



20 22

ANNUAL REPORT



INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE

*Building a
Stronger
Intelligence
Community*



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 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

INSA BOARD OF DIRECTORS

Maria Demaree	John McNiff	Vicki Schmanske
Damian DiPippa	Leigh Palmer	John Serafini
Tony Frazier	Vimesh Patel	Teresa Shea
Maisha Glover	Isaac Porche, PhD	Carey Smith
Peder Jungck	Janet Rathod	Jennifer Walsmith
Michael LaRouche	Adam Rudo	Howard Weitzner

SENIOR INTELLIGENCE ADVISORS

The Hon. Charles Allen The Hon. Sue Gordon

INSA STAFF

Suzanne Wilson Heckenberg <i>President</i>	Jeff Lavine <i>Vice President, Administration & Management</i>
John Doyon <i>Executive Vice President</i>	Janea Lee <i>Executive Assistant/Office Manager</i>
Vernessa Alexander <i>Senior Fellow, NSA</i>	Nicole Leung <i>MarCom Manager</i>
Allie Bailey <i>Meeting & Events Manager</i>	CPT Susie Lipster, USA <i>SkillBridge Fellow</i>
Toya Cribbs <i>Meeting & Events Director</i>	Peggy O'Connor <i>Communications & Policy Director</i>
Larry Hanauer <i>Vice President, Policy</i>	Adele Smith <i>Membership Manager</i>



A Letter from INSA Leadership

Dear Colleagues,

It is with great pride that we share with you the Intelligence and National Security Alliance's FY22 Annual Report. Despite challenges from the pandemic, INSA continued to provide unprecedented value by organizing a full return to in-person events, delivering valuable thought leadership, and helping build a diverse and talented IC workforce.

Our 35 events attracted more than 12,000 registrants. INSA's online programs continued to expand our reach outside the DMV. Our powerful speaker lineup featured agency directors, military and government leaders, and senior policy experts. A new website has revamped INSA's online presence, which helped build engagement with our programming and thought leadership content. Through our "Common Threads" series, we held programs in Denver and Huntsville, reaching stakeholders in two vibrant IC hubs, as well as adding new programming nearby in Fort Meade.

INSA continued to shape policy, legislation, and public discourse on national security priorities. Our nine policy councils—including the newly launched Justice, Equity, Diversity, and Inclusion Council—held 48 meetings in FY22 with over 1,500 participants and 45 speakers from across government, industry, and academia. The councils published eight white papers on key topics such as clearing and recruiting personnel with foreign ties, designating space systems as critical infrastructure, and improving security clearance mobility.

INSA leveraged this thought leadership in its congressional engagement and advocacy in 2022. As just one example, our letter to Congress urging passage of a provision authorizing security clearances for industry enterprise personnel help secure its inclusion in the FY23 Intelligence Authorization Act.

In 2022, we reaffirmed our commitment to building a talented, diverse intelligence and national security community. At our New IC program, Diversifying the DIB, and Challenges and Opportunities for Black Women in the IC webinar, we hosted top public and private sector leaders for candid conversations about equity and inclusion in the workplace.

Our Foundation dramatically expanded its efforts to forge a pipeline of diverse, talented professionals into our community. In 2022, INSF expanded its scholarship program to six, awarding \$30,000 to students pursuing careers in national security. This included two awards dedicated to underrepresented minority groups and another for a woman studying STEM.

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 2023.

