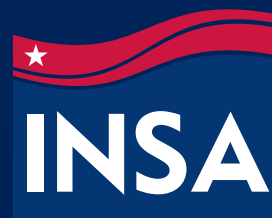




20 23



INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE

*Building a Stronger
Intelligence Community*

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 160+ 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 CHAIRWOMAN // Letitia A. Long

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INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE

A Letter from INSA Leadership

Dear Colleagues,

We are delighted to introduce the FY2023 Intelligence and National Security Alliance (INSA) Annual Report. Over the past year, INSA and its member organizations have continued to demonstrate our commitment to bolstering public-private partnerships and supporting a stronger Intelligence Community (IC).

We delivered engaging in-person events, thoughtful online webinars, influential policy papers, and a robust scholarship program to advance a diverse, talented workforce. After reading this report, we are confident you will see how your membership investment has ensured INSA continues to lead the way driving collaborative solutions to our nation's most pressing national security challenges.

Our 36 in-person and virtual events attracted more than 13,000 registrants and featured 190 speakers ready to discuss critical national security priorities. We broke attendance records at our Intelligence and National Security Summit and Baker Award Dinner. Our "Common Threads" series engaged stakeholders in Alabama, Colorado, and Fort Meade through combined unclassified and classified programming. These important offerings showcased INSA's ability to build enduring connections beyond the DC beltway.

Our policy councils and subcommittees held 32 meetings in 2023 with more than 1,100 participants and 33 speakers from across government, industry, and academia. The councils published white papers and timely op-eds on the Jack Teixeira Discord leaks. Our white papers provided thoughtful examination of important policy

issues including private sector contributions to offensive cyber, managing insider risk during M&As, and recommendations for reimagining the SCIF life.

In 2023, we reinforced our commitment to the intelligence and national security workforce. Our annual NEW IC symposium provided actionable insights to help improve workplace wellbeing, develop meaningful DEIA programs, and reimagine SCIF life to include more hybrid and remote work opportunities. The Intelligence Champions Council enriched the conversation on intelligence and national security career paths with the launch of the Intelligence Career Conversations podcast series, with episodes now available for download on Spotify and Apple.

The INSA Foundation scholarship program continues to flourish, with the addition of two new awards, increasing INSF's total number of scholarships to eight and awarding \$40,000 to students pursuing careers in national security. This included three awards dedicated to underrepresented minority groups and another allocated for neurodiverse students looking to leverage their unique talents in an intelligence or national security capacity.

In the coming fiscal year, we will continue to build on this momentum through providing new insights on the evolving strategic landscape and fostering greater cooperation between key government, private sector, and academic stakeholders. We are deeply grateful for your support and look forward to another year of meaningful collaboration, progress, and shared purpose in building a stronger Intelligence Community.



