

Index

- Abu Ghraib prison, 1, 236
 torture at, 237
- ACS system. *See* Automated Case Support system
- Afghanistan, 26
 “overt” covert operations in, 216–217, 227
- Ahmadinejad, Mahmoud, 19–20
- Alito, Samuel, 253
- Allende, Salvador, 213. *See also* Chile, U.S. covert operations in
- alternative analysis, 153, 161–162
 red-teaming and, 161, 279
- analysis, of intelligence information, 134–167. *See also* postmortems, for intelligence analysis
- access to information in, 152
- alternative, 153, 161–162
- Bayesian, 39–42, 48
- best practices application to, 154–163
- within CIA, 50
- of complexities, 146, 147–148
- consumer needs in, 154, 157–160, 163–167
- desirable redundancy in, 152–153
- by DIA, from Soviet Union, 50
- under DNI, 163
- domestic, 11
- FACTIONS method for, 158
- historical timeline for, 141
- improvement of, 134–135
- through learning organizations, 148–154
- learning systems in, 154
- by LEAs, 55
- for mysteries, 146, 147
- for puzzle-solving, 17, 18, 146
- “sensemaking” in, 160, 165–166
- simultaneity in, 153
- on Soviet Union, 143–144
- through “stovepipes,” by agency, 59–60
- for traditional v. transnational targets, 141–148
- analysts, 170–171
- Angola, 26
- FNLA in, 213, 220
- MPLA in, 212
- UNITA in, 213, 220, 226
- U.S. covert operations in, 212–214, 225–226
- Arar, Maher, 238
- Arbenz Guzman, Jacobo, 211
- Argyris, Chris, 110
- Ashcroft, John, 247, 252
- AUMF. *See* Authorization for Use of Military Force
- Australia, domestic intelligence service in, 129
- questioning warrants and, 129
- Authorization for Use of Military Force (AUMF), 239
- Automated Case Support (ACS) system, 67
- Baginski, Maureen, 122
- Bayesian analyses, of U.S. intelligence, 39–48. *See also* traditional warning, in Bayesian analysis
- Dempster–Shafer theory and, 277

Cambridge University Press

978-0-521-51845-1 - Intelligence for an Age of Terror

Gregory F. Treverton

Index

[More information](#)

294

Index

- Bayes, Thomas, 39
 Bay of Pigs, 12, 212, 264
 Betts, Richard, 242
 Bill and Melinda Gates Foundation, 30
 bin Laden, Osama, 81, 137, 165, 218, 239, 248. *See also* 9/11; 9/11 Commission; Al Qaeda; terrorism
 biological weapons, 42
 Bissell, Richard, 223
 Black Panther Party, 127
 The Border Patrol, 187
 Bremer, L. Paul, 188
 Britain
 domestic intelligence service in, 127, 128
 domestic terrorism in, 75
 terrorist attacks in, 1
 Brown, Harold, 5
 Bureau of Intelligence and Research (INR), 6
 Bush, George H.W., 181
 Bush, George W., 52, 215, 217

 CALL. *See* Center for Army Lessons Learned
 Canada
 CSIS in, 127, 131–132, 133
 domestic intelligence service in, 127–128
 Front de Libération du Québec in, 127
 Parti Québécois in, 127
 RCMP in, 127–128
 Canadian Security and Intelligence Service (CSIS), 127, 131–132, 133
 CARE, 186
 Casey, William, 182
 Castillo Armas, Carlos, 211
 Castro, Fidel, 215
 Center for Army Lessons Learned (CALL), 136
 Central Intelligence Agency (CIA), 5.
 See also covert operations, by U.S.
 CIA University, 118
 covert operations by, 12–13, 210–212, 228–230
 DCI and, 95–96
 DNI appointments under, 87–88
 FBI v., intelligence boundaries of, 49–50, 56–57
 al-Hazmi under surveillance by, 76–80
 historical development of, 95–96
 HUMINT under, 17, 50, 57
 information analysis within, 50
 information-sharing by, 188
 intra-agency cooperation failures
 before 9/11 and, 51–52, 77–80
 al-Mihdhar under surveillance by, 76–80
 mission of, future changes to, 112
 NSC and, 61
 paramilitary operations redevelopment and, 97–98
 political prisons under control of, 239–240
 reward structure within, 116
 SAG under, 94
 Special Operations Forces and, 13, 98
 terrorist tracking by, 77–80
 TIPOFF and, 78
 waterboarding use by, 240, 288
 Central Intelligence Group, 56. *See also* Central Intelligence Agency
 Chalabi, Ahmed, 176
 Cheney, Dick, 182, 267
 Chile, U.S. covert operations in, 207–208, 213
 China, 20–21
 “Leninist capitalism” in, 20
 Tibet freedom from, 214
 as U.S. competitor/partner of, 21
 Chu, David, 58
 “Church Committee,” 207–208, 235
 Church, Frank, 207
 CIA. *See* Central Intelligence Agency
 CIA University, 118
 Sherman Kent School in, 118
 CID. *See* Criminal Investigative Division
 Civiletti, Benjamin, 247
 Clapper, James, 177
 COINTELPRO. *See* counterintelligence programs
 Colby, William, 95, 216, 236
 Cold War
 analysis of intelligence during, 141–148
 closed data during, 4
 consumers for intelligence during, 185–186
 deterrence as policy strategy during, 37–38
 domestic intelligence during, 50–51
 intelligence after, 49–74

