming activities, lessons learned and **cumulative quantitative data** on:

- a. comparison of expected results to actual results;
- b. accomplishments;
- c. status of progress made;
- d. upcoming activities;
- e. lessons learned and;
- f. **cumulative quantitative data** on:
 - i. Number, duration, and type of immersive training experiences;
 - ii. Number and type of exchanges with the IC;
 - iii. Number of students participating in the overall IC CAE program; (identify gender, ethnicity, race);
 - iv. Number of IC Internships, (identify gender, ethnicity, race);
 - v. Number of IC Conditional Job Offers, (identify gender, ethnicity, race) and;
 - vi. Number of Students Hired Into the IC (identify gender, ethnicity, race)

A list of a set of activities does not qualify as a PMP. The plan shall also detail the steps the school will take to ensure appropriate **IC CAE 'labeling'** to ensure students/faculty/administration awareness of participating in an IC CAE program. *The school's IC CAE Program must be publicized robustly on the university's*

website and the site kept up-to-date with relevant information that will attract interest.

2. **The Marketing Plan** will provide a comprehensive plan to publicize and recruit a strong pool of qualified candidates from U.S. colleges and universities. Propose ideas to ensure that applicants represent the diversity of the United States. The definition of diversity includes, but is not limited to, ethnicity, race, gender, disabilities, religion, socio-economic status and geographic location. To the fullest extent possible, the proposal should address and encourage the participation of traditionally underserved audiences and those who may not otherwise have the opportunity to study national security topics. Special attention should be given to the recruitment and support through the application process of eligible students from under-resourced institutions and community colleges (as noted in Section II C, page 5 – 6).

The proposal shall describe how the IC CAE Program will be publicized on campuses using media outlets, including print, online, and broadcast, to reach the widest possible audience of qualified students. The proposed marketing plan should include print and online promotional materials; mail and email notifications; campus visits and presentations; conference participation (presentations and exhibits), and other in-person or online recruitment activities. The Government may request that the award recipient collaborate with other programs on some outreach activities, including but not limited to, conference participation, campus visits, and advisor workshops.

3. **The Sustainment Action Plan** shall detail what the school will do during the grant period to build sustainability of the IC CAE program at that institution after the grant has expired and the funding by the Government has ended. **The following are the Top 6 Benefits to create and execute a Sustainability Action Plan:**

- A. Maintain designation as an IC CAE school post-grant.
- B. Continued IC association post-grant.
- C. Recruitment fairs facilitated by IC agencies at your university.
- D. Student participation in the 2-week federally funded and sponsored National Security Analysis and Intelligence Summer Seminar (NSAISS).
- E. University participation in the IC sponsored Bi-annual Five Eyes Analytic Workshops
 - a. The Five Eyes Workshop brings together the intelligence agencies of Australia, Canada, New Zealand, the United Kingdom, and the United States as well as select academic partners to share their best analytic

practices and newest analytic principles to improve present and future intelligence analysts.

- F. University faculty/staff participation in the annual three-day Program Development Summit sponsored by the IC CAE Program Office.

The essentials of creating a sustainability action plan includes strategic planning, partnership and communication. To that end,

- a. **Strategic planning** is the glue that holds sustainability efforts together. Without a strategic direction and long-term goals, programs find themselves only reacting to day-to-day demands. Strategic planning leads to an outcome-oriented plan.
- b. **Partnership** is cultivating connections between your program and its stakeholders.
Partners play an important role in sustainability in several ways:
 - i. Partners can be connectors to greater resources or expertise;
 - ii. Partners can take over providing services if your program has to cut back; or
 - iii. Partners can advocate on behalf of your cause.

Building awareness and capacity for sustainability requires a strategic approach and partnerships across sectors, including alliances between private and public organizations.

- c. **Communication counts.** People need to know the intent of the program and why it is important. Communicating externally about your program's effectiveness helps the program gain greater visibility and builds support from stakeholders. Internally, evidence that a program works builds faculty/staff buy-in and support from institutional leaders. The more people know and care about your program and mission, the more likely they are to support your efforts in the long term. **Establishing and maintaining a robust, informative and easy to locate website, advertising your IC CAE Program, is an important communication method in marketing your program.**

IC CAE POST-GRANT DESIGNATION REQUIREMENT: In order for institutions to **maintain their designation as an IC CAE school post-grant**, there are six requirements that should be met, sustained and identified in the schools Program Management, Marketing and Sustainment Plans:

1. A program curriculum that successfully maps to the core and optional Knowledge Units (KUs) for intelligence and national security studies as listed and **described in Appendix C**. This narrative should describe the plan to build a sustainable program of intelligence and national security studies by developing, expanding, upgrading, enriching, or integrating undergraduate or graduate course offerings and activities in an efficient and effective manner.
2. Advanced studies offered at the institution of higher education in academic disciplines of interest to the intelligence community. The narrative describes the majors in the Liberal Arts and Science, Technology, Engineering and Math (STEM) disciplines offered that provide the basis for intelligence analysis.
3. **Program Management, Marketing and Sustainment Plans**
 - The **program management plan** shall detail the responsibilities of personnel to attain explicitly stated, measureable and achievable program objectives. The Principal Investigator's expertise and experience will be evaluated relative to his/her ability to manage an intelligence-related program.
 - The **marketing plan** shall detail steps the school will take to ensure appropriate IC CAE 'labeling and publicizing' so students/faculty/administration are aware of the IC CAE program, of the eligibility of most academic majors and the inclusivity of diverse populations. **The IC CAE Program must be publicized robustly on the university's website and the site kept up-to-date.**
 - The **sustainment action plan** shall detail what the school will do during the grant period to build sustainability of the IC CAE program at that institution after the funding by the Government has ended.
4. Annual colloquium or speaker series on Intelligence or National Security issues, inviting rural and under-resourced regional colleges and universities, Government speakers and industry partners with a primary goal of maximizing relationships/outreach.
 - A colloquium should be at least one day in length; a speaker series may include shorter presentations scheduled over weeks or months, which meet the intent to bring together a wider audience, and speakers on intelligence or national security and total at least a similar number of hours as that of a daylong colloquium.
 - Opportunities for display of student papers and/or presentations must be included as part of the event.