Letitia A. Long

Letitia A. Long
INSA/INSF Chairwoman



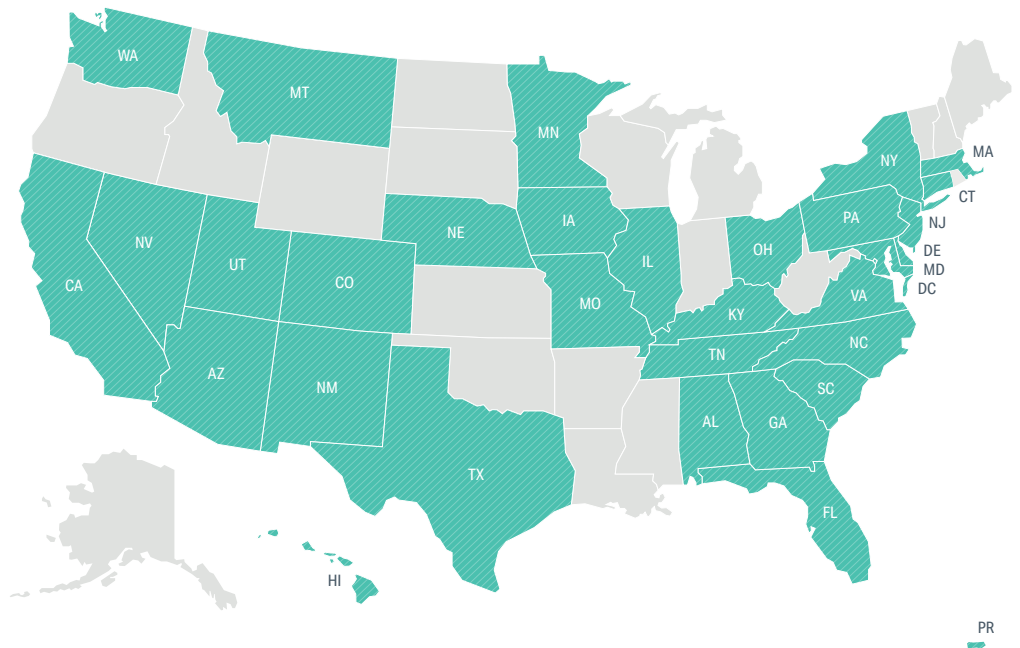
Suzanne Wilson Heckenberg

Suzanne Wilson Heckenberg
INSA/INSF President

Membership

The INSA member network continues to grow in FY23 with **32 new organizations** onboarded! Once again, small businesses made up the majority of new members, reflecting the surge of emerging technology and innovative organizations into the national security sector.

From the DMV to vibrant national security hubs in AL, CO, TX and more, INSA member understand the strength of working with likeminded professionals to advance our nation's most pressing national security priorities. Our policy councils, programs, and thought leadership bring together thousands of members to collaborate, network, and share ideas that enhance our nation's intelligence capabilities and strengthen our national security.



32 New Members

2 PLATINUM

7 GOLD

4 SILVER

19 SMALL BUSINESS



Every time I attend member events, I meet new people. Sometimes it's new contacts at companies I already know and work with, and this is a great way to expand my network. But frequently, I'll meet someone from an entirely different organization, and these types of introductions help me think about national security issues or possible partnerships in new, creative ways.



Events

36 EVENTS

In Fiscal Year 2023, we set new records for attendance at our marquee events, as well as maintained a diverse schedule of virtual events to engage colleagues nationwide!

CELEBRATING SIX IC SUPER STARS!

The 13th Achievement Awards Ceremony took place on February 16 at the Army Navy Country Club in Arlington. The program kicked off with an inspiring keynote address by **The Hon. Ronald Moultrie (USDI&S)** followed by the ceremony honoring our six exceptional awardees.



VIPs in attendance at this important workforce recognition event included **PDDNI Stacey Dixon, NSA Director GEN Paul Nakasone, and NGA Director VADM Frank Whitworth.**

CANDID CONVERSATIONS ON EMERGING TECH

INSA's annual **Spring Symposium** drew over 250 IC and national security professionals for a full day of conversations focused on emerging technologies.



NGA's Phillip Chudoba and LtGen Mike Groen, USMC (Ret.), set the scene with their keynote remarks. Panels discussed advanced data analytics, the role of venture capital in supporting emerging tech innovation, and the future of open source intelligence.

190 SPEAKERS

13,327 REGISTRANTS

52% MALES 48% FEMALES

ADVANCING A WORLD-CLASS WORKFORCE

Our popular **New IC** symposium attracted 240+ attendees for a jam-packed program focused on the issues impacting the IC's ability to attract and retain a diverse world-class workforce.



Keynotes **Carmen Medina** and **The Hon. Christy Abizaid** shared their career journeys, ignite rounds focused on letting go of the fear of failure, and powerful panel discussions delved into workplace wellbeing, reimagining SCIF life, and moving past performative DEIA initiatives.



LEADERSHIP DINNERS CONTINUE TO DELIVER BEST-IN-CLASS NETWORKING & RELATIONSHIP BUILDING!

INSA **Leadership Dinners** attracted more than 1,050 registrants for powerful networking and key insights into agency mission priorities.



NOV 2022



The Hon. Chris Scolese
Director, NRO

MAY 2023



LTG Scott Berrier, USA
Director, DIA

AUG 2023



Dr. Stacey A. Dixon
Principal Deputy Director of National Intelligence



VIRTUAL

#COFFEE&CONVO

INSA continues to provide a platform for agency leaders to address key mission priorities with partners across the private sector and academia. Our 11 virtual **Coffee & Conversations** drew more than 5,100 registrants.



The Webinar provided a great overview of recent developments in U.S. China relations and PLA modernization. Truly engaging and I enjoyed every minute of the event.

2023 COMMON THREADS PROGRAMS

Enduring Connections Nationwide!

INSA returned to Alabama, Colorado, and Fort Meade for another exciting year of **Common Threads** programming! Featuring both classified and unclassified discussions on intelligence and national security priorities, these events brought together the private and public sector in key intelligence hubs.