- intelligence during, 3, 6, 17–18
- second-strike retaliation as threat during, 37
- Soviet Union as transnational target during, 22, 26
- U.S. covert operations during, 209–212
- Community Oriented Policing Services (COPS), 205
- community policing, 55
- complexities, in intelligence analysis, 146, 147–148
- consumers, for intelligence, 3, 11–14, 113–114, 168–185, 206. *See also* consumers, for intelligence; information-sharing
- analysis of intelligence and, 154, 157–160, 163–167
- analysts as, 170–171
- during Cold War, 185–186
- divisions between, as tribal, 169–170, 173
- information-sharing between, 12, 168–169, 188–192
- as local/state level, 187
- after 9/11, 29, 186–188
- NIOs as, 173
- policy officials as, 169–170, 171
- politicization of intelligence and, 168, 173–179, 185–188
- public infrastructure and, 187–188
- transnational targets and, 28–30
- Contras. *See* Nicaragua, U.S. covert operations in
- COPS. *See* Community Oriented Policing Services
- counterintelligence programs (COINTELPRO), 52
- against civil rights activists, 52
- counterterrorism center (CTC), 55
- NCTC v., 92
- covert operations, by U.S., 207–234. *See also* “overt” covert operations
- in Angola, 212–214, 225–226
- Bay of Pigs, 12, 212
- against Castro, 215
- in Chile, 207–208, 213
- “Church Committee” on, 207–208
- by CIA, 12–13, 210–212, 228–230
- during Cold War, 209–212
- Contras and, in Nicaragua, 208
- definition of, 207
- democracy and, 231–234
- evaluations of, 212–215
- failures of, 12–13
- in Guatemala, 211, 217–218
- information leaks about, 215–216
- international targets for, 208
- in Iran, 211
- Iran–Contra Affair, 12, 233–234
- in Italy, 210–211
- with limited objectives, 224–225
- media interest in, 215–216
- morality of, 218–220
- moves toward openness of, 220–223
- after 9/11, 226–231
- under NSC 1012, 210
- as paramilitary, post 9/11, 228–231
- PBSUCCESS, 211, 214
- as political choice, factors for, 223–226
- political criteria for, 220
- with psychological warfare, 210
- regional political context of, 225
- with SOCOM, 229–230
- Special Operations Forces and, 13, 228
- in Tibet, 214–215
- TPAJAX, 211, 214
- warning signals against, 224
- Criminal Investigative Division (CID), 69
- CSIS. *See* Canadian Security and Intelligence Service
- CTC. *See* counterterrorism center
- CTR. *See* Currency Transaction Report
- Cummings, Arthur, 122
- Currency Transaction Report (CTR), 255
- DARPA. *See* Defense Advanced Research Projects Agency
- Daschle, Tom, 150
- Dayton Peace Accords, 149
- Defence Radio Establishment (FRA), 249
- Defense Advanced Research Projects Agency (DARPA), 150, 163
- Defense Intelligence Agency (DIA), 6
- Soviet Union information analysis by, 50
- Defense Intelligence Agency Center (DIAC), 89
- democracy, covert operations within, 231–234
- Dempster–Shafer theory, 277

- Department of Homeland Security (DHS), 10
 - fusion centers under, 201–202, 265
 - information-sharing by, 192
 - mission of, 111–112
 - No Fly List under, 258
- Detainee Treatment Act (DTA) (U.S.), 238
- deterrence, as policy strategy
 - during Cold War, 37–38
 - intelligence as factor in, 37
 - intentions/perceptions of Soviet Union and, 37–38
 - second-strike retaliation as, 37
- DHS. *See* Department of Homeland Security
- DIA. *See* Defense Intelligence Agency
- DIAC. *See* Defense Intelligence Agency Center
- Director of Central Intelligence (DCI)
 - authority parameters of, 95
 - CIA and, 95–96
 - DNI v., 85–86, 89–90, 95–98
 - FBI and, 56–57
- Director of National Intelligence (DNI), 8, 9. *See also* McConnell, Mike; Negroponte, John
 - authority parameters of, 83, 84–87
 - budget allocation for, 89, 269
 - CIA appointments under, 87–88
 - DCI v., 85–86, 89–90, 95–98
 - FIA under, 102–104
 - ICDO under, 109
 - intelligence analysis tools under, 163
 - JMIP under, 86
 - location of, 89
 - NCTC under, 91
 - NIC-C under, 109
 - 9/11 Commission creation of, 81, 82, 85–90, 183–184
 - NIP under, 83
 - “dirty bomb,” 47
- DNI. *See* Director of National Intelligence
- domestic intelligence, in U.S., 10–11, 120–131
 - analysis of, 11
 - through COINTELPRO, 52
 - during Cold War, 50–51
 - commission arguments against, 98–99
 - DHS for, 10
 - under FBI, 121–124
 - under FISA, 14, 53
 - potential advantages of, as a separate agency, 126–127, 131–133
 - reform procedures for, 75–99
 - as separate agency, 124–131
- domestic intelligence service
 - in Britain, 127, 128
 - in Canada, 127–128
 - focus of, 132
 - foreign intelligence and, blurring of boundaries between, 132–133
 - in France, 128
 - intra-agency cooperation with, as potential issue, 132
 - in the Netherlands, 133
 - potential advantages of, 126–127, 131–133
 - RCMP as, 127–128
 - as separate agency, in U.S., 124–131
- domestic surveillance, 243–244, 246
 - under FISA, 244–245, 249–254
 - under Patriot Act, 244–245, 246
 - in Sweden, 249
- domestic terrorism, in Britain, 75
- DTA. *See* Detainee Treatment Act
- Dulles, Allen, 212, 234. *See also* Bay of Pigs
- ECPA. *See* Electronic Communications Privacy Act
- educational institutions, for intelligence
 - CIA University, 118
 - Intelligence Fellows Program, 118
 - National Intelligence University, 117, 119
 - STEP, 120
- Electronic Communications Privacy Act (ECPA) (U.S.), 199
 - wiretaps under, 199
- endowment organizations. *See* National Endowment for Democracy
- energy imports, 23
- Ermarth, Fritz, 144
- espionage, 105–106
- Europe. *See* Britain; France, domestic intelligence service in; Germany; Italy, U.S. covert operations in; the Netherlands, domestic intelligence service in; Spain, terrorist attacks in
- Executive Order 12333, 102, 153

