



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE  
WASHINGTON, D.C.  
20511

---

**ODNI FACT SHEET**

*Leading an integrated Intelligence Community that operates as a single enterprise*

**HISTORY AND BACKGROUND**

Post 9/11 investigations proposed sweeping change in the Intelligence Community, resulting in Congressional passage of the [Intelligence Reform and Terrorism Prevention Act of 2004](#) (IRTPA). The IRTPA created the Office of the Director of National Intelligence (ODNI) to improve information sharing, promote a strategic, unified direction, and ensure integration across the nation's Intelligence Community (IC).

- The Office of the Director of National Intelligence stood up on April 21, 2005; it is led by a Director of National Intelligence (DNI).
- The DNI:
  - Serves as the President's principal intelligence advisor;
  - Manages the National Intelligence Program (budget);
  - Establishes Intelligence Community priorities with clear and measurable goals and objectives;
  - Sets direction through policies and budgets;
  - Ensures integration of IC personnel, expertise, and capabilities;
  - Provides leadership on IC cross-cutting issues; and
  - Monitors IC agency and leadership performance.
- The DNI oversees a 17-element [Intelligence Community](#) and manages the National Intelligence Program budget which was [\\$49.8 billion in FY2009](#).
- The DNI works closely with the Principal Deputy DNI, to effectively integrate foreign, military and domestic intelligence in defense of the homeland and in support of United States national security interests at home and abroad. The [organizational structure](#) of the ODNI also encompasses Mission and Support Activities for the IC, including the National Counterterrorism Center and the National Intelligence Council, among others.

- ODNI continues to build upon its successes over the past five years to create an Intelligence Community that is *integrated* – making the whole of the Intelligence Community greater than the sum of its parts; *agile* – functioning as an innovative enterprise that can respond quickly to changing conditions; and *exemplifies American values* – operating under the rule of law at all times and respecting privacy, civil liberties, and human rights.

## **PROGRESS TO DATE**

In August 2009, the DNI released the [National Intelligence Strategy](#) (NIS), which provides the blueprint for the development and advancement of IC capabilities and priorities in support of our national and homeland security. All U.S. intelligence organizations collaborated to articulate our shared mission and objectives. The strategy puts unprecedented focus on cybersecurity, counterintelligence, and the impact that problems such as pandemic disease, climate events, failed states, and scarce resources have on global stability. It recognizes the role of intelligence in identifying common interests and defusing threats, including those related to energy, trade, drug interdiction, and public health.

The task of improving and integrating our intelligence structure, and the capabilities and information technologies of 17 diverse intelligence elements is a massive one, and remains a work in progress. However, in the nearly five years since its creation, the ODNI has made considerable progress toward breaking down the information-sharing, technical, and cultural barriers across the Intelligence Community that were identified in the wake of the September 11<sup>th</sup> attacks. We continue to build upon IC successes in preventing and minimizing threats, increasing information sharing and integration across the Community, and improving intelligence capabilities to prepare for tomorrow’s challenges while performing today’s mission. The following list of selected achievements illustrates that progress.

### **Threat Prevention**

- **FUSED DOMESTIC AND FOREIGN INTELLIGENCE TO QUICKLY UNDERSTAND AND DISRUPT HOMELAND THREATS POSED BY ALLEGED EXTREMISTS**, including Najibullah Zazi, David Headley, and Abdulhakim Mujahid Muhammad. The IC rapidly produced and pushed relevant counterterrorism information to state, local, tribal, and private partners through the FBI and DHS.
- **STRENGTHENED WATCHLISTING CRITERIA** in response to the attempted bombing of Northwest Flight 253, dedicated additional resources to enhance terrorist identities records maintained at the National Counterterrorism Center (NCTC), and established “pursuit teams” at NCTC to pursue terrorist threat threads and identify appropriate follow-up actions by other intelligence and law enforcement organizations.
- **SURGED INTELLIGENCE SUPPORT TO MEXICO** to help combat drug cartels and their impact on Mexican governance and U.S. border security.
- **EMPLOYED IC RESOURCES AND CAPABILITIES TO ADDRESS EMERGING TRANSNATIONAL PUBLIC HEALTH EMERGENCIES**. The Intelligence Community quickly provided

policymakers with assessments and projections on the spread and impact of the H1N1 virus, on foreign government responses to the pandemic, and on the political and economic impacts that the virus and mitigation efforts may have. To improve analysis of and integrate collection on future public health emergencies, the DNI created a Senior Advisor for Global Health Security and a Program Director for Global Health to lead the IC's response to naturally occurring or accidental biological events.