KEYNOTE SPEAKERS



HUNTSVILLE – APR 12

Tonya Ugoretz
Assistant Director for Intelligence, FBI



DENVER – SEPT 6

Jenna M. Seidel
Director, NSA/CSS Colorado



FORT MEADE – DEC 6

Kristina Walter
Chief, DIB Defense, NSA

#INTELSUMMIT23: SUMMER BLOCKBUSTER HIT



We hosted a record-breaking crowd of 1,900+ professionals for the 2-day **AFCEA/INSA Intelligence and National Security Summit**, July 13-14, at the Gaylord National Harbor.

Plenary sessions included a panel of the “big six” **intelligence agency deputy directors, the Chair and Vice Chair** from the **U.S. Senate Select Committee on Intelligence** discussing national security topics from the perspective on “The Hill”, and **senior intelligence leaders** from the six military services highlighting each branch’s current mission priorities.



HONORING EXCELLENCE!



More than 650 leaders from across the intelligence, national security, and defense communities gathered to honor the extraordinary career of **Vincent R. Stewart** at the **38th William Oliver Baker Award Dinner** on Friday June 9 at the Omni Shoreham in Washington, DC. The bittersweet evening included heartwarming remarks by his family and a powerful speech by LtGen Dimitri Henry, USMC, who accepted the award on behalf of the Stewart family.



I've been to several of the Baker awards dinners and as always they are done so well - this one for Vince Stewart exceeded any of the other ones. It didn't feel like an industry networking event, it felt like an IC gathering.

On Tuesday, June 20, more than 250 intelligence and national security colleagues came together to celebrate **The Hon. Charles A. Allen's** 65th year of service to the nation.



The morning featured a bevy of surprise guests and culminated with INSA President Suzanne Wilson Heckenberg announcing that in 2024, INSA's annual Achievement Awards will be named, **The Charlie Allen Achievement Awards**, highlighting the lasting impact of Charlie Allen on the IC workforce.

Thought Leadership

COUNCILS & SUBCOMMITTEES

INSA's nine policy councils and subcommittees continued to advance key national security priorities through the development of **white papers**, **op-eds**, and the launch of a new podcast on careers in the IC!

Our councils and subcommittees held **32 meetings** this past year with **over 1,100 participants** and **33 speakers** to discuss intelligence topics, challenges, and solutions.

ACQUISITION MANAGEMENT

CYBER

CRITICAL INFRASTRUCTURE SUBCOMMITTEE

INSIDER THREAT SUBCOMMITTEE

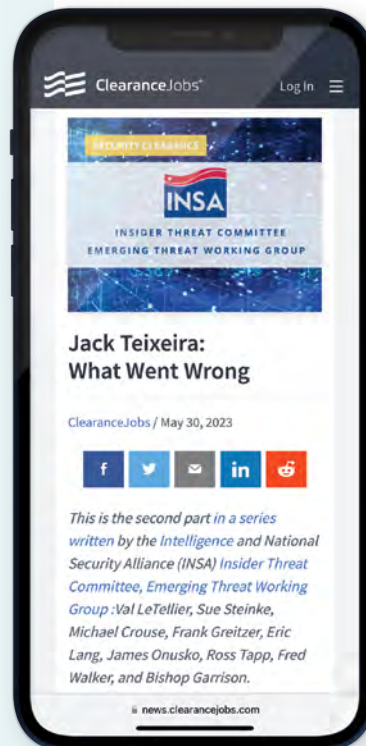
INTELLIGENCE CHAMPIONS

JUSTICE, EQUITY, DIVERSITY, & INCLUSION SUBCOMMITTEE

LEGAL AFFAIRS ROUNDTABLE

SECURITY POLICY REFORM

TECHNOLOGY & INNOVATION



OP-EDS

JACK TEIXEIRA: ANOMALY OR ARCHETYPE?

May 8, 2023 // ClearanceJobs.com

INSA's Insider Threat Subcommittee, Emerging Threat Working Group developed op-eds that assessed the Jack Teixeira case from several viewpoints.

First, the group looked at whether his behavior indicates a new emerging insider threat profile.

JACK TEIXEIRA: WHAT WENT WRONG

May 30, 2023 // ClearanceJobs.com

Next the group looked at the disconnect in the Teixeira case between the presence of numerous insider threat risk indicators and prevention.