5. Faculty professional development activities funded and facilitated to support or enhance a faculty member's ability to develop and present intelligence or national security curriculum.
 - Faculty professional development activities shall include participation in intelligence and national security classes, conferences, seminars, and similar activities. It should support or enhance the faculty member's ability to develop and present intelligence or national security curriculum.
6. Institutional diversity, in both percentages and total numbers, accompanied by outreach to minority populations.
 - Plans to enroll minority students in the IC CAE program
 - Plans to reach out and include schools identified as minority, rural and/or under-resourced populations

B. VOLUME II: Curriculum Vitae of Principal Investigator & Co-Investigator

The Principal Investigator is designated as a Key Personnel. The resume of the Principal Investigator shall be submitted as his/her qualifications for this role. It shall be no more than **four (4)** pages and shall demonstrate why the individual is qualified to manage the proposed program. The qualifications of Principal and Co-Investigators will be reviewed relative to their ability to manage an effective intelligence related program; all initial and replacement personnel must be approved by the federal awarding agency. Reference Page 7, Section D2.

Resumes shall also be submitted for any Principal Co-Investigators or Alternate Investigators as well as sub-recipient Principal Investigators, Co-Investigators or Alternate Principal Investigators.

C. VOLUME III: Budget

1. Program Budget and Cost

This volume shall be entitled VOLUME III – Budget and costs, represents the financial portion of the proposal and shall contain budget, as well as, cost estimates in sufficient detail, including budget/cost details for proposed sub-awards and/or consortium members in a narrative form. A sample budget format is provided in order to develop identifiable budget/cost elements and show proposed allocations to budget/cost specific group or groups that can be analyzed in order to determine reasonableness and allow for specific discussions, clarification and negotiations as required. There is no page limit for Volume

III. An overall summary page will have the proposed base year budget amount and option year amounts with a total proposed budget amount using the following format:

SUMMARY BUDGET/COST TABLE

Budget/Cost Table for Base Year and each Option Year table shall be incorporated in Volume III on individual page and after the Summary Budget/Cost Table page.

BASE YEAR.....\$
OPTION YEAR 1.....\$
OPTION YEAR 2.....\$
OPTION YEAR 3.....\$
OPTION YEAR 4.....\$
TOTAL PROPOSED BUDGET.....\$ (Summary of Base and all Option Years)

In Volume III the applicant will provide a written detailed budget/cost narrative that supports budget/cost allocations represented in budget/cost tables. The narrative will identify and describe budget/cost elements in relationship to specific paragraph/section proposal reference(s) in Volume I. It is the responsibility of the applicant to describe in detail and with clarity the relationship between proposed Volume III budget/costs and proposed Volume I approach/intent.

2. Budget and Cost Tables Templates

Applicant is required to complete and incorporate in Volume III a summary representation of budget and costs in the format shown herein. Applicant shall also provide in Volume III, on a separate page, detailed Budget/Cost Tables using the format as shown on the next page:

The proposed Annual Budget shall not exceed the maximum award per year amount (no greater than \$300,000.00).

The budget proposal narrative shall include the total estimated cost of the program. This section shall include complete statements regarding the basis of estimates for all proposed costs. It is expected that costs, and therefore, narratives for each year will be unique and separate. Descriptions shall reflect movement from initial program development, through program operations, to program sustainment.

Cost elements shall include, but are not limited to, the following:

- a. Personnel and Fringe Benefits.** The person(s) (i.e., the Principal Investigator, other faculty and institutional staff, and graduate and undergraduate students) whose time will be charged to the program and commensurate salaries and fringe benefits.
- b. Travel.** Costs and personnel time for travel and the relevance of the travel to stated program objectives must be included. Individuals receiving IC CAE funding for travel must be U.S. citizens. Travel estimates shall include a breakdown of the number of travelers, location(s), duration(s), and estimated costs for transportation, rental cars and per-diem. This shall include travel for the required attendance of a senior program representative and faculty of each prime and sub-award at the three-day IC CAE Annual Meeting and Faculty Development Workshop. The location for the 3-day annual event will be determined the year prior, to give universities advance notice for planning purposes.
- c. Equipment.** Equipment costs shall be minimal and appropriate for the proposed effort and shall be properly justified. These costs shall be broken out by unit prices.
- d. Other Direct Costs.** Materials and supplies, publication, documentation and dissemination expenses; consultant services; computer services; communication costs not included in overhead; and other (identify). In addition, **provide backup data for the source of costs, i.e., receipts, quotes, historical data, etc.**
- e. Sub-Awards.** Costs and types of sub-awards (the portion of work to be sub-awarded) and associated rationale for the sub-awards. Note that the sub-award of funds among all university and non-university performers responding as one consortium shall be described completely in both the text and cost sections.
- f. Indirect Costs (IDC) / Facilities and Administrative (F&A) Costs.** Those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. To facilitate equitable distribution of indirect expenses to the cost objectives served, it may be necessary to establish a number of pools of indirect (F&A) costs. Indirect (F&A) cost pools must be distributed to benefitted cost objectives on bases that will produce an equitable result in consideration of relative benefits derived. F&A costs are synonymous with "Indirect Costs" and shall be proposed in accordance with the university's **most recent Negotiated Indirect Cost Rate Agreement.**

Applicant shall include a copy of the Health and Human Services (HHS) approved F&A Rate Certification within Volume III as an attachment.