- **FUNDED MORE THAN 80 NEW TECHNOLOGIES FOR INTER-AGENCY INTELLIGENCE OPERATIONS THROUGH ODNI'S RAPID TECHNOLOGY TRANSITION INITIATIVE (RTTI).** For example, FBI's Biometric QuickCapture Platform program combines electronic fingerprint collection, satellite communication, and database interoperability technologies to help law enforcement agents immediately identify a suspect as a known terrorist or international criminal. The use of this platform has resulted in the identification and capture of hundreds of high value intelligence targets in high priority countries.

### **Increased Information Sharing and Integration**

- **PROMOTING INTEGRATION THROUGH THE IC JOINT DUTY PROGRAM.** Joint Duty builds a new generation of intelligence leaders who have a better understanding of the scope and complexity of the IC and are able to integrate and engage the IC's vast resources in support of our national security mission. Joint duty, a winner of Harvard University's [2008 Innovations in American Government Awards](#), is now a prerequisite for promotion to senior leadership levels. More than twelve thousand intelligence officers have earned or are currently earning joint duty credit to gain critical cross-agency perspectives. The ODNI's [National Counterterrorism Center](#) (NCTC), in particular, has benefited from the Joint Duty Program, with over 50 percent of its personnel detailed from other IC agencies.
- **TRANSFORMED ANALYSIS THROUGH THE CREATION OF COLLABORATIVE TOOLS SUCH AS "INTELLIPEDIA" AND "A-SPACE,"** which provide analysts from across the Intelligence Community a common platform to post information, conduct research and analysis, and easily collaborate with colleagues working similar issues. The value of both Intellipedia and [A-Space](#) (lauded by *Time Magazine* as one of the best inventions of 2008) became apparent in the wake of the 2008 Mumbai terror attacks, when a group of ad hoc analysts from across the IC convened on the classified sites to post video, photos, and satellite imagery, and discuss the events as they were unfolding in real-time. Analysts used intelligence that had been posted and discussed on A-Space in the previous months to identify an al Qaeda-affiliated extremist group as the perpetrator of the attacks.
- **STRENGTHENING INFORMATION SHARING AND INTEGRATION UNDER [INTELLIGENCE COMMUNITY DIRECTIVE 501](#),** which makes each IC element responsible for making information collected and analyzed discoverable electronically. In support of this effort, the DNI directed enhancements to the [Library of National Intelligence](#) (LNI), a virtual "card catalogue" that offers access to over 2.3 million analytic products to more than 100,000 IC employees. LNI is expanding at a rate of 100,000 products per month and is transforming IC employees' ability to discover information, which they or their home agencies may not have had access to in the past.