Sincerely,



Letitia A. Long
Letitia A. Long
INSA/INSF Chairwoman

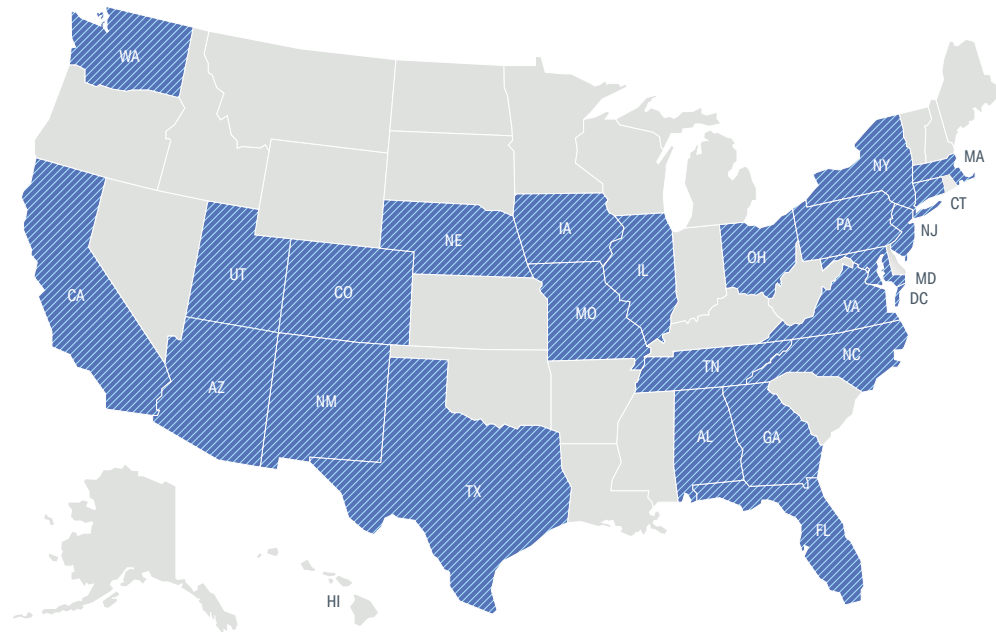


Suzanne Wilson Heckenberg
Suzanne Wilson Heckenberg
INSA/INSF President

Membership

The INSA member network continued to grow in FY22! Our **43 new members** plus **6 member upgrades** span organizations of all sizes across the country.

From the DMV to vibrant national security hubs in AL, CO, TX and more, INSA members understand the strength of working with like-minded 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.



THE ROAD TO SUCCESS IS PAVED WITH GOOD CONNECTIONS!

PR

New & Upgraded Members

1 PRESIDENT'S CIRCLE

3 PLATINUM

10 GOLD

13 SILVER

22 SMALL BUSINESS



Connections with long time INSA colleagues remind me why continuing to work in this field is so important. New connections inspire me in knowing that this continues to be work worth doing.



Events

35 EVENTS

199 SPEAKERS

12,083 REGISTRANTS

In fiscal year 2022 we returned to a robust slate of in-person programs and maintained a diverse schedule of virtual events to engage colleagues nationwide!

59% MALES 41% FEMALES

HONORING OUR FUTURE LEADERS

The 12th **Achievement Awards Ceremony** was held on Tuesday, February 16, at the Renaissance Arlington Capital View hotel.



Our nearly 200 attendees heard a powerful keynote by **DIA Director LTG Scott Berrier, USA**, and special guests, **NRO Director Scolese**; **NGA Director VADM Sharp, USN**; **DOE Associate Administrator and Deputy Under Secretary for Counterterrorism and Counterproliferation Jay Tilden**; and **Executive Associate Director of Homeland Security Investigations Steve Francis**, helped with award presentations.

FULL HOUSE FOR THE NEW IC!

Our annual **New IC: Empowering Women and Engaging Men** symposium hit capacity with 250 government, industry, and academic attendees gathering at the Army Navy Country Club, in Arlington, VA, on Wednesday, July 14, 2022.



The jam-packed program included keynotes from **Gina Bennett** and **DNI Avril Haines**; ignite rounds with top public and private sector leaders; discussions on leveraging diverse talent pools and work-life balance; and a closing fireside chat with **NGA Deputy Director, Tonya Wilkerson**.



BIG DATA, ARTIFICIAL INTELLIGENCE, & ADVANCED ANALYTICS

INSA's popular **Spring Symposium** drew over 300 IC and national security professionals for the full day program focused on data, AI and advanced analytics.



The Hon. Sue Gordon and **IARPA Director Catherine Marsh** set the scene with their keynote remarks, while the four panel discussions focused on the IC's AIM strategy, importance of modernizing IT infrastructure, and the challenges and success stories with operationalizing AI.



LEADING ON WITH LEADERSHIP DINNERS

INSA returned to a full schedule of **Leadership Dinners** in FY22! Our three programs attracted nearly 1,000 registrants for unparalleled networking, relationship building and key insights on agency mission priorities.



VADM Frank Whitworth, USN
Director, National Geospatial-Intelligence Agency



The Hon. John Sherman
Chief Information Officer, Department of Defense



GEN Paul M. Nakasone, USA
Commander, U.S. Cyber Command Director, NSA/Chief, CSS

LEADERSHIP LUNCHEON SERIES

INSA virtual **Leadership Luncheons** provided a forum for off-the-record conversations with military and agency leaders.



NOV 2021
GEN John W. "Jay" Raymond, USSF
Chief, U.S. Space Operations



APR 2022
VADM Robert Sharp, USN
Director, National Geospatial-Intelligence Agency

COFFEE & CONVERSATION

Our 11 virtual **Coffee & Conversations** drew more than 4,500 registrants for discussions with top leaders from across the intelligence, homeland, and national security communities.