DIA-IC-CAE Summary Budget – FY 2019 through FY 2023

	Cumulative Budget FY19-FY23	Base Year FY19	Proposal Section Reference	Option Year 1 FY20	Proposal Section Reference	Option Year 2 FY21	Proposal Section Reference	Option Year 3 FY22	Proposal Section Reference	Option Year 4 FY23	Proposal Section Reference
A. Proposed Direct Personnel											
Principal Investigator	\$0.00	\$0.00	A1	\$0.00	A1	\$0.00	A1	\$0.00	A1	\$0.00	A1
Co/Vice Investigator	\$0.00	\$0.00	A2	\$0.00	A2	\$0.00	A2	\$0.00	A2	\$0.00	A2
B. Support Staff											
Other Direct Labor	\$0.00	\$0.00	B	\$0.00	B	\$0.00	B	\$0.00	B	\$0.00	B
C. Fringe Benefit (x% of salaries and wages)											
	\$0.00	\$0.00	C	\$0.00	C	\$0.00	C	\$0.00	C	\$0.00	C
D. Travel to Annual Meeting & Faculty Development Workshop											
	\$0.00	\$0.00	D	\$0.00	D	\$0.00	D	\$0.00	D	\$0.00	D
E. Equipment											
	\$0.00	\$0.00	E	\$0.00	E	\$0.00	E	\$0.00	E	\$0.00	E
F. Participation Support											
Proposed Student Travel (x students/yr.)	\$0.00	\$0.00	F1	\$0.00	F1	\$0.00	F1	\$0.00	F1	\$0.00	F1
IC Assistantship Stipends	\$0.00	\$0.00	F2	\$0.00	F2	\$0.00	F2	\$0.00	F2	\$0.00	F2
IC CAE-STEM	\$0.00	\$0.00	F2	\$0.00	F2	\$0.00	F2	\$0.00	F2	\$0.00	F2
Incidental Costs for Student Programs	\$0.00	\$0.00	F3	\$0.00	F3	\$0.00	F3	\$0.00	F3	\$0.00	F3
G. Other Direct Costs											
IC CAE Colloquium	\$0.00	\$0.00	G1	\$0.00	G1	\$0.00	G1	\$0.00	G1	\$0.00	G1
Materials & Supplies	\$0.00	\$0.00	G2	\$0.00	G2	\$0.00	G2	\$0.00	G2	\$0.00	G2
H. Sub-awards to Consortium Members											
Sample Sub-Awardee 1 Proposed Pricing	\$0.00	\$0.00	H1	\$0.00	H1	\$0.00	H1	\$0.00	H1	\$0.00	H1
Sample Sub-Awardee 2 Proposed Pricing	\$0.00	\$0.00	H2	\$0.00	H2	\$0.00	H2	\$0.00	H2	\$0.00	H2
Sample Sub-Awardee 3 Proposed Pricing	\$0.00	\$0.00	H3	\$0.00	H3	\$0.00	H3	\$0.00	H3	\$0.00	H3
I. Total Direct Cost											
	\$0.00	\$0.00	I	\$0.00	I	\$0.00	I	\$0.00	I	\$0.00	I
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)											
	\$0.00	\$0.00	J	\$0.00	J	\$0.00	J	\$0.00	J	\$0.00	J
K. Proposed Total											
	\$0.00	\$0.00	K	\$0.00	K	\$0.00	K	\$0.00	K	\$0.00	K

Sample format for Base Year Budget/Cost Table page shall be as shown below:

DIA IC CAE Budget/Cost – FY 2019		
	Base Year	Proposal Section Reference
A. Proposed Direct Personnel		
Principal Investigator	\$0.00	
Co/Vice Investigator	\$0.00	
B. Support Staff		
Other Direct Labor	\$0.00	
C. Fringe Benefit (X% of salaries and wages if applicable)	\$0.00	
D. Travel to Annual Meeting & Faculty Development Workshop	\$0.00	
E. Equipment	\$0.00	
F. Participant Support		
Proposed Student Travel (x students/yr.)	\$0.00	
IC Scholars Stipends	\$0.00	
IC CAE-STEM	\$0.00	
Incidental Costs for Students Programs	\$0.00	
G. Other Direct Costs		
IC CAE Colloquium		
Material & Supplies		
H. Sub-awards to Consortium Members		
SAMPLE SUBAWARDEE 1 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 2 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 3 PROPOSED PRICING	\$0.00	
I. Total Direct Cost		
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)	\$0.00	
PROPOSED COST	\$0.00	
Notes:		

Sample format for Option Year 1 Budget/Cost Table page shall be as shown below:

DIA IC CAE Budget/Cost – FY 2020		
	Option Year 1	Proposal Section Reference
A. Proposed Direct Personnel		
Principal Investigator	\$0.00	
Co/Vice Investigator	\$0.00	
B. Support Staff		
Other Direct Labor	\$0.00	
C. Fringe Benefit (X% of salaries and wages if applicable)	\$0.00	
D. Travel to Annual Meeting & Faculty Development Workshop	\$0.00	
E. Equipment	\$0.00	
F. Participant Support		
Proposed Student Travel (x students/yr.)	\$0.00	
IC Scholars Stipends	\$0.00	
IC CAE-STEM	\$0.00	
Incidental Costs for Students Programs	\$0.00	
G. Other Direct Costs		
IC CAE Colloquium		
Material & Supplies		
H. Sub-awards to Consortium Members		
SAMPLE SUBAWARDEE 1 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 2 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 3 PROPOSED PRICING	\$0.00	
I. Total Direct Cost		
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)	\$0.00	
PROPOSED COST	\$0.00	
Notes:		