- **IMPROVED INFORMATION SHARING TO STATE AND URBAN FUSION CENTERS** by granting personnel with federal security clearances access to select Secret Internet Protocol Router Network (SIPRNet) websites with classified homeland security-related information. Partners access these sites via DHS's Homeland Security Data Network, which is currently being deployed to the 72 recognized state and local fusion centers across the country. This agreement, carried out between the Departments of Homeland Security and Defense and brokered by the ODNI, reflects the IC's commitment to improving two-way information sharing and enhanced situational awareness among state, local, and tribal partners who are on the front lines of our homeland security enterprise.
- **INTEGRATED IC-WIDE ANALYSIS AND COLLECTION FOR HIGH-PRIORITY INTELLIGENCE TARGETS BY ESTABLISHING COUNTRY- AND ISSUE-SPECIFIC MISSION MANAGERS.** The [Mission Management](#) concept allows the IC to consolidate community-wide expertise on specific countries and issues, respond quickly to policymakers' intelligence needs, and identify knowledge gaps across the Community. For example, ODNI's designation of an Afghanistan-Pakistan Mission Manager enables the IC to bring wide-ranging resources and capabilities to bear against one of the Administration's most urgent national security challenges. Additionally, ODNI's Iran Mission Manager increased the speed by which high-impact collection and analysis on Iran reaches policymakers, and created an IC-wide program to develop Iran expertise.
- **ADVANCED THE SECURITY CLEARANCE REFORM EFFORT** by collaborating with the Department of Defense and the Office of Personnel Management to revise Standard Form 86, the primary questionnaire for national security positions, and published an IT strategy for clearance reform that outlines key technology initiatives that will be phased in over the next three to five years. Additionally, ODNI worked with federal partners to modify a long-standing policy, making it easier for first-generation Americans to attain the highest security clearance and improve the IC's ability to recruit and retain officers with critical native language capabilities and cultural expertise.
- **EXECUTED THE INTELLIGENCE COMMUNITY BADGE INTEROPERABILITY PROGRAM,** which gives IC employees easier access to facilities outside their parent agencies. The recent addition of the Departments of State, Treasury, and Homeland Security has improved collaboration with these offices.
- **CREATED "INTELLIGENCE TODAY,"** which enables those senior policymakers who do not receive the PDB access to a wider variety of the IC's most timely analytic insights on key national security decisions. *Intelligence Today* represents the first time that intelligence products from each IC agency are consolidated in one web-based platform and disseminated to senior customers and their staffs, similar to how information is distributed via online news publications. Additionally, the website's online feedback mechanism allows policymakers increased ability to submit comments, ask questions, and solicit additional information on a specific intelligence product.

- **FIELDING NEW TECHNICAL ADVANCES THAT DRIVE INFORMATION SHARING THROUGHOUT THE COMMUNITY AND WITH KEY INTERNATIONAL ALLIES** across multiple security domains. New capabilities include: an enhanced IC-Email service that features encryption, improved directory services, and standardized user naming conventions; and IC-Login, a system that allows any IC user with the appropriate clearances to access information at other IC organizations.
- **CREATED THE INTELLIGENCE COMMUNITY EXECUTIVE COMMITTEE (EXCOM) TO ENSURE FULL COVERAGE OF KEY INTELLIGENCE PRIORITIES AND ELIMINATE DUPLICATION OF EFFORT.** This senior advisory group, made up of the DNI and the Directors of the 16 IC elements, advises and supports the DNI, conducts in-depth discussions on critical issues such as intelligence support to Afghanistan and Pakistan and terrorist finance, and enables proper resource allocation. No such IC-wide senior leadership gathering existed prior to the inception of the ODNI.

### **Improved Intelligence Capabilities**

- **REVAMPED THE PRESIDENT’S DAILY BRIEFING (PDB) TO INCORPORATE ANALYSES FROM ACROSS THE INTELLIGENCE COMMUNITY,** thus ensuring that reports to senior policymakers provide diverse perspectives and encompass the breadth and depth of IC expertise. Additionally, ODNI created a strategic planning unit to provide overall guidance to the PDB process and ensure strategic and long-term issues are addressed. These innovations have been accompanied by changes in analytic tradecraft, encouraging IC analysts to adhere to the PDB’s rigorous standards in their analytic work.
- **LED MODERNIZATION OF THE FOREIGN INTELLIGENCE SURVEILLANCE ACT (FISA)** to dramatically improve foreign intelligence collection while protecting the privacy and civil liberties of U.S. citizens and legal residents. ODNI continues to ensure that the IC’s legal authorities are subject to proper oversight and comply with U.S. laws and the Constitution.
- **ESTABLISHED A CIVIL LIBERTIES AND PRIVACY OFFICE (CLPO) TO ENSURE THAT PRIVACY AND CIVIL LIBERTIES ARE AN INTEGRAL PART OF THE INTELLIGENCE MISSION.** Since ODNI’s inception, CLPO’s guidance has enabled intelligence officers to perform their duties with confidence that individuals’ rights are properly protected, and it assures congressional oversight entities that Intelligence Community elements are complying with legal requirements. CLPO has provided advice and oversight for critical initiatives, such as watchlisting, intelligence collection, information sharing programs, cybersecurity, and the Foreign Intelligence Surveillance Act. CLPO also examines emerging issues and technologies to clarify how protections apply to new situations.
- **DEVELOPED THE FIRST PERFORMANCE-BASED BUDGET WITH THE FY2010 NATIONAL INTELLIGENCE PROGRAM,** strengthening the linkage between strategic outcomes and budget, and addressing the Administration’s highest intelligence priorities. Through the [National Intelligence Priorities Framework](#) (NIPF), ODNI aligned collection and analytic resources across the IC to ensure that adequate resources are reaching the most complex national security challenges and emerging threats.