I absolutely love starting my day with these talks and then share my observations with all my team members. Keep up the great work INSA.

#COFFEEANDCONVO



2022 COMMON THREADS

Venturing Beyond the Beltway!
INSA returned to Denver, CO and Huntsville, AL, and, new this year, added Fort Meade, MD, to the **Common Threads** schedule of programming! Featuring both classified and unclassified programming, these events brought together the private and public sector in key intelligence hubs.

Special thanks to our Common Threads Partners!



KEYNOTE SPEAKERS



HUNTSVILLE – APR 18

Karen Saunders
PEO, Simulations, Training, and Instrumentation, U.S. Army



DENVER – SEPT 27-28

Sandra Auchter
Director, NGA, Denver

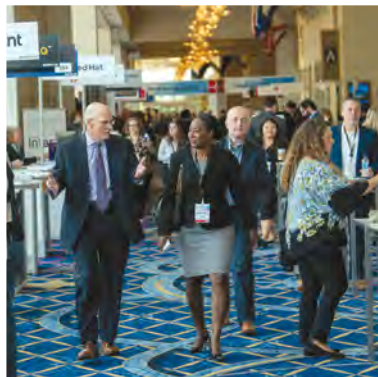
FT MEADE – DEC 9



Morgan Adamski
Director, NSA Cybersecurity Collaboration Center

RECORD-BREAKING CROWD FOR #INTELSUMMIT22

We closed out the fiscal year with a record-breaking crowd of 1,800+ professionals attending the two-day **AFCEA/INSA Intelligence and National Security Summit**, Sept. 15-16, at the Gaylord National Harbor.



Plenary sessions included a fireside chat with **DepSecDef Kathleen Hicks**, a panel of the "big six" agency and deputy directors, and military services intelligence directors discussing top priorities.

Save the Date! #IntelSummit 23 will take place July 13-14 at the Gaylord National Resort, National Harbor, MD.

OH, WHAT A NIGHT!

Nearly 600 IC professionals gathered to celebrate **The Hon. Tom Ridge**, former governor of Pennsylvania and first Secretary of Homeland Security, at the **37th William Oliver Baker Award Dinner** on Saturday, May 14 at the Omni Shoreham in Washington, DC.



Governor Ridge was a hoot! His story was amazing. What a great man. Keep up with great work with awardees!

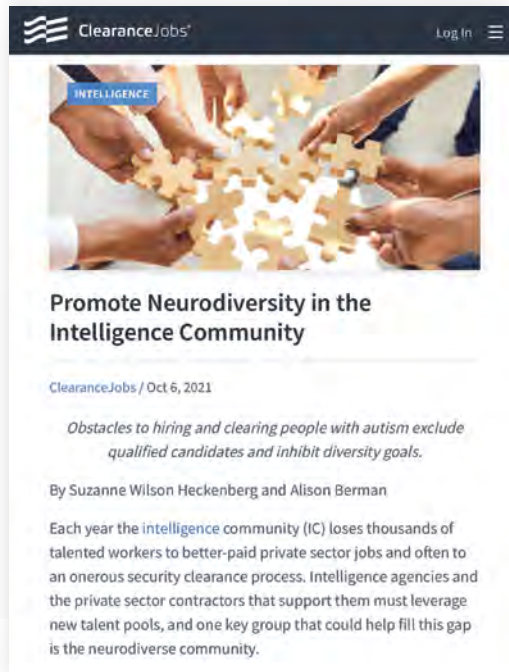
Thought Leadership

OP-EDS

PROMOTE NEURODIVERSITY IN THE IC

October 3, 2021 // ClearanceJobs.com

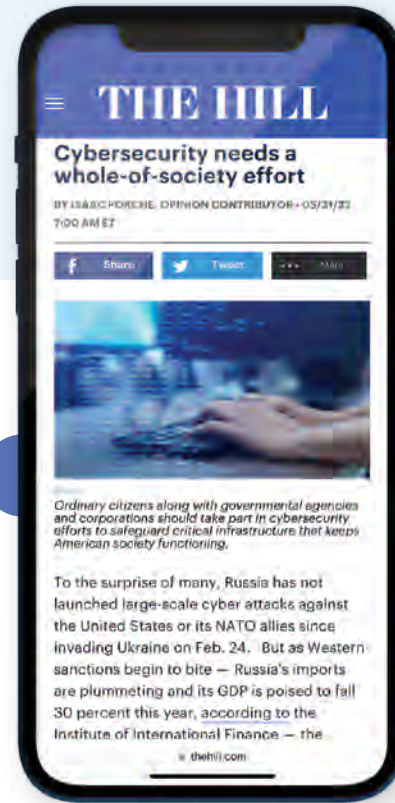
Written by **INSA President, Suzanne Wilson Heckenberg** and **Policy Intern Ali Berman**, this Op-Ed examined how the IC can integrate and leverage the skills of the neurodiverse community.



