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ANNUAL REPORT



ABOUT INSA

The Intelligence and National Security Alliance (INSA) is the leading nonpartisan, nonprofit trade association for driving public-private partnerships to advance intelligence and national security priorities.

INSA has more than 170 corporate members and enjoys extensive participation from senior leaders within the public, private, and academic sectors. Members include current and former high-ranking intelligence, military and government agency leaders, analysts, and experts from industry and academia.

INSA programs and policy councils offer valuable opportunities to showcase your thought leadership and expand your professional network.

For more information, visit [INSAonline.org](https://www.insonline.org).

INSA CHAIR // Letitia A. Long

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A letter from the INSA Chair & President



Dear Colleagues,

It is with great pride that we share with you the Intelligence and National Security Alliance's FY21 Annual Report. Despite ongoing challenges from the pandemic, INSA continued to provide unprecedented value by organizing outstanding events, delivering valuable thought leadership, and helping build a diverse and talented IC workforce.

Our record-breaking 44 events attracted more than 21,000 registrants. INSA's online programs tapped into new audiences and featured guests with a broad range of backgrounds, from agency directors to spy movie actors. INSA programs addressed pressing national security topics, from supply chain challenges to open-source intelligence to remote work technologies. Through our "Common Threads" series, we held discussions focused on IC activities in Denver and Huntsville, reaching stakeholders in two vibrant IC hubs. We were also at the forefront of organizations able to bring members together safely for in-person programs.

INSA continued to shape policy, legislation, and public discourse on national security priorities. Our eight policy councils—including the newly launched Critical Infrastructure Cybersecurity Subcommittee—held 45 meetings in 2021 with more than 2,000 participants and 49 speakers from across government, industry, and academia. The councils published four white papers on key topics such as insider threat mitigation, remote work, and cyber threat hunting.

INSA leveraged this thought leadership in its congressional engagement and advocacy. Throughout 2021, INSA voiced its support for passing and extending Section 3610 of the CARES Act, which saved the jobs of thousands of highly skilled federal contractors performing mission-critical work. INSA also endorsed legislation requiring greater government-industry information sharing, continued personnel vetting reform, and SCIF reciprocity.

In 2021, we reaffirmed our commitment to diversity, equity, and inclusion. At our New IC program, the Intelligence and National Security Summit, and other events, we hosted top public and private sector leaders for candid conversations

about equity and inclusion in the workplace. In June, INSA launched its (8)a Small Business National Security Showcase, which spotlighted innovative minority-owned firms in the national security sector.

Our Foundation dramatically expanded its efforts to forge a pipeline of diverse, talented professionals into our community. In 2021, INSF launched its "Investing in the Future of the IC Workforce" scholarship program, which awarded four \$5,000 scholarships to students pursuing careers in national security. Two of these awards were dedicated to underrepresented minority groups. Additionally, the Foundation's Future of the IC Workforce white paper and video series took a deep dive into the promise and limits of remote work technology.

Our team is grateful for the opportunity to serve as a driving force for public-private partnerships that advance intelligence and national security priorities. None of this would have been possible without the support of our members, sponsors, and government partners. We look forward to bringing this momentum into 2022.