- **APPLIED STANDARDS TO ANALYTIC TRADECRAFT COMMUNITY-WIDE.** These [standards](#) are used across the IC to promote more rigorous analytic thinking against our hardest targets. ODNI established an entity to evaluate the quality of IC analytic products against these standards, and developed an “Analysis 101” course open to all new IC analysts for instruction in critical-thinking in a joint training environment.
- **STRENGTHENED NATIONAL INTELLIGENCE ESTIMATES (NIE) PROCESS** by instituting a formal review of the strengths, credibility, and reliability of all intelligence sources used in developing the critical judgments; ensuring subject matter experts from outside the Intelligence Community review every NIE to challenge IC analysts’ assumptions; and including analysis to point out possible opportunities for policymakers. In addition, NIEs are shorter, with discussion and analysis presented to substantiate key judgments. NIEs represent a coordinated and integrated analytic effort among the intelligence enterprise, and are the Intelligence Community’s most authoritative written judgments concerning national security issues and estimates about the course of future events.
- **AUGMENTED LANGUAGE CAPABILITY AND CULTURAL EXPERTISE ACROSS THE IC** through three initiatives. The IC Heritage Community Liaison Council is composed of first and second generation citizens representing mission critical heritage communities. ODNI works with council leaders to improve outreach and recruitment in their respective communities. The Boren Program—which has enabled 180 undergraduate or graduate students a year to study abroad—has created a pipeline of candidates with very high language proficiency, many of whom are now employed by intelligence agencies, the Departments of Defense and State, and supporting contractors. STARTALK—a summer language study program that began in 2007—has taught over 5,000 middle and high school students mission-critical languages, such as Chinese, Arabic, Hindi, Farsi, and Turkish, and will soon be expanded to reach students in all 50 states.

**ENABLED THE IC TO ATTRACT, RECRUIT, AND RETAIN INDIVIDUALS WITH THE RIGHT LANGUAGE SKILLS AND CULTURAL EXPERTISE** via partnerships with government agencies, the private sector, and academia. Through ODNI’s [IC Centers of Academic Excellence](#) (CAE), the IC has increased access to first and second generation Americans who possess regional, cultural, and critical foreign language expertise. Roughly 60% of scholars accepted into the program have traveled overseas; about 70% have traveled to countries where a critical language is spoken. Additionally, the CAE program worked with its academic partners to develop national security studies baccalaureate programs to produce future national security professionals.

- **SPONSORED THE FIRST IC-WIDE VIRTUAL CAREER FAIR IN MARCH 2010**, using cutting-edge technologies to find the best and brightest recruits that the United States has to offer. The virtual career fair enabled the Intelligence Community to reach far greater number of people in a cost effective manner while attendees learned about the IC and applied for positions from the comfort of their homes. More than 5,000 of those who registered for the fair reported proficiency in languages critical to national security, and participating IC agencies continue to follow up on applications and interview fair attendees. The ODNI plans



to continue with this new recruiting trend to attract a tech-savvy workforce with the skills necessary to combat the threats of the 21<sup>st</sup> century.

- **FOCUSING RESEARCH ON INNOVATIVE TOOLS AND CAPABILITIES THAT HELP THE IC RESPOND TO EMERGING THREATS.** Through the creation of the [Intelligence Advanced Research Projects Activity](#) (IARPA), ODNI is funding high-risk, high-payoff projects in areas like quantum computing, identity recognition, and computer network intelligence that will address cross-community challenges in the future. Modeled after the research and development office for the Department of Defense, IARPA aims to dramatically improve the value of collected data, maximize insight from those collections, and counter the capabilities of cyber adversaries.

# # #

*“We are forging an integrated Intelligence Community that spans the historical divide between foreign and domestic intelligence efforts. Far from being a buzz word, integration means ensuring that our various specialized intelligence missions operate as a single enterprise.”*

*--Dennis C. Blair, Former Director of National Intelligence*