- FAA. *See* Federal Aviation Administration
 FACTIONS method, 158
 Fallows, James, 265
 FBI. *See* Federal Bureau of Investigation
 Federal Aviation Administration (FAA), 8
 RFU in, 63
 Federal Bureau of Investigation (FBI), 5
 ACS system in, 67
 CIA v., intelligence boundaries of, 49–50, 56–57
 CID in, 69
 DCI and, 56–57
 domestic intelligence under, 121–124
 under FISA, 53, 244–245
 Fort Dix case under, 70–73
 al-Hazmi under surveillance by, 76–80
 information-sharing by, 188, 192
 intelligence development within, 8–9, 56
 intra-agency cooperation failures before 9/11 and, 51–52, 77–80
 LEAs and, 62–66
 al-Mihdhar under surveillance by, 76–80
 mission of, 112
 Moussaoui case and, 62–65
 under Mueller, 76
 after 9/11, 68
 Omar as informant for, 71–72
 “Phoenix Memo” and, 63
 preemptive prosecution by, 69–74
 reorganization of, under Mueller, 122–123
 SACs in, 67
 security concerns within, 66–69
 UBLU in, 63
 FIA. *See* Future Imagery Architecture
 FISA. *See* Foreign Intelligence Surveillance Act
 FISC. *See* Foreign Intelligence Surveillance Court
 FNLA. *See* National Front for the Liberation of Angola
 “force protection,” 107–108
 Ford, Joseph, 123
 Foreign Intelligence Surveillance Act (FISA) (U.S.), 14, 52
 domestic intelligence under, 53
 domestic surveillance expansion under, 244–245, 249–254
 FBI under, 53, 244–245
 Moussaoui under, 63–64
 Patriot Act under, 244–245
 public response to, 250
 Foreign Intelligence Surveillance Court (FISC), 52
 Forest Service, mission of, 111
 Fort Dix case, 70–73, 266
 informants in, 71–72
 Omar role in, 70
 FRA. *See* Defence Radio Establishment
 France, domestic intelligence service in, 128
 Front de Libération du Québec, 127
 fusion centers, 201–202, 265
 Future Imagery Architecture (FIA), 102–104
 for IMINT, 102–103
 NRO and, 102–104
 FutureMAP. *See* Future Markets Applied to Prediction
 Future Markets Applied to Prediction (FutureMAP), 150

 Gannon, John, 173
 Gates, Robert, 112, 180
 Geneva Conventions, political prisoners under, 239
 Germany
 domestic intelligence service in, 132
 Konrad Adenauer Stiftung in, 221
 Gladwell, Malcolm, 278
 global warming, 25
 Gonzales, Alberto, 250
 Gorbachev, Mikhail, 19
 Gormley, Dennis, 177
 Goss, Porter, 95
 Graham, Bob, 120
 Great Britain. *See* Britain
 Guantanamo prison, 1
 Geneva Convention abuses at, 239
 political detainees at, 239–240
 Guatemala, U.S. covert operations in, 211, 217–218
 PBSUCCESS as, 211, 214

 Hamdan, Salim Ahmed, 239
 Hamdi, Yasser Esam, 243
 Hanssen, Robert, 66, 73

Cambridge University Press

978-0-521-51845-1 - Intelligence for an Age of Terror

Gregory F. Treverton

Index

[More information](#)