Sample format for Option Year 2 Budget/Cost Table page shall be as shown below:

DIA IC CAE Budget/Cost – FY 2021		
	Option Year 2	Proposal Section Reference
A. Proposed Direct Personnel		
Principal Investigator	\$0.00	
Co/Vice Investigator	\$0.00	
B. Support Staff		
Other Direct Labor	\$0.00	
C. Fringe Benefit (X% of salaries and wages if applicable)	\$0.00	
D. Travel to Annual Meeting & Faculty Development Workshop	\$0.00	
E. Equipment	\$0.00	
F. Participant Support		
Proposed Student Travel (x students/yr.)	\$0.00	
IC Scholars Stipends	\$0.00	
IC CAE-STEM	\$0.00	
Incidental Costs for Students Programs	\$0.00	
G. Other Direct Costs		
IC CAE Colloquium		
Material & Supplies		
H. Sub-awards to Consortium Members		
SAMPLE SUBAWARDEE 1 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 2 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 3 PROPOSED PRICING	\$0.00	
I. Total Direct Cost		
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)	\$0.00	
PROPOSED COST	\$0.00	
Notes:		

Sample format for Option Year 3 Budget/Cost Table page shall be as shown below:

DIA IC CAE Budget/Cost – FY 2022		
	Option Year 3	Proposal Section Reference
A. Proposed Direct Personnel		
Principal Investigator	\$0.00	
Co/Vice Investigator	\$0.00	
B. Support Staff		
Other Direct Labor	\$0.00	
C. Fringe Benefit (X% of salaries and wages if applicable)	\$0.00	
D. Travel to Annual Meeting & Faculty Development Workshop	\$0.00	
E. Equipment	\$0.00	
F. Participant Support		
Proposed Student Travel (x students/yr.)	\$0.00	
IC Scholars Stipends	\$0.00	
IC CAE-STEM	\$0.00	
Incidental Costs for Students Programs	\$0.00	
G. Other Direct Costs		
IC CAE Colloquium		
Material & Supplies		
H. Sub-awards to Consortium Members		
SAMPLE SUBAWARDEE 1 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 2 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 3 PROPOSED PRICING	\$0.00	
I. Total Direct Cost		
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)	\$0.00	
PROPOSED COST	\$0.00	
Notes:		

Sample format for Option Year 4 Budget/Cost Table page shall be as shown below:

DIA/IC CAE Budget/Cost – FY 2023		
	Option Year 4	Proposal Section Reference
A. Proposed Direct Personnel		
Principal Investigator	\$0.00	
Co/Vice Investigator	\$0.00	
B. Support Staff		
Other Direct Labor	\$0.00	
C. Fringe Benefit (X% of salaries and wages if applicable)	\$0.00	
D. Travel to Annual Meeting & Faculty Development Workshop	\$0.00	
E. Equipment	\$0.00	
F. Participant Support		
Proposed Student Travel (x students/yr.)	\$0.00	
IC Scholars Stipends	\$0.00	
IC CAE-STEM	\$0.00	
Incidental Costs for Students Programs	\$0.00	
G. Other Direct Costs		
IC CAE Colloquium		
Material & Supplies		
H. Sub-awards to Consortium Members		
SAMPLE SUBAWARDEE 1 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 2 PROPOSED PRICING	\$0.00	
SAMPLE SUBAWARDEE 3 PROPOSED PRICING	\$0.00	
I. Total Direct Cost		
J. Indirect (F&A) Costs x% on Direct Cost (MTDC excludes 1st \$25K of Sub-award, Equipment, Participants Support)	\$0.00	
PROPOSED COST	\$0.00	
Notes:		

2. REVIEW AND SELECTION PROCESS

Applications received on or before deadline time will be evaluated in accordance with the process and criteria stated in this section. To qualify for an award, a proposal shall meet all requirements, including:

- I. The **eligibility** of the applicant institution as specified in Sections C of this FOA;
- II. The **format** of the proposal as specified in Section D;
- III. The **completeness** of the content in terms of having the parts as specified in Section D and;
- IV. The completeness of the **Program Overview** page as specified in Section E, Page 14.

If a submitted proposal fails to meet requirement #1, no further award evaluation shall occur.

A. Evaluation Panels:

The Evaluation Panels will be composed of Intelligence Community Officers from DIA's Academy for Defense Intelligence Directorate and other IC elements.

B. Proposal Selection

After the evaluation of each proposal, individual scores will be ranked and forwarded to the Source Selection Evaluation Board (SSEB) Chair. The Chair will then convene a meeting with all SSEB evaluators, to review the top ranked proposals.

The SSEB evaluators will use the merit evaluations as the criteria for its deliberations. An official vote of the SSEB on the successful applications will be recorded in the Board's minutes.

The list of selected proposals will be transmitted to the DIA Grants Officer as the Source Selection Authority for negotiation and award action. The awards made will be based on the quality of the proposals, meeting all established criteria of the FOA, and as well as the amount of funding available to the program.

3. FEDERAL SHARE GREATER THAN THE SIMPLIFIED ACQUISITION THRESHOLD

- a. The Federal awarding agency, prior to making a Federal award with a total amount of Federal share greater than the simplified acquisition threshold, is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS) (SEE 41 U.S.C. 2313);
- b. An applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM;
- c. The Federal awarding agency will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under Federal awards, when completing the review of risk posed by applicants as described in 2 CFR 200.205.

4. ANTICIPATED ANNOUNCEMENT AND FEDERAL AWARD DATES

The following table provides the key dates that apply to this announcement. The Estimated Award Date given here shall be used for planning and budgeting purposes. All applications shall be valid for 365 days to allow time for the evaluation, selection and award process.