WHITE PAPERS

CYBER

INDUSTRY CONTRIBUTIONS TO OFFENSIVE CYBER OPERATIONS



INSIDER THREAT

MANAGING INSIDER RISK DURING MERGERS AND ACQUISITIONS

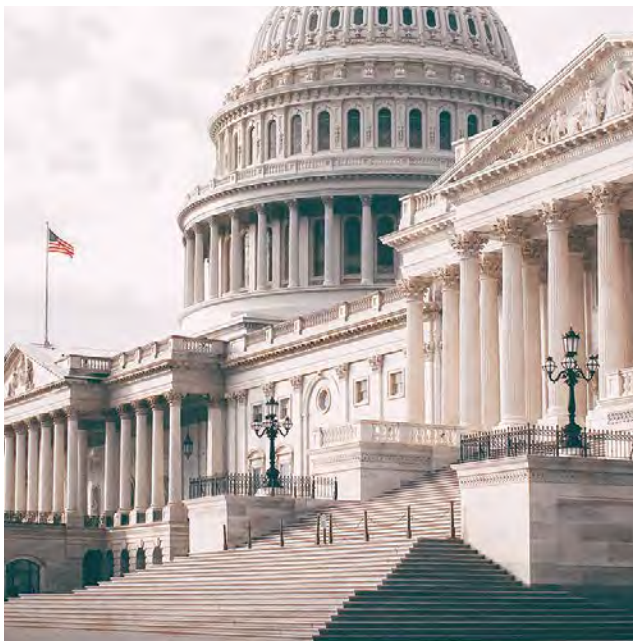


INTELLIGENCE CHAMPIONS COUNCIL

REIMAGINING THE SCIF LIFE

CONGRESSIONAL ENGAGEMENT

Throughout 2023, INSA coordinated with the SSCI and HPSCI staff on IAA and NDAA language for proposed cleared personnel reforms. Additionally, members of INSA's SPRC and Insider Threat Subcommittee provided subject matter expertise by delivering a Hill briefing and subsequent correspondence from April to October 2023. INSA remained one of the few external organizations to provide input on recommended language in Sections 401 and 904 of the FY24 IAA.



DEBUT OF INTELLIGENCE CAREER CONVERSATIONS PODCAST!

In FY23, the Intelligence Champions Council launched a new podcast: *Intelligence Career Conversations*. Hosted by **Jim Donnelly**, the podcast explores various aspects of careers in intelligence and national security, including insights on career paths, educational requirements, and discussions on current trends and challenges including talent acquisition and retention, diversity issues, and the range of opportunities across the public, private and academic sectors. Special thanks to FY23 guests **Likia Hawkins, Peter Kant, and Kevin Meiners!**

Do you know someone who would be a good guest speaker? Send us an email to pr@insaonline.org with their name, title, and short bio!



Jim Donnelly
Host



Likia Hawkins



Peter Kant



Kevin Meiners

Intelligence & National Security Foundation



Over the past year, INSA's Foundation increased its offerings including new scholarships to graduate and undergraduate students, enhanced programming and partnerships, and development of thought-provoking white papers focused on IC workforce issues.

CULTIVATING A DIVERSE TALENTED WORKFORCE

A diverse, skilled workforce encompassing varied experiences, backgrounds, and cognitive styles is a critical asset for national security. INSF scholarships prioritize the development of this talent pipeline, fostering a rich array of perspectives within our community.

NEW IN FY23!

Across all scholarship programs, INSF saw a 15% increase in total applicants in FY23!



LTGEN VINCENT R. STEWART, USMC – ENDOWED INTELLIGENCE CAREER PATHWAYS SCHOLARSHIP provides \$10,000 per year to a Black or African-America undergraduate student pursuing a career in the intelligence or national security community.

Underwritten by Tony and Christine Frazier, the scholarship provides an enduring way to honor Vince Stewart's legacy and inspire future generations of Black and African-Americans to bring their talents to the Intelligence Community. INSF also thanks Booz Allen Hamilton for their generous support of this award.

REINVENTING GEOSPATIAL INTELLIGENCE, INC. (RGI) SCHOLARSHIP provides a \$10,000 award annually to an undergraduate (rising sophomore to senior) who has a neurodiversity diagnosis and is pursuing a four-year bachelor's degree at an accredited college or university.

2023 SCHOLARSHIP RECIPIENTS

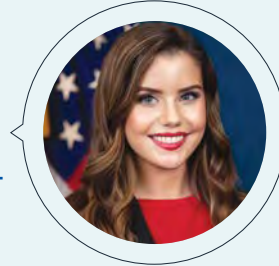
Seven outstanding students pursuing careers in intelligence and national security have been awarded a total of \$40,000 in scholarships.