298

Index

- Hayden, Michael, 86, 163, 177, 250
 on waterboarding use by CIA, 288
 al-Hazmi, Nawaf, 76–80
 in 9/11 Commission, 79
 Al Qaeda connections of, 77
 Helms, Richard, 182
 Hermann, Robert J., 103
 Homeland Security Council, 91
 Hoover, J. Edgar, 52
 “house lines,” intelligence through, 174
 Hughes Ryan Act (U.S.), 230
 human intelligence (HUMINT), 6, 105
 CIA control of, 17, 50, 57
 as puzzle-solving, 17–18
 HUMINT. *See* human intelligence
 Hussein, Saddam, 40, 174, 182. *See also* Iraq
 ICDO. *See* Integrated Concepts Development Office
 IFOR. *See* Intervention Force
 imagery intelligence (IMINT), 6, 17, 50, 57
 FIA and, 102–103
 on Al Qaeda, 104
 IMINT. *See* imagery intelligence
 Immigration and Naturalization Service (INS), 7
 mission of, 111
 India, nuclear tests in, 137–138
 inferences, 139–140
 informants, for FBI, 71–72
 information. *See also* analysis, of
 intelligence information; known problems
 CIA analysis of, 50
 DIA analysis of, on Soviet Union, 50
 “leaking” of, 215–216
 mining of, after 9/11, 32
 on Soviet Union, agency analysis on, 50
 through “stovepipes,” 50
 information-sharing, 152
 by CIA, 188
 by DHS, 192
 division of labor and, 200–206
 by FBI, 188, 192
 through fusion centers, 201–202
 among intelligence consumers, 12, 168–169, 188–192
 through ISACs, 202
 by LEAs, 192–200
 under National Criminal Intelligence Sharing Plan, 205
 9/11 Commission on, 191
 public v. private, 203
 through SCCs, 202
 support needs for, 195
 against terrorism, 189
 training for, 204–205
 Information Sharing and Analysis Centers (ISACs), 202
 INR. *See* Bureau of Intelligence and Research
 INS. *See* Immigration and Naturalization Service
 Integrated Concepts Development Office (ICDO), 109
 Intelligence Authorization Act (U.S.), 230
 Intelligence Fellows Program, 118
 Intelligence Information Innovation Center, 163
 intelligence, in U.S. *See also* Bayesian analyses, of U.S. intelligence; Central Intelligence Agency; consumers, for intelligence; domestic intelligence, in U.S.; Federal Bureau of Investigation; human intelligence; National Security Agency; 9/11 Commission; targets, of U.S. intelligence; transnational targets, for U.S. intelligence
 boundaries of, 3–4
 changing targets of, 4–5, 15–48
 after Cold War, 49–74
 during Cold War, 3, 6, 17–18
 collection of, contemporary changes to, 9–10, 106–107
 congressional oversight of, 82
 as consumer good, 3, 11–14, 113–114, 168–185, 206
 contemporary changes to, 7–11
 covert operations and, failures of, 12–13
 under DIA, 6
 DNI and, 8, 9
 domestic v. foreign, blurring of
 boundaries between, 132–133
 educational institutions for, 117, 118, 119

- within FBI, development of, 8–9, 49–50, 56
- FISA and, 14, 52
- FISC for, 52
- “force protection” and, 107–108
- historical analysis of, 6
- HUMINT as, 6, 105
- IMINT as, 6, 17, 50, 57
- “information-sharing” of, 12
- under INR, 6
- intra-agency conflict and, 56–57
- through ISR, 38
- law enforcement v., 54–57
- learning organizations and, 109–114
- MASINT as, 108
- mysteries in, 18–19
- nation-states as targets of, 15–16, 21
- within NCTC, centralization of, 83
- under NGA, 6
- 9/11 Commission reforms for, 81–99, 232–233
- open data and, 4
- organization of, 6, 50
- personnel, treatment of, 114–120
- politicization of, 11–12, 168
- prevention of terrorism and, 38–39
- public need v. privacy with, 3–4
- as puzzle-solving, 17–18
- reform procedures for, 75–99
- risk and, 2
- role in deterrence, as policy strategy, 37
- role in public policy, 54
- Rumsfeld on, typology of, 63
- SIGINT as, 6, 17, 50, 57
- as social contract, 235–261
- sources of, protection for, 54–55
- against terrorists, 4
- traditional v. contemporary, 2
- types of, 3
- WMD Commission reforms for, 81
- intelligence personnel
 - demographics for, 114
 - reward structure for, within CIA, 116
 - training recommendations for, 117, 119
 - treatment of, 114–120
 - virtual teams of, 115
 - young recruits as, 114–116
- intelligence, surveillance, reconnaissance (ISR), 38
- interception laws, 197–199
- Internal Revenue Service (IRS), mission of, 111
- International Red Cross, 186
- Intervention Force (IFOR), 149
- IRA. *See* Irish Republican Army
- Iran, 19–20
 - under Ahmadinejad, 19–20
 - on Israel, 264
 - under Khomeini, 19
 - politicization of intelligence on, on nuclear capability, 178–179
 - TPAJAX operation in, 211, 214
 - U.S. covert operations in, 211
 - U.S. émigrés from, 20
- Iran–Contra Affair, 12, 233–234
- Iran’s Nuclear Intentions and Capabilities* (NIE), 178–179
- Iraq
 - National Congress in, 176, 177
 - NIE for, 139
 - politicization of intelligence on, 174–178
 - Al Qaeda in, 175, 182
 - WMD Commission on, 105
 - WMDs in, intelligence errors for, 18, 136, 137
- Irish Republican Army (IRA), 2
- IRS. *See* Internal Revenue Service, mission of
- ISACs. *See* Information Sharing and Analysis Centers
- ISR. *See* intelligence, surveillance, reconnaissance
- Israel, 264
- Italy, U.S. covert operations in, 210–211
- Jackson, Robert, 253
- Japan, *kaizen* in, 276–277
- Jenkins, Brian, 261
- JMIP. *See* Joint Military Intelligence Program
- John Paul II (Pope), 180
- Joint Military Intelligence Program (JMIP), 86
- Jong-il, Kim, 19
- kaizen* (management philosophy), 276–277
- Kelly, Raymond W., 248
- Kennan, George, 210