Action	Due Date
Proposals Due	Sunday, February 24, 2019
Estimated Award Date	Monday, 9 September 2019

F. Federal Award Administration Information

1. Federal Award Notices

After completion of evaluations, a notification letter for award will be sent to the Principal Investigator and to the Authorized Organizational Representative. Successful applicants will receive a letter of congratulations for award.

Unsuccessful applicants will receive a letter of unsuccessful notification with instructions to request a debriefing.

It is the responsibility of applicants and all interested parties to stay apprised of amendments pertaining to this FOA including revision information, posting of questions and answers, as well as, checking notifications via www.Grants.gov.

Upon completing Volume I proposal evaluations, the Government shall issue Notification of Government intent to enter into Volume III discussions and negotiations. Upon completion of Volume III discussions and negotiations, and agreement is reached with the applicant, the Government will issue a successful intent to award letter. In the event Volume III discussions and negotiations result in non-agreement, the applicant will receive an unsuccessful letter and instructions for submitting a debriefing request.

For each proposal, notification will be sent to the institution's Authorized Organizational Representative (AOR) and/or, if possible, to the Principal Investigator (PI). The Government anticipates that the award execution date and the effective start date will be different.

The Government is not obligated to provide any funding until the grant award document is bilaterally signed by the Government Grants Officer and the institutions' authorized signer.

2. Administrative and National Policy Requirements

a. Required Certifications

1. Disclosure of Lobbying Activities (OMB 4040-0013).
2. Assurances for Non-Construction Programs (SF424B) (OMB 4040-0007).

These certifications are found on www.grants.gov under the "FORMS" tab and then under "R&R Family" listing.

3. Reporting

I. Report Submission

Mandatory quarterly, end-of-semester and annual performance progress and financial reports will be required under this program in accordance with the award document. All reporting requirements and instructions for report preparation will be included in the award document. The reports shall be prepared and submitted in accordance with the procedures contained in the bilaterally signed award document.

Copies of reports and all referenced documents will be submitted in softcopy to the DIA Grants Officer Representative of the IC Centers for Academic Excellence (IC CAE) Program Management Office (PMO) and the DIA Grants Officer.

II. Interim Performance Progress Reporting

Institutions are required to submit end-of-semester reports outlining IC CAE Program accomplishments, progress made, status, cumulative metrics on the number of program participants, internships and student IC employment; lessons learned, upcoming activities/milestones, and necessary adjustments (if any), in accordance with the proposal. Recipients are required to report deviations from budget or program scope or objective, and request prior approvals from DIA for budget and program plan revisions.

The *Standard Form 298 (SF298) Report Documentation Page* will be used for interim performance progress reporting along with a defined template provided by the IC CAE Program Office. **DIA requires SF-298 reporting on an End-of-Semester basis.**

III. Interim Financial Reporting

- a. Financial reports shall be submitted no less than quarterly and no more frequently than monthly, as per the Office of Management and Budget (OMB) requirements. The Standard Form 425 Federal Financial Report (FFR) will be used for general financial reporting. **DIA requires SF 425 reporting on a quarterly basis.**
- b. In addition to general financial reporting, invoicing for reimbursement of allowable expended funds shall occur no less than quarterly. Invoices should:
 - i. Mirror approved budget lines from their proposals;
 - ii. Be certified by the appropriate institutions' fiscal personnel as true and accurate;
 - iii. Include the **SF 270 Request for Advance or Reimbursement** form and;
 - iv. Include sufficient detail (receipts, expense reports, vouchers) to allow the Government to verify and validate the expense to approved grant expenditures.
- c. The invoices must be submitted through the National Security Agency (NSA), Maryland Procurement Office (MPO) electronic invoicing secure website at <http://m.nsa.gov/business/programs/electronic-invoicing.shtm>.

- d. A Department of Defense (DOD) External Certification Authority (ECA) Public Key Infrastructure (PKI) Certificate is required to access the website. PKI certificates are used to identify web clients and to encrypt user sessions and emails so that private business stays private. External Certification (EC) complies with the DOD mandate that all private industry partners, contractors, allied partners, and other federal and DOD Agencies employ DOD certificates for all electronic communications. Instructions are included in the grant award.
- e. A final invoice for the grant period shall be submitted no later than 90 days after the conclusion of the period of performance unless extenuating circumstances occur. If extenuating circumstances occur, the recipient should immediately notify the IC CAE Program Office of the circumstance and the anticipated final invoice submission date.

IV. Final Reports

- a. **Performance Report:** A comprehensive final program performance report is required no later than 90 days after the conclusion of the period of performance. The report should address the accomplishments for the entire grant period, provide a listing of all key activities, accomplishments, publications, presentations, workshops, and other program related activities, and work products arising from the program.
- b. **Standard Form 425, Federal Financial Report (FFR):** The SF 425 shall be completed in its entirety. The SF425 requires cumulative reporting of obligations and expenditures. Cumulative reporting provides a sum of obligations and expenditures for the life of the grant.
- c. **Required Certifications:** To assure expenditures are proper and in accordance with the terms and conditions of the Federal award and approved program budgets, **the annual and final fiscal reports or vouchers requesting payment under the agreements must include a certification**, signed by an official who is authorized to legally bind the non-Federal entity, it reads as follows: *"By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false*

statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812)."