INVESTING IN
THE FUTURE
OF THE IC
WORKFORCE –
Undergraduate



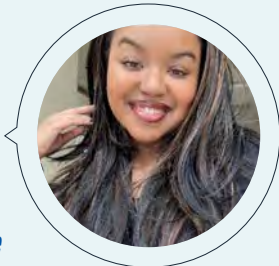
Ava Marginean
Undergraduate,
University of Illinois,
Urbana-Champaign

INVESTING IN
THE FUTURE
OF THE IC
WORKFORCE –
Master's



Brooke Gruber
Master's,
Marymount University

INVESTING IN
THE FUTURE
OF THE IC
WORKFORCE
DIVERSITY –
Undergraduate



Taylor Potts
Undergraduate,
George Mason University

INVESTING IN
THE FUTURE
OF THE IC
WORKFORCE
DIVERSITY –
Master's



Sameera Nuru
Master's,
Marymount University

LETITIA A.
LONG
ENDOWED
INTELLIGENCE
SCHOLARSHIP



Emily Roberts
Undergraduate,
Pennsylvania State
University



Each year we are impressed by our scholarship recipients' level of professionalism, both at internships and in their academic accomplishments. This year is no exception. We are proud to support these talented students and future leaders of our community.

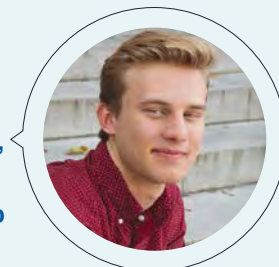
– SUZANNE WILSON HECKENBERG, INSA / INSF PRESIDENT

GOVERNOR
THOMAS J.
RIDGE
ENDOWED
SCHOLARSHIP



Arisa Chue
Undergraduate,
Stanford University

REINVENTING
GEOSPATIAL
INTELLIGENCE,
INC. (RGI)
SCHOLARSHIP



Maxwell Haseman
Undergraduate,
Georgetown University

The Future of the IC Workforce: Gaining Information Advantage

INSF partnered with QinetiQ US on a three-part "Future of the IC Workforce: Gaining Information Advantage" webinar series. Through this year-long effort, INSF hosted private and public sector leaders to discuss key factors affecting the intelligence community's ability to maintain information advantage over its adversaries.

EPISODE 1: THE WORKFORCE

Scott Coltson,

Deputy Director for Mission Services, DIA

Christine C. Parker,

Senior Strategist, Acting Senior Advisor to the Chief Human Capital Officer, NSA

Pamela Hardy, QINETIQ US

EPISODE 2: ALLIANCES & PARTNERSHIPS

David Cattler,

Assistant Secretary-General for Intelligence and Security, NATO

Major General

Michelle McGuinness,

Deputy Director for Commonwealth Integration, DIA

EPISODE 3: TRADECRAFT & DATA

Randy Nixon,

Deputy Director, Open Source Enterprise, CIA

Corey Vitello, PhD,

Senior Director, Global Security and Workplace Solutions, Roku

The series culminated with a new position paper reflecting key findings from the series:

- + Unique training opportunities and special incentive pay benefits are key to maintaining a competitive advantage in attracting and retaining a talented workforce.
- + Modernized recruiting systems have improved employer-candidate communication and assessment of the talent pool throughout the application process.
- + Personal relationships and human connections are essential to alliances and strategic partnerships.
- + Transparency and cross-functional integration support effective information sharing amongst international alliances and public-private partnerships in the intelligence community.
- + Human-machine teaming enabled by artificial intelligence has led to an OSINT "Renaissance."

FOSTERING DIALOGUE ON WORKFORCE TRENDS & PRIORITIES



In June 2023, INSF and the National Security Neurodiversity Network hosted a virtual panel, Simple Solutions Toward Better Neuro-Inclusivity, which examined how IC employers can better leverage and understand the neurodiverse talent pool. The thoughtful discussion concluded with practical solutions for improving neuro-inclusivity.

(UNCLEARED) & CONFUSED: DRUG USE CONFUSION TRIPS UP YOUNG PEOPLE

In April, INSF and ClearanceJobs.com released a new paper examining young professionals' sentiment toward the impact of marijuana use on prospective intelligence and national security career paths. The paper found that while conventions around marijuana use may have shifted, federal laws have not kept pace. This makes ongoing drug use an issue for security clearance applicants. And, according to the report, "that leaves many wondering if the path to a national security career is going up in smoke for an increasing number of applicants."

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the work we do.

[INSOnline.org](https://www.INSOnline.org)



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