- Kennedy, Edward, 258
 Kennedy, John F., 212
 Khomeini, Ruhollah (Ayatollah), 19, 218
 King, Martin Luther, Jr., 52
 Kissinger, Henry, 207
 Klein, Joe, 81
 known problems, 17
 Konrad Adenauer Stiftung, 221
- law enforcement agencies (LEAs). *See*
 also Federal Bureau of Investigation
 community policing in, 55
 ECPA and, 199
 FBI and, 62–66
 fusion centers and, 201–202
 information-sharing among, 192–200
 intelligence analysis in, 55
 intelligence v., 54–57
 interception laws and, 197–199
 in MATRIX, 196
 as responsive, 55
 task force participation by, 194
 terrorist groups and, by jurisdiction,
 193
- “leaking” information, 215–216
 learning organizations, 109–114
 CALL, 136
 development of, 109–111
 intelligence analysis through, 148–154
 mission of, 111–112
 partnerships between, 113
 purpose of, 110
 tacit knowledge in, 148–152
- LEAs. *See* law enforcement agencies
 Le Carré, John, 54
 “Leninist capitalism,” 20
 Levy, Edward, 247
 Lewin, Kurt, 110
 Los Angeles Times, 80
 Louie, Gilman, 192
- Marcos, Ferdinand, 137
 Markle Foundation, 189, 190
 Marshall Plan, 210
 MASINT. *See* measurement and
 signatures intelligence
 MATRIX. *See* Multistate Antiterrorism
 Information Exchange
 McCain, John, 238
 McConnell, Mike, 86, 97, 102, 191, 240
 McFarlane, Robert, 234
- measurement and signatures intelligence
 (MASINT), 108
 Médecins sans Frontières, 186
 al-Mihdhar, Khalid, 76–80
 in 9/11 Commission, 79
 military operations, under CIA, 97–98
 Miller, William, 234
 Milosevic, Slobodan, 13, 149, 222
 Mohammed, Khalid Sheikh, 240
 Mossadeq, Mohammed, 211
 Moussaoui, Zacarias, 62–65, 165, 254
 under FISA regulations, 63–64
 in “Phoenix Memo,” 63
 as terrorist, 64
 al-Mouyad, Muhammad Ali Hassan,
 248
 MPLA. *See* Popular Movement for the
 Liberation of Angola
 Mudd, Philip, 123
 Mueller, Robert, 8, 62, 121
 FBI reforms under, 76
 FBI reorganization under, 122–123
 al Muhajir, Abdullah, 243
 Multistate Antiterrorism Information
 Exchange (MATRIX), 196
 Murad, Abdul Hakim, 65
 Muslim extremists, terrorism by, 2
 mysteries, in intelligence, 18–19
 analysis of, 146, 147
- al-Nashiri, Abd al-Rahim, 240
 National Congress (Iraq), 176, 177
 National Counterproliferation Center, 8,
 76
 WMD Commission recommendations
 for, 94
 National Counterterrorism Center
 (NCTC), 8, 76
 appointments to, 91
 centralization of intelligence within, 83
 CTC v., 92
 9/11 Commission creation of, 82, 90–92
 operation parameters of, 90–91
 TTIC and, 90
 National Criminal Intelligence Sharing
 Plan, 205
 National Endowment for Democracy
 (NED), 13, 221–222
 international political funding by, 222
 limited U.S. political funding by,
 221–222

