



DNI Update



25 October 2008

Memorandum for the Intelligence Community

Subj: Education

The Navy's Manpower, Personnel, Training and Education Strategic Vision states the following:

"Professional education is key to the development of competencies, professional knowledge and critical thinking skills...Education is a strategic investment in the future of our Navy."

I couldn't agree more. The increasingly dynamic and complex nature of the evolving security environment demands that we take bold steps to develop the talented, innovative, and highly educated Naval Intelligence force our nation requires. Therefore my #1 priority is to Recruit, Train, and Educate a highly professional and diversified workforce. That is not just a bullet on a slide but a personal goal I am deeply committed to. Commensurate with its importance, I am dedicating significant personnel and financial resources to make it a reality for Naval Intelligence. We will invest in the education of our workforce and our Nation will reap the return on that investment many times over.

To that end I have directed CAPT Val Ormond, N2 Director of Military and Civilian Personnel, to lead the development of an Education Strategy for Naval Intelligence. This strategy will guide our education investments for all our personnel, to ensure we make wise use of scarce resources while leveraging the full range of educational opportunities available in DoD, the IC, and in traditional academia. It will encompass a wide array of programs and institutions of higher learning, and accommodate a broad variety of diverse career paths. The Education Strategy we are designing will help us identify and select those courses of action we must take today in order to shape the highly educated force of Naval intelligence professionals we desire for tomorrow. Rather than sit idly by and watch the future shape our force, we will actively create the force to shape our future.

Our goals are high and we have a long way to go. At this time we are well short of where we need to be in terms of advanced education opportunities for our workforce and the alignment between requirements and opportunities. For example, the most common subspecialties earned by our active duty officers are those in the 2000 series: National Security Studies, Regional Intelligence, and

Strategic Intelligence. This is due largely to the number of quotas available at the Naval Postgraduate School, War Colleges, and the National Defense Intelligence College. However, the billets coded with those particular subspecialty-codes comprise less than 15 per cent of our officer billet structure. Clearly there is a misalignment between educational opportunities and the opportunities to put that education to use. The resulting return on investment is far too low.

Also too low are the number of advanced education opportunities for Naval Intelligence civilian personnel. This year Naval intelligence officers are participating in 52 advanced education programs while only three civilian professionals are attending military war colleges. In fact, the entire Department of the Navy currently has only two civilian quotas for the Industrial College of the Armed Forces (ICAF), DOD's flagship school for strategic leadership and resource management. With more than two thirds of the IC lying within DoD, we should be opening up more opportunities for our civilians to attend service schools for joint professional military education. I will push to do just that.

We also need to better capitalize on the language, culture, and regional expertise inherent in our force and take steps to strengthen it even further. The Navy faces an enormous challenge to perform its global presence mission in a world encompassing over 6,000 distinct languages. With 90 percent of global commerce moving over water, and 80 percent of the population living within a few hundred miles of a coast or waterway, profound understanding of the maritime environment requires in depth knowledge of the languages and cultures of the people who reside beside it. Furthermore, our analytical effectiveness in support of Navy missions is dependent on our ability to comprehend the languages of our adversaries and understand how culture guides their actions. The Naval War College and several Reserve Officer Training Corps (ROTC) programs have increased their focus on language and regional expertise education. We will prioritize our accessions and billets to make better use of these new programs of study.

As you can see, we have our work cut out for us, but let me assure you, we are leaning forward and working hard to develop the strategy and supporting processes to guide us in making the right educational investment decisions for Naval Intelligence. I am fully dedicated to expanding the educational opportunities available to all members of the workforce. Education is a top investment priority and I am prepared to make the hard choices required to free up the necessary resources to fund my educational priorities. I will also advocate strongly for expanded quotas for existing DoD and IC-funded programs. In turn, I am asking my leadership to make the hard choice to do without some of their star performers for a year or two, in order to send them off to pursue educational opportunities. I believe the sacrifice will be well worth the gain.

I will share more in coming months as our strategy is finalized, but I wanted to let each of you know my thoughts and priorities on this important issue, and what you can expect to see in terms of future opportunities and initiatives. I am proud to be leading the oldest and finest component of the Intelligence Community, and I look forward to seeing the results of our shared efforts to make it even better.

Jack Dorsett
Vice Admiral, U.S. Navy
Director of Naval Intelligence