CYBERSECURITY NEEDS A WHOLE-OF-SOCIETY EFFORT

May 31, 2022 // The Hill

INSA Board Member Isaac Porche described what is needed to protect our nation's critical infrastructure from cyber-attack, noting a broader whole-of-society cybersecurity effort—involving state governments, corporations, and ordinary citizens—is required to safeguard the infrastructure that keeps American society functioning.



INTELLIGENCE AGENCIES MUST TRANSFORM ACQUISITION

October 18, 2022 // Federal News Network

INSA Vice President for Policy, Larry Hanauer finds the IC's antiquated acquisition process is hindering procurement of critical services and increasing costs. To take advantage of private sector innovation, IC policymakers must change acquisition processes to focus on outcomes rather than inputs, enable more unclassified and remote work, make it easier for contractors to clear staff and access secure workspaces, and enhance the acquisition workforce.

CONGRESSIONAL OUTREACH

INSA engaged with Congress throughout the year to provide committees of jurisdiction with information on industry perspectives on a range of issues, including:

- + Provided vital information to support development of key provisions in the FY23 Intelligence Authorization Act. Outreach focused on provisions that improve the personnel security process and facility security certification, including a mandate that the DNI develop timeliness standards for polygraph administration (sec. 6604) and a directive that the Intelligence Community Inspector General develop a report on the utilization of secure workspaces that will likely lead to more efficient use of such facilities in the future (sec. 6607).
- + Helped secure passage of a provision (Sec. 6605) requiring security clearances for companies' enterprise personnel who do not bill to a specific contract – a change that will facilitate industry support to contracts across the IC. Reports are that INSA outreach "changed the dialogue" on the provision.
- + Briefed congressional staff on Trusted Workforce 2.0 implementation challenges. INSA ensured that intelligence oversight committees understood the need for improved clearance reciprocity, better information-sharing with industry, and consultations with industry regarding the development of NBIS.

“INSA engaged key congressional stakeholders throughout 2023 to ensure members and staff understood the impact that current policy and legislation have on industry. Our outreach ensured industry's perspective was incorporated into national security-related legislation and enhanced congressional oversight of critical business practices in DOD and the IC.”

– LARRY HANAUER
INSA VICE PRESIDENT FOR POLICY

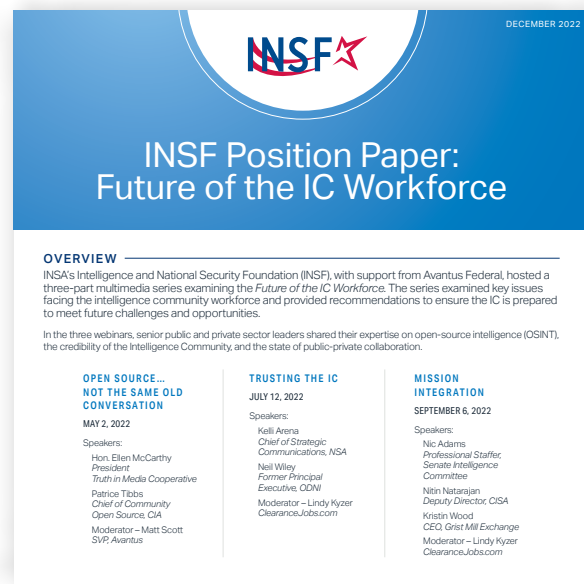
Intelligence & National Security Foundation



This past year, INSF led the way to build, support, and promote a diverse, talented, focused, and mission-driven intelligence and national security workforce.

FUTURE OF THE IC WORKFORCE MULTIMEDIA CAMPAIGN

Back for a second season, **INSF** once again partnered with **Avantus Federal** on a series of programs focused on workforce trends. Through a combination of video and development of a white paper, *The Future of the IC Workforce* addressed high-priority workforce topics including Open Source Intelligence, Trust in the IC, and Mission Integration.



DISPELLING MYTHS AROUND MENTAL HEALTH AND CLEARANCES

On Thursday, June 30, INSF held a virtual discussion, **Fact and Fiction: Intelligence and National Security Careers, Mental Health, and Clearances**, centered on dispelling myths around mental health treatment and security clearances. It was noted that less than one percent of clearance holders have had their security clearances taken away based solely on mental health issues. All speakers agreed that a culture change is needed to encourage individuals to address mental health issues, just as they do physical issues.