- National Front for the Liberation of
 Angola (FNLA), 213, 220
- National Geospatial Intelligence Agency
 (NGA), 6
 IMINT under, 6, 17, 50, 57
 mission reorganization by, 116–117
 national intelligence centers, 82, 92–95
- National Intelligence Coordination
 Center (NIC-C), 109
- National Intelligence Council (NIC), 11
- National Intelligence Estimate (NIE), 10,
 139–141
 in analysis postmortems, 139
 explicitness in, 141
 inferences in, 139–140
*Iran's Nuclear Intentions and
 Capabilities*, 178–179
 on Iraq WMDs, 139
 politicization of, 184
- National Intelligence Officers (NIOs), 11
 as intelligence consumers, 173
 under WMD Commission, 94–95
- National Intelligence Priorities
 Framework (NIPF), 113
- National Intelligence Program (NIP), 83
- National Intelligence University, 117, 119
- National Reconnaissance Office (NRO),
 58
 FIA and, 102–104
- National Security Act (U.S.), 56, 226
- National Security Agency (NSA), 6, 45
 limits of, 56
 mission reorganization by, 116–117
 SIGINT under, 6, 50, 57
 TSP under, 32
- National Security Council (NSC), 61
 CIA and, 61
- National Security Letter (NSL), 255–256
- National Union for the Total
 Independence of Angola (UNITA),
 213, 220, 226
- nation-states
 China, 20–21
 Iran, 19–20
 regime survival in, 19
 as targets of U.S. intelligence, 15–16,
 21
 threat “story” of, 27
 transnational targets v., 30–31
- NATO. *See* North Atlantic Treaty
 Organization
- NCTC. *See* National Counterterrorism
 Center
- NED. *See* National Endowment for
 Democracy
- Negroponte, John, 9, 81, 100, 102
- the Netherlands, domestic intelligence
 service in, 133
- The New York Times*, 223, 228, 260
- New Yorker*, 81
- NGA. *See* National Geospatial
 Intelligence Agency
- NGOs. *See* non-governmental
 organizations
- NIC. *See* National Intelligence Council
- Nicaragua, U.S. covert operations in, 208,
 218
- NIC-C. *See* National Intelligence
 Coordination Center
- NIE. *See* National Intelligence Estimate
- 9/11, 1, 241–248. *See also* political
 detainees, after 9/11
 administrative issues after, 247–248
 calls for domestic intelligence agency
 after, 120–131
 CIA/FBI cooperation failures before,
 51–52
 constitutional issues after, 242–245
 consumers for intelligence after, 29,
 186–188
 covert operations after, 226–231
 FAA before, 8
 fatality demographics after, 24
 FBI security organization after, 68
 financial-reporting requirements after,
 254–255
 al-Hazmi as hijacker, 76–80
 increased domestic surveillance after,
 243–244
 information mining after, 32
 INS and, 7
 intelligence analysis postmortem on,
 138
 intelligence mistakes before, 7–8,
 81
 international political detainees after,
 238–240, 242–243
 legislative issues after, 246
 al-Mihdhar as hijacker, 76–80
 NSLs after, 255–256
 political impact of, 241–242
 SARs after, 255

- 9/11 Commission, 79. *See also* Director of National Intelligence; WMD Commission
 congressional oversight
 recommendations by, 82
 DNI creation as result of, 81, 82, 85–90, 183–184
 domestic intelligence agency and,
 arguments against, 98–99
 on information-sharing, 191
 intelligence reforms under, 81–99,
 232–233
 national intelligence centers as result
 of, 82, 92–95
 NCTC creation as result of, 82, 90–92
 paramilitary operations redevelopment
 under, 97–98
 political purpose of, 270
 victims' families' role in, 81
 NIOs. *See* National Intelligence Officers
 NIP. *See* National Intelligence Program
 (NIP)
 NIPF. *See* National Intelligence Priorities
 Framework
 NOC. *See* nonofficial cover, spy
 recruitment by
 No Fly List, 258
 non-governmental organizations
 (NGOs), 13
 nonofficial cover (NOC), spy recruitment
 by, 105
 North Atlantic Treaty Organization
 (NATO), 41
 North Korea, protection of WMDs by,
 107
 North, Oliver, 234
 NRO. *See* National Reconnaissance
 Office
 NSA. *See* National Security Agency
 NSC. *See* National Security Council
 NSC 1012 (covert operations plan), 210
 NSL. *See* National Security Letter
 nuclear power, risk assessment for, 24
 Omar, Mahmoud, 70
 as FBI informant, 71–72
 “overt” covert operations, 13
 in Afghanistan, 216–217, 227
 NED funding of, 13
 NGOs funding of, 13
 Pacific Command (PACOM), 59
 PACOM. *See* Pacific Command
 Padilla, Jose. *See* al Muhajir,
 Abdullah
 Parti Québécois, 127
 Patriot Act (U.S.), 65, 197, 199
 domestic surveillance increases
 under, 244–245, 246
 FISA under, 244–245
 wiretapping under, 199
 PBSUCCESS (covert operation), 211,
 214
 Persian Gulf war, 103
 Phillips, David, 214, 227
 “Phoenix Memo,” 63
 Poindexter, John, 234
 political detainees, after 9/11, 238–240,
 242–243
 domestic, 243
 under Geneva Conventions, 239
 in Guantanamo prison, 239–240
 legal cases against, practical problems
 with, 240–241
 politicization of intelligence
 by “cherry-picking” information,
 173–174
 for consumers, 168, 173–179, 185–188
 definition of, 175
 through direct pressure, 173
 through “house lines,” 174
 on Iranian nuclear capability, 178–179
 of NIE, 184
 through question-asking, 174
 through shared mindset, 174
 by type, 179–184
 by U.S. Congress, 181
 for WMDs in Iraq, 174–178
 Popular Movement for the Liberation of
 Angola (MPLA), 212
 postmortems, for intelligence analysis,
 135–141
 on bin Laden, 137
 in celebrated cases, 136
 on India nuclear tests, 137–138
 inferences' role in, 139–140
 of intelligence failures, 136–137
 NIE in, 139
 on 9/11 terrorist attacks, 138
 on WMDs in Iraq, 18, 136, 137
 Powell, Colin, 272