Sincerely,

Letitia A. Long
INSA/INSF Chair

Suzanne Wilson Heckenberg
INSA/INSF President

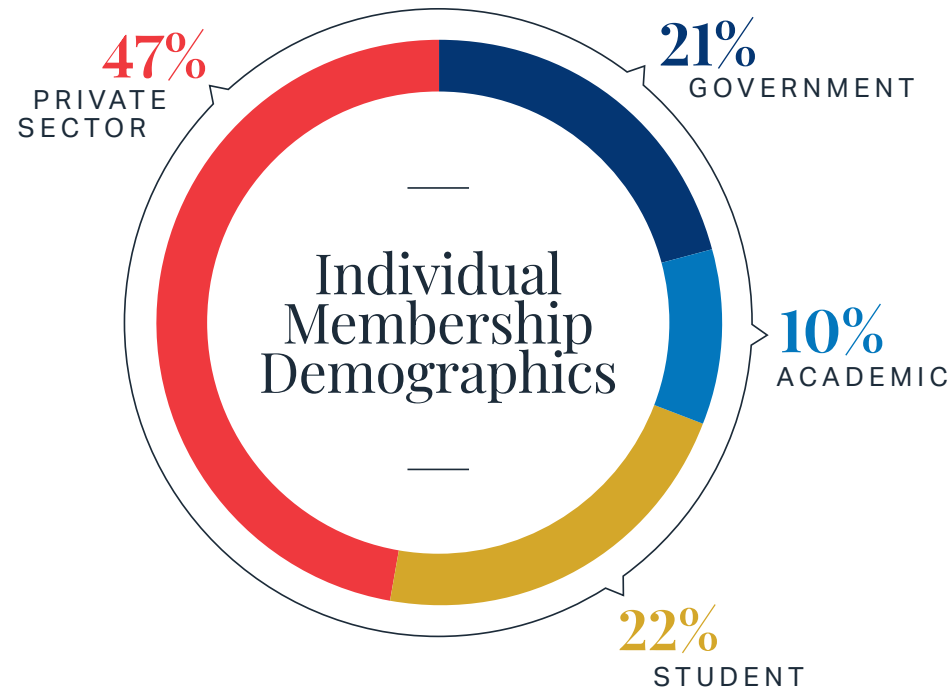
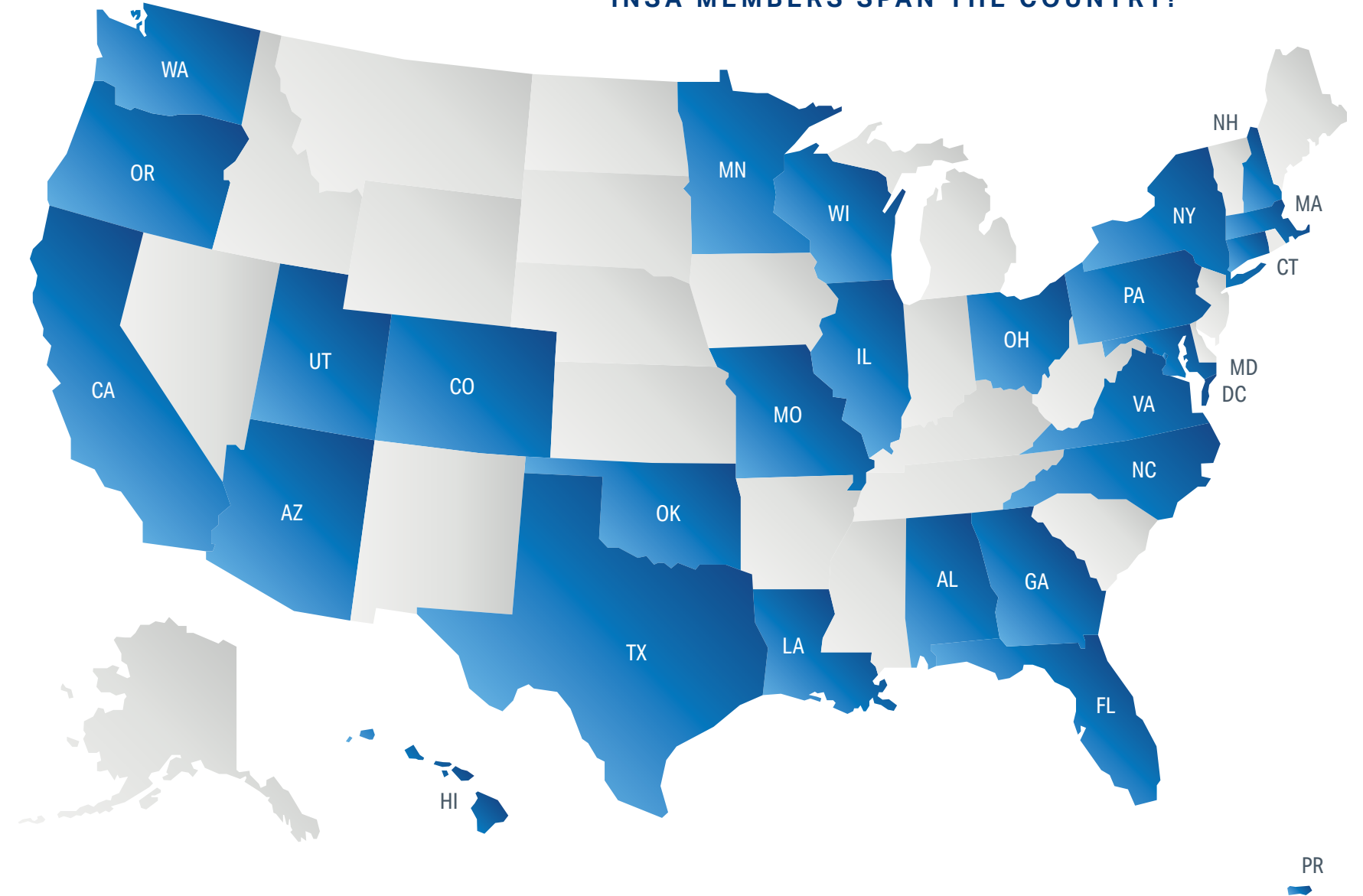


**INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE**

Membership

With over 500 individual members and 160 organizational members, the INSA member network brings together government, industry, and academic leaders from across the intelligence and national security communities to collaborate, network, and share ideas that enhance our nation's intelligence capabilities and strengthen our national security.

INSA MEMBERS SPAN THE COUNTRY!



1600
ORGANIZATIONAL MEMBERS

5000+
INDIVIDUAL MEMBERS

Events

44 EVENTS

21,282 REGISTRANTS

213 SPEAKERS

As we entered year two of the COVID-19 pandemic, INSA virtual events continued to keep the community connected!

ACHIEVEMENT AWARDS

The 11th Achievement Awards virtual ceremony drew more than 300 viewers and earned a rock-solid 100% approval rating! Former NGA Deputy Director, Dr. Stacey Dixon kicked off the program with her inspiring keynote remarks followed by the award presentations.



“While we recognize we are in a time of great change and challenge, we also see it as a time of great hope and opportunity.”
- DR. STACEY DIXON

NEW EVENT LEADERSHIP LUNCHEON SERIES

INSA's popular Leadership Luncheon Series drew more than 1,100 registrants for off-the-record discussions with senior IC leaders, including:



LTG Scott Berrier, USA
Director, Defense Intelligence Agency



Lt Gen Michael Groen, USMC
Director, Joint Artificial Intelligence Center



Dr. Christopher Scolese
Director, National Reconnaissance Office

SPRING SYMPOSIUM: OSINT - THINKING OUTSIDE THE SCIF

INSA's 2021 Spring Symposium focused on integrating open source analysis into the IC. **The Hon. John McLaughlin** and **MG Kate Leahy, USA**, delivered the event keynotes and two panel discussions focused on OSINT policy issues, workforce and cultural challenges, and emerging technologies.



“We're not just figuring this out as a federal government, but we're also figuring this out as a society. We're really thinking what the right role of the government is in this space.”
- BEN HUEBNER // ODNI, PANELIST

WEBINAR SERIES

These programs offered senior leaders from the intelligence, homeland and national security communities the opportunity to share key mission priorities and initiatives with their workforce and industry partners.

Notably, INSA's Wednesday Wisdom with **Maj Gen Leah Lauderback, USAF**, Director of Intelligence, Surveillance, and Reconnaissance, U.S. Space Force, had more than **800** virtual attendees!

WEBINAR REGISTRANT DEMOGRAPHICS

Academia // Non-Profit	16%
Government // Military	30%
Industry	51%
Press	3%



FUN FACTS ABOUT FY21 INSA VIRTUAL EVENTS

More than **50%** of attendees held public sector leadership roles.

96% of surveyed attendees said our events exceeded.

Nearly **30%** of attendees went back and watched the program recording.

On average, more than **600** people registered for each virtual speaker session.

As gathering restrictions eased in 2021, INSA was able to safely return to in-person programming.

INTELLIGENCE & NATIONAL SECURITY SUMMIT

A record breaking 1,700 intelligence and national security professionals gathered at the Gaylord National Harbor, September 13-14 for INSA and AFCEA's 2021 Intelligence & National Security Summit.



The two-day program was jam-packed with informative plenaries, engaging breakout sessions, and a busy exhibit hall filled with the latest technology and services innovations.



2021 COMMON THREADS PROGRAMS

Virtual Roadtrip to Huntsville!

In May 2021, INSA took a virtual trip to Huntsville, Alabama. The event garnered over 500 registrants and spotlighted key mission priorities and areas of opportunity in this fast-growing national security hub.



Returning to the Rocky Mountain Region!

In September, INSA held the 4th installment of its popular Common Threads program in Aurora, CO. More than 150 IC and national security professionals gathered in-person for networking and a keynote and panel discussion focused on commercial imagery, the future of remote work and OSINT.



