"Intelligence Operations Research"
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Kaplan provides an accurate measure of the scope and responsibilities that characterize the United States Intelligence Committee (IC). In spite of the reforms initiated in the wake of the September 11, 2001 attacks, the vast size of this sprawling community accounts for significant diversity among the different agencies and sometimes, competing agendas. Nevertheless, the methodology of how each of the constituent agencies performs its work from an operational basis can be generalized across the entire IC.

The "intelligence cycle" is the operative term which describes the iterative process through which; 1) goals are set for collection 2) collection occurs 3) the data is processed and exploited 4) it is analyzed and finally 5) the results are disseminated. All agencies involved with the Intelligence Community are engaged in this process with slight variations. Kaplan delves into greater detail to accurately characterize the actions that occur in each of these phases

Intelligence *Operations Research* is a subject that does not get much attention in the broad IC. Among priorities that are considered, the research effort, analysis and deep thinking required to make assessments on how intelligence operations are being conducted consistently falls to the bottom of the list. The reasons for this are multifold. Given the IC's significant focus on terrorism since 2001, the collection and analysis of tactical intelligence has been the highest priority and timeliness has been considered mission critical. In addition, the IC spends significant time and effort providing broader strategic assessments for policymakers. This effort has the dual role of informing these important "customers" of the latest trends and also providing tangible evidence of the merits of particular agencies' efforts, which may translate into political support.

Within the IC, taking time to critique, reconsider and potentially change existing operating protocols is an effort that provides no short-term political gains and thus is resource starved. Moreover, the skill set needed to conduct sophisticated operations research often resides outside of the IC – in the academy.

Kaplan discusses a variety of initiatives in operations research that have provided some initial promising results and reinforce the promise of research efforts in this area. As far Kaplan's ideas for future intelligence operations research, in general, they have merit. Most revolve around resource allocation and efficacy questions that are important for the IC, but are often dealt with via unscientific means.

Intelligence Operations Research should be a core responsibility of the Office of the Director of National Intelligence (ODNI). Only the ODNI has the broad view of the entire terrain of the IC as well as the authority to conduct, fund and support the efforts that Kaplan describes as necessary for the continuous operational improvement within the IC.