V. Reporting Sub-Award and Executive Compensation

a. Reporting of first-tier sub-awards: The *Federal Funding Accountability and Transparency Act of 2006 (Transparency Act)*, includes a requirement for awardees of U.S. grants to report information about first-tier sub-awards and executive compensation under Federal assistance awards issued in FY2011 or later. All awardees of applicable DIA IC CAE grants are required to report to the Federal Sub-Award Reporting System (FSRS) on all sub-awards over \$25,000.

b. Where and when to report: The recipient shall report each obligating action to the Federal Funding Accountability and Transparency Act Sub-award System (FSRS) <http://www.fsrs.gov>. Sub-award information shall be reported no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2014, the obligation shall be reported no later than December 31, 2014.)

c. What to report: The recipient shall report the information about each obligating action in accordance with the submission instructions posted at <http://www.fsrs.gov>.

d. Exemptions: If, in the previous tax year, the recipient had gross income, from all sources, under \$300,000.00, you are exempt from the requirements to report:

- i. Sub-awards, and
- ii. The total compensation of the five most highly compensated executives of any sub-recipient.

G. Federal Awarding Agency Contact:

Mr. Anthony D. Hawkins, Contracting / Grants Officer
Defense Intelligence Agency
Phone: 202/231-3756
Send All Questions to ~FOA399@dodiis.mil

H. Other Information

Notice:

The Government reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. Awards will be subject to periodic reporting and evaluation requirement per Section F, Item 3 Reporting, and Page 35. **DIA may unilaterally transfer responsibility for grants monitoring and/or program management to another USG entity at any time during the period of the grant.**

APPENDIX A

MERIT EVALUATION

I. MERIT EVALUATION CRITERIA

Proposals will be evaluated on a merit basis and in accordance with the Merit Evaluation Table. The merit criteria are components approved by the IC CAE Senior Advisory Board to guide the evaluation.

Objective 1. The institution has demonstrated the ability to develop, modify, and integrate intelligence courses into an undergraduate or graduate intelligence or national security certificate, major, or minor degree program to be called the IC Centers for Academic Excellence (IC CAE). This terminology can be used as a 'tag line' along with a university's name for the program.

Objective 2. The institution has demonstrated the availability of language study in one or more of the following languages: **Arabic (all dialects), Azerbaijani, Bangla, Burmese, Cambodian/Khmer, Chinese (all dialects), Dari, Farsi, French, Georgian, German, Haitian, Hindi, Indonesian, Japanese, Korean, Kurdish, Lao, Pashto, Persian, Punjabi, Russian, Spanish, Swahili, Turkish, Turkmen, Urdu, Uzbek, Vietnamese or other less commonly taught languages of interest to the IC.**

Objective 3. The institution has demonstrated the availability of three or more of the following STEM disciplines: **Biosciences, Chemistry, Cognitive Neural and Behavioral Sciences, Computer and Computational Sciences (includes Algorithm Design, Artificial Intelligence, Computational Modeling Techniques, Computational Statistics, Computer Visioning and Machine Learning), Engineering (includes Aeronautical and Astronautical, Chemical, Civil, Electrical, Materials Science, Mechanical and Nuclear), Geosciences, Mathematical Sciences, Oceanography, Physics, and Technology areas associated with the preceding disciplines (for example, biotechnology, chemical technology, engineering technology, information technology, etc.) of interest to the Intelligence Community.**

Objective 4. The institution has demonstrated compliance with the mission of the IC CAE program, as reflected in the Intelligence Officers Training Program (50 U.S.C. 3224), that is, ethnic and cultural diversity.

- Objective 5. The institution has demonstrated compliance with the FY 2016 Intelligence Authorization Act (HPSCI), which states institutions, must be part of a consortium to specifically enhance collaboration with under-resourced schools in their area in a manner that promotes diversity.
- Objective 6. The institution has proposed to facilitate student participation in on-campus academic programs and off-campus professional development activities in intelligence or national security.
- Objective 7. The institution has proposed student study abroad/cultural immersion and regional studies opportunities.
- Objective 8. The institution has proposed faculty research and professional development in support of teaching an intelligence curriculum.
- Objective 9. The institution has proposed annual colloquia, or a speaker series, in collaboration with rural and under-resourced regional colleges and universities, local and federal Government and industry partners on intelligence and national Security topics.
- Objective 10. The institution has demonstrated the presence of program management, marketing and sustainment action plans.

II. MERIT EVALUATION TABLE

The scores of all evaluation criteria will be converted to numeric scores, per the table below.

- a. The numeric score, for example, is arrived at by multiplying the merit weight point in the 'Merit Definition & Weight Points' column by the 'Evaluation Rating' choice of either *Excellent (5)*, *Good (4)*, *Fair (3)* or *Poor (2)*. The top proposal merit score possible is 550 points. Submissions receiving under 300 merit points will not be considered for funding.
- b. Sample formula for evaluation. The evaluation rating of "*Excellent*" to "*Poor*" will be multiplied by the merit rating in the respective Evaluation Criteria.
- c. In the event of an overall "*Excellent*" evaluation rating for a total weight score of 550, the Merit Weight points in A through J, shall each be multiplied by the "*Excellent*" Evaluation Rating of 5. All points added together will equal 550 points.

- d. In the event of an overall "*Good*", the "Good" Evaluation Rating of 4 shall multiply each evaluation rating for a total weight score of 440, the Merit Weight points in A through J. All points added together will equal *440 points*.
- e. In the event of an overall "*Fair*", the "Fair" Evaluation Rating of 3 shall multiply each evaluation rating for a total weight score of 330, the Merit Weight points in A through J. All points added together will equal *330 points*.
- f. In the event of an overall "*Poor*", the "Poor" Evaluation Rating of 2 shall multiply each evaluation rating for a total weight score of 220, the Merit Weight points in A through J. All points added together will equal *220 points*.