36TH WILLIAM OLIVER BAKER AWARD DINNER

In celebration of the **Hon. Sue Gordon**, more than 500 intelligence and national security professionals gathered at the 36th William Oliver Baker Award Dinner at the Omni Shoreham in Washington, DC.



After receiving the award, Ms. Gordon reflected on her



decades-long career in the IC, saying there was "nothing pre-ordained about it" after she graduated from Duke University with a bachelor's degree in zoology.



Ms. Gordon ended her remarks with a simple ask of the community: **be fearless, be audacious, and be inclusive**. That, she said, is the only way to usher in the change and innovation the community needs.

THE NEW IC: EMPOWERING WOMEN & ENGAGING MEN

This five-day hybrid event in July garnered over 700 attendees—a powerful indicator of the importance of the topic. A common theme throughout the week was that diversity of ethnicities, genders, abilities, ages, and perspectives serves to be our nation's competitive advantage.



“ You have to deliver as a leader. How you deliver is changing by the day. And I think that is one of the really great aspects of diversity and increasingly diverse leadership teams. We are figuring out that excellence doesn't have one look.

— THE HON. SUE GORDON
on Authenticity in Leadership



Thought Leadership

CONGRESSIONAL ENGAGEMENT

INSA engaged Congress extensively on issues affecting industry equities, including:

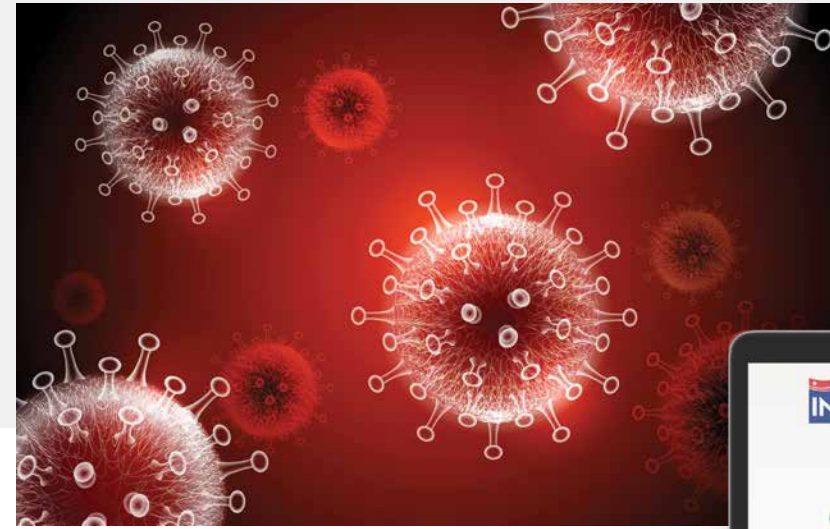
- + Advocating for passage and renewal of the CARES Act and of key provisions that preserved the jobs of thousands of contractors performing classified national security work during the pandemic.
- + Supporting a provision in the Intelligence Authorization Act calling on the IC to increase sharing of insider threat information with industry.
- + Engaging oversight committees regarding an NDAA provision mandating SCIF/SAPF reciprocity, which would reduce duplicative facility security requirements.



EXECUTIVE BRANCH ENGAGEMENT

INSA engaged executive branch leaders on a wide range of policy and resource issues, including:

- + Communicating with leaders and IGs from IC agencies to build awareness of the pandemic's impact on contracting.
- + Working with ODNI and DoD officials on the implementation of SCIF/SAPF reciprocity legislation.
- + Sharing industry perspectives on clearance reform to officials in the IC, DoD, OMB, and OPM.



PANDEMIC OUTREACH

INSA worked to address the impact of COVID-19 on industry through government and public outreach.

- + In virtual meetings with senior USG officials and in the INSA Foundation's Future of the IC Workforce videocast series, INSA explored opportunities to increase remote and unclassified work.
- + INSA members informed senior IC leaders of pandemic-driven acquisition obstacles.
- + INSA supported Congress' passage of Section 3610 of the CARES Act, which kept idled cleared workers ready to return to the workplace.
- + INSA called for standing 3610-like authorities to enhance resiliency of the cleared workforce in future crises.

“Extension of 3610 authorities is essential to keep the cleared workforce ready and able to work even if health conditions prevent them from working in a classified office space. A lapse in these authorities could significantly disrupt critical national security work.”