- preemptive prosecution, by FBI, 69–74
 in Fort Dix case, 70–73
 risks of, 73
 presidential powers, during wartime, 267
 prisons
 Abu Ghraib, 1, 236, 237
 CIA-run, 239–240
 Guantanamo, 1, 239–240
 profiling, 256–257
 Project Camelot, 158
 propaganda. *See* psychological warfare
 psychological warfare, 210
 puzzle-solving
 analysis of intelligence for, 17, 18, 146
 HUMINT as, 17–18
- Al Qaeda
 al-Hazmi and, 77
 IMINT on, 104
 in Iraq, 175, 182
 “sensemaking” of, as transnational
 target, 33–34
 SIGINT on, 104
 as transnational target of U.S.
 intelligence, 27
 unknown structure of, 27
 WMD Commission on intelligence on,
 104–105
 questioning warrants, 129
- Radical Fundamentalist Unit (RFU), 63
 Radio Free Europe, 221
 Radio Liberty, 221
 RCMP. *See* Royal Canadian Mounted
 Police
 RDM. *See* robust decision making
 Reagan Doctrine, 208
 Reagan, Ronald, 215
 NED under, 221–222
 red-teaming, 161, 279
 redundancy, in intelligence analysis,
 152–153
 alternative analysis and, 153
 cause of, 152
 cherry-picking information and,
 152–153
 regime survival, 19
 renditions, 237–238
 Ressam, Ahmed, 78
 RFU. *See* Radical Fundamentalist Unit
- risk, terrorism and, 2
 robust decision making (RDM), 266,
 277–278
 Rockefeller, Jay, 251
 Roosevelt, Kermit, 211
 Rosenau, James, 30
 Rowley, Coleen, 64
 Royal Canadian Mounted Police
 (RCMP), 127–128
 Rumsfeld, Donald, 39, 229
 intelligence typology of, 63
 SOCOM under, 229
- SACs. *See* Special Agents in Charge
 SAG. *See* Strategic Assessments
 Group
 SARs. *See* suspicious activity reporting
 Savimbi, Jonas, 226
 SCCs. *See* Sector Coordinating Councils
 Schein, Edgar, 110
 Schlesinger, James, 95
 Schwarzkopf, Norman, 180
 Science and Technology Experts
 Program (STEP), 120
 second-strike retaliation, as deterrence
 strategy, 37
 Sector Coordinating Councils (SCCs),
 202
 “sensemaking,” of transnational targets,
 33–36
 aims of, 165–166
 in intelligence analysis, 160, 165
 methodology for, 35–36
 organizational, 35–36
 of Al Qaeda, 33–34
 watchwords for, 166–167
 September 11, 2001. *See* 9/11
 7/7, 1
 Shelby, Richard, 64
 Sherman Kent School, 118
 Shultz, George, 182
 SIGINT. *See* signals intelligence
 signals intelligence (SIGINT), 6, 17, 50,
 57
 on Al Qaeda, 104
 Snowden, Dave, 17
 Social Security Administration (SSA),
 mission of, 111
 SOCOM. *See* Special Operations
 Command

- Soubra, Zakaria Mustapha, 63. *See also* Moussaoui, Zacarias
- SOUTHCOM. *See* Southern Command
- Southern Command (SOUTHCOM), 59
- Soviet Union, 4–5. *See also* Bay of Pigs; Cold War
- deterrence as policy strategy against, 37–38
- DIA analysis of, 50
- information analysis on, 50
- intelligence information analysis on, 143–144
- as transnational target, 22, 26
- Spain, terrorist attacks in, 1
- Special Agents in Charge (SACs), 67
- Special Operations Command (SOCOM), 229–230
- under Rumsfeld, 229
- Special Operations Forces, 13
- CIA and, 98
- in covert operations, 228
- spy recruitment. *See* espionage; nonofficial cover, spy recruitment by SSA. *See* Social Security Administration, mission of
- STEP. *See* Science and Technology Experts Program
- “stovepipes,” information through, 50, 104–109
- analysis of, by agency, 59–60
- as baronies, 58–59
- historical legacy of, 57–62
- Strategic Assessments Group (SAG), 94
- Studies in Intelligence*, 163
- suspicious activity reporting (SARs), 255
- Sweden, domestic surveillance in, 249
- FRA and, 249
- systemic threats, 23
- tacit knowledge, 148–152, 278
- targets, of U.S. intelligence, 4–5, 15–48.
- See also* transnational targets, for U.S. intelligence
- history of, 22
- interactions with, 32–33
- mysteries and, 18–19
- puzzle-solving for, 17, 18 .
- range of, for nation-states, 15–16, 21
- terrorists as, 4
- U.S. foreign policy influence on, 33
- terrorism
- bin Laden and, 81
- in Britain, 75
- domestication of, in U.S., 71
- Fort Dix case and, 70–73, 266
- geographic boundaries of, 7–8
- information-sharing and, 189
- by IRA, 2
- LEAs response to, 192–200
- MATRIX and, 196
- by Muslim extremists, 2
- NCTC and, 8
- “Phoenix Memo” and, in U.S., 63
- preemptive prosecution of, 69–74
- prevention of, through U.S. intelligence, 38–39
- Al Qaeda and, 27
- risk and, 2
- TIPOFF and, 76, 257
- as transnational target for U.S. intelligence, 21–22, 26–27
- Terrorism Prevention and Intelligence Reform Act (U.S.), 1
- terrorist attacks, worldwide, 1. *See also* 9/11
- geographic boundaries of, 7–8
- Al Qaeda and, 27
- terrorists
- bin Laden, 81
- CIA tracking of, 77–80
- Geneva Convention abuses of, 239
- al-Hazmi, 76–80
- by LEA jurisdiction, 193
- al-Mihdhar, 76–80
- Moussaoui as, 64
- as political detainees, 238–240
- Al Qaeda and, 27
- TIPOFF and, 76, 257
- U.S. intelligence on, 4
- Terrorist Surveillance Program (TSP), 32
- Terrorist Threat Interrogation Center (TTIC), 90
- purpose of, 90
- Tetlock, Phillip, 149
- Thatcher, Margaret, 3
- threats, to U.S., 22–23
- systemic, 23
- with/without threateners, 22
- 3/11, 1
- Tibet, U.S. covert operations in, 214–215
- China and, 214