Merit Definition & Weight Points (Constant)	Evaluation Rating (Variable)			
	Excellent (5)	Good (4)	Fair (3)	Poor (2)
A. Curriculum development. 1. Plan to develop, modify, & integrate intelligence courses into undergraduate or graduate major, minor or certificate program to be called an IC Center for Academic Excellence; 2. Sustaining applicants plan to significantly expand their previously developed IC curricula under the name of an IC Center for Academic Excellence. (Merit weight: 10 points)	Proposal includes a major, minor, and certificate program containing at least five core intelligence courses.	Proposal includes a minor containing at least five core intelligence courses.	Proposal includes a certificate program containing at least five core intelligence courses.	Proposal includes fewer than five core intelligence courses.
SCORE:	50	40	30	20
B. Languages of interest courses available. (Merit weight: 10 points)	Proposal offers courses in four or more identified languages for four semesters or six quarters each on campus.	Proposal offers courses in three identified languages for two semesters or three quarters on campus.	Proposal offers one identified language for one semester or two quarters or familiarization through travel only.	Proposal reflects general languages provided on campus.
SCORE:	50	40	30	20
C. IC CAE-STEM Program development. (Merit weight: 10 points)	Proposal offers courses in three or more identified STEM topics on campus for four semesters each and offers a research program.	Proposal offers a course in two identified STEM topics for two semesters on campus and offers a research program.	Proposal offers two identified STEM topics.	Proposal reflects general STEM education on campus.
SCORE:	50	40	30	20
D. Adherence to CAE mission ethnic and cultural diversity, which are traditionally under-resourced populations. Schools designated as Asian Americans and Pacific Islanders, American Indian and Alaskan Native, Hispanic-Serving Institutions (HSIs), Historically Black Colleges and	Have a greater than 75% diverse student population.	Have a greater than 50% diverse student population.	Have between 50% and 25% diverse student populations.	Have less than 25% diverse student population.

Universities (HBCUs), Predominately Black Institutions (PBIs) and Tribal Colleges and Universities (TCCUs) will be graded Excellent. (Merit weight: 15 points)				
SCORE:	75	60	45	30
E. Consortium. Institutions must be part of a consortium to specifically enhance collaboration with under-resourced schools in their geographical area in a manner that promotes diversity. Schools designated as Asian Americans and Pacific Islanders, American Indian and Alaskan Native, Hispanic-Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), Predominately Black Institutions (PBIs) and Tribal Colleges and Universities (TCCUs) will be graded Excellent. (Merit weight: 15 points)	Plan to form a consortium consisting of three (3) or more under-resourced schools.	Plan to form a consortium consisting of two (2) under-resourced schools.	Plan to form a consortium consisting of one (1) under-resourced schools.	Plan to form a consortium consisting of zero (0) under-resourced school.
SCORE:	75	60	45	30
F. Facilitate student participation in on-campus academic programs, and professional development activities. (Merit weight: 10 points)	Plan to hold quarterly or more frequent developmental events on intelligence or national security and send students to multiple conferences.	Plan to hold semi-annual developmental events on intelligence or national security and an intelligence conference.	Plan to hold semi-annual development events.	Plan to hold an annual colloquium only.
SCORE:	50	40	30	20
G. Provide student study abroad, cultural immersion and regional studies opportunities. (Merit weight: 10 points)	Intend to provide students with 4-8 weeks study abroad opportunities.	Intend to provide students with 4 weeks study abroad opportunities.	Intend to provide students with 3 weeks study abroad opportunities.	Intend to provide students with 2 weeks study abroad opportunities.
SCORE:	50	40	30	20

H. Faculty research and professional development in support of teaching an intelligence or national security curriculum. (Merit weight: 10 points)	Proposal includes specific, knowledge-based plan to support and fund faculty research and professional development including intelligence or national security conference attendance, workshop and seminar attendance, or other methods.	Proposal includes plan to support and fund faculty research and professional development including attendance at workshops and intelligence or national security seminars.	Proposal includes general statement of support for faculty development.	Proposal does not plan or budget for faculty research or professional development.
SCORE:	50	40	30	20
I. In collaboration with rural and under-resourced regional colleges and universities, local and federal Government and industry partners, host an annual colloquium or speaker series on Intelligence and National Security topics. (Merit weight: 10 points)	Plan to hold annual colloquium or speaker series with at least 12 university, Government or industry partners.	Plan to hold annual colloquium or speaker series with at least 6 - 11 university, Government or industry partners.	Plan to hold annual colloquium or speaker series with at least 3-5 university, Government or industry partners.	Plan to hold annual colloquium or 1-2 speaker events; no details on partners given.
SCORE TOTAL:	50	40	30	20
J. Establish and maintain a program management, marketing and a sustainment action plan. (Merit weight: 10 points)	Proposal includes specifics on how the program will be managed and marketed now, as well as sustained once federal funding has ended; PI has substantial IC knowledge and program management experience.	Proposal contains general management plan and speaks to some marketing and sustainment; PI has broad IC knowledge and program management experience.	Proposal contains general plans for management, marketing and sustainment; the PI has only limited IC knowledge and program management experience.	Proposal refers to program management plan without any specifics; PI has no IC or program management experience.
SCORE:	50	40	30	20
TOTAL POINTS:	550	440	330	220

APPENDIX B

ADDITIONAL COST VOLUME INSTRUCTIONS

VOLUME III: BUDGET

****IMPORTANT NOTE – APPROACH ‘A’****

A1. New, Initial and First Time Offers to DIA IC CAE grants program shall provide a proposal that represents and supports their cost Volume III and shall include total cost estimates for each budget year of the proposed program: year one total, year two total, year three total, year four total, and year five total. All proposed cost elements for each year shall have detailed support explanations that clearly identify the relationship of budget cost elements to proposal objectives and descriptions. The amounts shall clearly demonstrate costs for any sub-awards and allocations of their budget cost elements.