- INSA VICE PRESIDENT FOR POLICY LARRY HANAUER



OP-EDS & MEDIA OUTREACH

- + INSA Chair Tish Long and INSA Vice President for Policy Larry Hanauer published an op-ed in *The Hill* outlining key steps the newly appointed DNI could take to reinvigorate the IC.
- + Whether in newspapers or magazines, online or in specialist publications, INSA programs and thought leadership garnered dozens of stories from an array of media outlets.



Policy Councils

INSA's eight policy councils held **45 meetings** this past year with over **2,000 participants** and **49 speakers** to discuss intelligence and national security priorities, problems, and solutions.

ACQUISITION MANAGEMENT

CYBER

NEW CRITICAL INFRASTRUCTURE CYBERSECURITY

Launched in spring 2021, this subcommittee examines cyber threats to the nation's critical infrastructure.

INSIDER THREAT

INTELLIGENCE CHAMPIONS

LEGAL AFFAIRS ROUNDTABLE

SECURITY POLICY REFORM

TECHNOLOGY & INNOVATION

FY21 WHITE PAPERS

INSA's policy councils published four white papers covering pertinent topics such as insider threat information sharing and cyber threat hunting on the defense industrial base.



Diversity, Equity, Inclusion & Accessibility

INSA recognizes that by tapping into different perspectives and cultures, it better positions our community to solve the most complex and challenging issues facing our nation.

To support DEAI across our community, we:

- + Hosted five discussions focused on diversity, equity, and inclusion
- + Launched the **8(a) National Security Showcase** to help diversify the defense industrial base. Inaugural program featured 25 8(a) companies presenting their innovations to prime contractors, national security leaders, and government and military procurement officers.
- + Strengthened outreach to HBCUs to build awareness and participation in INSA's programming and graduate student intern program.

“It is really incumbent upon managers to ensure that every member of their team feel like they are valued, that they are able to contribute and perform at the highest levels, and that there is a kind of an opportunity there—an opportunity for growth; an opportunity to develop as a professional and to know that you're supported.”

- WYNDEE PARKER // PANELIST, DIVERSITY IN NATIONAL SECURITY WEBINAR

8(a) NATIONAL SECURITY SHOWCASE



- + Awarded two scholarships (undergrad and master's) for students from underrepresented minority groups looking to pursue national security careers.
- + Partnered with a wide array of organizations, including The National 8 (a) Association, Cornerstone, Women of Color Advancing Peace and Security to expand our reach to a broader range of stakeholders.



PROFILE OF 2021 INSA SPEAKERS

51% FEMALE

31% PEOPLE OF COLOR

Intelligence & National Security Foundation



2021 was a year of firsts for INSF, including rolling out a multimedia campaign on remote work trends and launching a new scholarship program to help talented, mission-driven undergraduate and master's students pursue careers in the intelligence and national security community.

INSF MULTIMEDIA CAMPAIGN FOCUSED ON REMOTE WORK TRENDS

INSF partnered with Avantus Federal and Clearancejobs.com, on a three-part series of virtual programs focused on the future of work in the intelligence and national security community. These conversations with senior public and private sector leaders fostered a robust dialogue about how the IC can capitalize on remote work best practices and lessons learned from the COVID-19 pandemic.

At the series conclusion, INSF released a paper, *The Future of the IC Workforce: The Promise and Limits of Remote Work Technology*, which analyzed the IC shift to remote work in 2020, specifically what worked, what challenges remain, and what opportunities lay ahead.

CULTIVATING A DIVERSE FUTURE TALENT PIPELINE

In 2021, INSF launched its Investing in the Future IC Workforce Scholarship program, which supports talented, mission-driven undergraduate and master's students pursuing a career in the intelligence and national security community. Two of the awards are specifically for students from underrepresented minority groups.

Congratulations to our 2021 Scholarship Winners!



Dakota Jennings
Virginia Commonwealth University



Trishi Malhotra
George Washington University



Mathias Mesich
Texas A&M University



Shawn Rostker
University of California San Diego

Thank You to Our FY21 Event Sponsors!

ABOUT INSF

The Intelligence and National Security Foundation (INSF), the philanthropic arm of the Intelligence and National Security Alliance, is dedicated to addressing contemporary intelligence and national security challenges, facilitating public discourse on the role and value of intelligence for our nation's security, and advancing the intelligence field as a career choice.



INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE

*Building a Stronger
Intelligence Community*