“All panel members provided excellent updates and insights on mental health and how it can or cannot impact security clearances. It was great to hear the facts.”

COMBINED FEDERAL CAMPAIGN

In 2022, INSF was approved as a CFC charity. Our “Be the Face of Change” campaign featured our scholarship recipients and noted that **100% of funds donated through the CFC go directly to the INSF scholarship program.** We look forward to building off this momentum in FY23.

INSF CFC charity number: 91071.



NEW IN FY22!

CULTIVATING A DIVERSE FUTURE TALENT PIPELINE

A skilled workforce with varied experiences, backgrounds, and cognitive styles, is a vital national security interest. INSF scholarships put a high priority on building this talent pipeline, one that brings a rich array of perspectives to our community, ensuring we meet today’s—and tomorrow’s—challenges.



New in FY22, INSF added to its slate of awards with the launch of the **Letitia A. Long Endowed Intelligence Scholarship**, which supports talented women pursuing a STEM-focused career in the intelligence and national security.



The **Gov. Thomas J. Ridge Endowed Scholarship**, which supports an undergraduate pursuing a career in the defense or intelligence community.

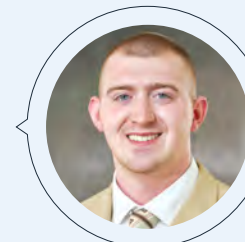
2022 SCHOLARSHIP RECIPIENTS!



Our six recipients demonstrated academic success, community engagement, and unwavering excellence in the face of academic and personal challenges. We are honored to help these students as they take these next steps on their journeys to rewarding careers in the intelligence and national security community.

— SUZANNE WILSON HECKENBERG
INSA / INSF PRESIDENT

INVESTING IN THE FUTURE OF THE IC WORKFORCE – Undergraduate



Joah Burkhart
Undergraduate,
Syracuse University

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



Marek Harr
Master’s,
Fletcher School of Law & Diplomacy, Tuft’s University

INVESTING IN THE FUTURE OF THE IC WORKFORCE – Undergraduate, Diversity



Mia Hamlin
Undergraduate,
Embry-Riddle
Aeronautical University

INVESTING IN THE FUTURE OF THE IC WORKFORCE – Master’s, Diversity



Victoria Gallegos
Master’s,
Texas A&M University

LETITIA A. LONG ENDOVED INTELLIGENCE SCHOLARSHIP



Alexandria Robinson
Undergraduate,
American Military
University

GOVERNOR THOMAS J. RIDGE ENDOVED SCHOLARSHIP



Grant Hashimoto
Undergraduate,
Embry-Riddle
Aeronautical University

Policy Councils

Our nine councils held **48 meetings** this past year with over **1,500 participants** and **45 speakers** discussing intelligence and national security priorities, challenges, and solutions.

In FY22, INSA launched a new council focused on Justice, Equity, Diversity, and Inclusion (JEDI). An early deliverable included supporting a panel session at **The New IC** focused on leveraging diverse talent pools.

INSA 2022 ANNUAL REPORT // 14

ACQUISITION
MANAGEMENT

CYBER

CYBER CRITICAL
INFRASTRUCTURE

INSIDER THREAT

INTELLIGENCE
CHAMPIONS

NEW
JUSTICE, EQUITY,
DIVERSITY, INCLUSION

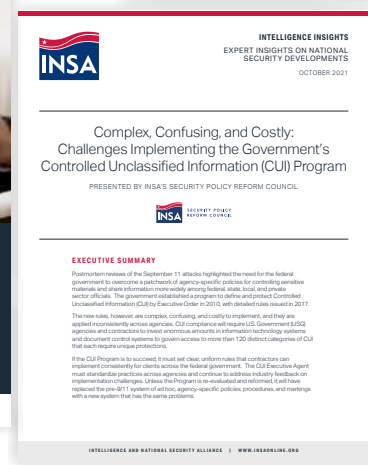
LEGAL AFFAIRS

SECURITY POLICY
REFORM

TECHNOLOGY &
INNOVATION

FY22 WHITE PAPERS

INSA's policy councils published whitepapers covering topics ranging from clearance reform to intelligence information sharing.



The INSA paper calls for a wholesale reevaluation of the CUI program, including “reassessing what really needs protection, clarifying the impact of CUI designation on proprietary information, codifying how CUI costs will be calculated, and implementing a mechanism to incorporate industry insights.

– FEDERAL NEWS NETWORK // NOV 2021

Thank You to Our FY22 Event Sponsors!



Learn more about
the work we do.

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



INTELLIGENCE AND
NATIONAL SECURITY
ALLIANCE

*Building a
Stronger
Intelligence
Community*