Descriptions shall reflect a PHASED APPROACH to implementing the program components detailed in Volume I, with each year's efforts building on the previous year. Cost elements and descriptions shall reflect program growth over the five-year period, moving from development to sustainment. Planned activities and their associated costs shall demonstrate the program's evolution:

EXAMPLE:

PHASE ONE - Base Year: Development of IC-CAE program components and trial implementation with student participation.

PHASE TWO - Option Year 1: Start of each program component operations and student participation.

PHASE THREE - Option Year 2: Continuation of each program component operations and improvements as well as student participation.

PHASE FOUR - Option Year 3: Continuation of each program component operations and improvements, student participation, as well as development of a Grant transition to sustainment.

FINAL PHASE - Option Year 4: Program components operation and improvements, student participation, as well as implementation of Grant transition to sustainment.

******IMPORTANT NOTE – APPROACH 'B'******

B1. Prior and Sustaining Offers who were previously issued a Grant from DIA IC CAE or currently have an intelligence studies program established shall include total cost estimates for each budget year of the proposed program: year one total, year two total, year three total, year four total, and year five total. All proposed cost elements for each year shall have detailed support explanations that clearly identify the relationship of budget cost elements to proposal objectives and descriptions. The amounts shall clearly demonstrate costs for any sub-awards and allocations of their budget cost elements.

Descriptions shall reflect a PHASED APPROACH in sustainment, incorporation and or development/improvement with implementing IC CAE required program components detailed in Volume I; Section 2; (1 through 10); with each year's efforts building on or refining the previous years. Cost elements and descriptions shall reflect program growth over the five-year period, moving from development to sustainment. Planned activities and their associated costs shall demonstrate the program's evolution:

EXAMPLE:

PHASE ONE - Base Year: Incorporation of IC-CAE program components, improvements, as well as providing student participation.

PHASE TWO - Option Year 1: Continuation of IC-CAE program components, and improvements as well as student participation.

PHASE THREE - Option Year 2: Continuation of each IC-CAE program component operations and improvements as well as student participation.

PHASE FOUR - Option Year 3: Continuation of each IC-CAE program component operations and improvements as well as student participation and develop Grant transition to sustainment.

FINAL PHASE - Option Year 4: Continuation of each IC-CAE program component operations and improvements as well as student participation and implement Grant transition to sustainment.

APPENDIX C

IC CAE KNOWLEDGE UNITS

A. Core Intelligence Topics

- 1. National Security**
 - a. History of U.S. Intelligence
 - b. National Security Issues
 - c. Strategic Intelligence
 - d. International Relations Theory
- 2. U.S. Intelligence Community**
 - a. National Intelligence Policy: National Intelligence Strategy (NIS) and National Security Council (NSC)
- 3. Intelligence Cycle**
- 4. Intelligence Collection**
 - a. Human Intelligence (HUMINT)
 - b. Geospatial Intelligence (GEOINT)
 - c. Measurement & Signature Intelligence (MASINT)
 - d. Open-Source Intelligence (OSINT)
 - e. Signals Intelligence (SIGINT)
- 5. All Source Intelligence**
- 6. Components of Strategic Intelligence**
 - a. Biographic
 - b. Economic
 - c. Sociological
 - d. Transportation & Telecommunications
 - e. Military Geographic
 - f. Armed Forces
 - g. Political
 - h. Scientific & Technical

B. Core IC Professional Development

1. Critical Thinking
2. Analytic Writing
3. Research Methods
4. Briefing Skills

C. Optional Intelligence Topics

1. Irregular Warfare
2. Terrorism
3. Counterterrorism
4. Counter-intelligence
5. Counter-proliferation
6. Intelligence and the Law
7. Classification
8. Five Eyes Interaction
9. Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) – Weapons of Mass Destruction (WMD)

D. Core Analytic Processes (Undergraduate And Graduate)

1. **The Analytic Process**
 - a. Defining the problem
 - b. Generating Hypothesis
 - c. Determine Information Needs and Gather Information
 - d. Evaluate Sources
 - e. Test/Evaluated Hypotheses
 - f. Package and Disseminate the Product
 - g. Peer Review
2. **Issues in Intelligence Analysis: Mindsets and Biases**
 - a. Analytic
 - b. Cultural
 - c. Organizational

- d. Cognitive
- e. Perception
- f. Vividness
- g. Absence of Evidence
- h. Consistency
- i. Confirmation
- j. Assimilation
- k. Accommodation
- l. Persistence of Initial Impression

E. Structured Analytic Techniques (Optional Undergraduate And Core Graduate)

1. Intelligence Production Process

- a. Defining the Problem
- b. General Survey
- c. Collection of Data
- d. Evaluation of Sources
- e. Analysis
- f. Integration of data
- g. Interpretation of Data
- h. Presentation
- i. Dissemination: Reports, Briefings, and Presentations

2. Issue Development

3. Divergent/Convergent Thinking

4. Quadrant Hypothesis Generation

5. Event Trees and Subjective Probability

6. Analysts' Role in Collection

- a. Overview of the Collection Management Process

7. Information and Evidence Diagnostics

8. Sorting, Chronologies, and Timelines

9. Association Matrix and Link Analysis

10. Indicator-based Analysis

11. Hypothesis Review
12. Weighted Ranking
13. Analysis of Competing Hypothesis / Analysis of Alternatives
14. Contrarian Analytic Techniques
 - a. Devils Advocacy
 - b. Team A / Team B
 - c. High Impact-Low Probability Analysis
 - d. What If? Analysis
 - e. Red Teaming
 - f. Delphi Method
15. Art of Predictive Analysis
16. Drawing Conclusions
17. Practicum in Analytic Techniques