- TIPOFF (terrorist watch list), 76, 257
 CIA and, 78
 TLAMs. *See* Tomahawk Land Attack Missiles
 Tomahawk Land Attack Missiles (TLAMs), 54
 torture, 1, 237–239
 waterboarding as, 238
 TPAJAX (covert operation), 211, 214
 traditional warning, in Bayesian analysis, 40–42
 paths to, 41–42
 uniqueness as factor in, 42–43
 visibility as factor in, 43–48
 transnational targets, for U.S.
 intelligence, 21–22, 36–39, 48. *See also* Bayesian analyses, of U.S. intelligence
 analysis of intelligence on, 148
 in cascade networks, 31
 during Cold War, 22, 26
 consumer diversity of, 28–30
 economic transactions as, 23
 energy imports and, 23
 information quality on, 31–32
 lack of geographic boundaries for, 30–31
 location of, 28
 objects of scrutiny as, 26–27
 preemptive action against, 36–37
 Al Qaeda as, 27, 33–34
 “sensemaking” of, 33–36
 as sovereignty-free, 30
 terrorists/terrorism as, 4, 21–22, 26
 threats as, 22–23
 TSP for, 32
 U.S. foreign policy influence on, 33
 Transportation Security Administration (TSA), 187
 watch lists under, 258–259
 Truman Doctrine, 210
 Truman, Harry, 56, 270
 TSA. *See* Transportation Security Administration
 TSP. *See* Terrorist Surveillance Program
 TTIC. *See* Terrorist Threat Interrogation Center
 Turner, Stansfield, 86, 260
 UBLU. *See* Usama bin Laden Unit
 UNITA. *See* National Union for the Total Independence of Angola
 unitary executive theory, 267
 United States (U.S.). *See also* Central Intelligence Agency; Cold War; covert operations, by U.S.; domestic intelligence, in U.S.; Federal Bureau of Investigation; intelligence, in U.S.; law enforcement agencies; National Security Agency; 9/11
 China relations with, 20–21
 Congress in, politicization of intelligence by, 181
 domestication of terrorism in, 71
 domestic political detainees in, 243
 domestic surveillance in, 243–244, 246
 DTA in, 238
 ECPA in, 199
 financial-reporting requirements in, after 9/11, 254–255
 FISA in, 14, 52
 foreign policy of, as influence on transnational targets, 33
 Hughes Ryan Act in, 230
 Intelligence Authorization Act in, 230
 Iranian émigrés in, 20
 Iran relations with, 19–20
 National Security Act in, 56, 226
 NSA in, 6, 45
 Nuclear Regulatory Commission in, 46
 Patriot Act in, 65, 197, 199
 terrorism boundaries and, as “over there,” 7–8
 Terrorism Prevention and Intelligence Reform Act in, 1
 terrorist attacks in, 1
 TSA in, 187
 U.S. Agency for International Development (USAID), 30
 USAID. *See* U.S. Agency for International Development
 Usama bin Laden Unit (UBLU), 63
 U.S. Nuclear Regulatory Commission, 46
 USS Cole, 78
 Vance, Cyrus, 226
 Vietnam, 26
 Volcker Commission, 111
 War on Terrorism, misguided focus of, 75
 Warsaw Pact, 41

- The Washington Post*, 216
- waterboarding, 238
 - CIA use of, 240, 288
- weapons of mass destruction (WMDs), 8.
 - See also* WMD Commission
 - intelligence analysis postmortems for, 136
 - in Iraq, 18, 136, 137
 - National Counterproliferation Center and, 94
 - in North Korea, protection of, 107
 - politicization of intelligence for, in Iraq, 174–178
- Webster, William, 66
- Weick, Karl, 35, 165
- Wheelon, Albert D., 104
- wiretapping, 199
 - orders for, by federal/local/state, 198
 - under Patriot Act, 199
- WMD Commission, 81, 88, 178
- domestic intelligence agency and, arguments against, 98–99
- inefficiency of Al Qaeda intelligence and, 104–105
- on intelligence collection techniques, 108–109
- on Iraq intelligence, 105
- National Counterproliferation Center and, 94
- NIOs under, 94–95
- training recommendations of, for intelligence personnel, 117
- WMDs. *See* weapons of mass destruction
- World Health Organization, 30
- Yom Kippur War, 177
- Yoo, John, 267
- Yugoslavia, 137
- Zubaida, Abu, 240