



## FOUNDATIONS FOR THE FUTURE A Strategy for the IC

The core mission of the Office of the Director of National Intelligence (ODNI) is to lead the U.S. Intelligence Community (IC). As the IC's university, the National Intelligence University (NIU) is uniquely positioned to collaborate with ODNI and external partners to expand engagement, thought leadership, intelligence research, and inquiry. Diverse viewpoints are ever more crucial in today's intelligence environment where intelligence professionals need to navigate and excel in a powerfully complex global landscape.

Every four years, ODNI is required to publish a new National Intelligence Strategy (NIS) that considers and provides the IC's future course and intelligence support to policymakers. Historically, the NIS has been written by IC subject matter experts in a classified environment. For the first time, ODNI and NIU are inviting academics and national security thought leaders to contribute to the IC's understanding of the current threat landscape and future intelligence challenges.

NIU and ODNI are hosting a series of events throughout 2025 called *Foundations for the Future: A Strategy for the IC* that will culminate in a one-day event on September 24, 2025. This initiative will be made up of a series of hybrid events and forums (i.e., virtual and in-person) for academics, thought leaders, and national security professionals to discuss grand strategy, enterprise strategies, and their applications to the IC. Proceedings from these events may inform the next NIS.

Multidisciplinary scholars and thought leaders are invited to submit a paper relating to one or more of the following featured themes:

- Shaping strategy for shifting national security challenges in an increasingly complex environment.
- Anticipating how the future security environment could impact the IC's strategic capabilities.
- Collaborating across industry to identify critical and emerging technologies and their potential impact on the IC's strategic outlook.
- Establishing effective goals to shape the future of intelligence.

Paper proposals should be original research and intended for publication. Please submit your proposal package to [NIU\\_Future\\_Foundations@niu.odni.gov](mailto:NIU_Future_Foundations@niu.odni.gov), before **May 30, 2025**. Complete proposal packages include the following information.

1. Full Name (i.e., First Middle Last)
2. Credentials
3. Title
4. Organization
5. Is this a U.S. federal government organization (yes/no)
6. Country of citizenship
7. Telephone
8. Email
9. Paper Title (maximum 30 words)
10. Abstract (maximum 300 words)
11. Co-authors' name(s), institutional affiliation, and title(s) (if applicable)
12. Has the research been published or presented? If yes, where (i.e., what publication and/or conference)
13. Would you like to serve as a chair or discussant for a panel (yes/no)
14. Paper, if already published

By submitting a proposal, you recognize and understand the following.

- NIU and ODNI are U.S. Government organizations.
- You recognize and understand that Foundations for the Future: A Strategy for the IC is not a political forum. Proposals submitted with deliberate and/or overt intent to advance political messaging will not be accepted.
- You are sharing your research freely, without coercion, or compensation.
- You understand that if your proposal is accepted, my research, ideas, and viewpoints will not necessarily be included in the next National Intelligence Strategy.
- You understand that if my proposal is accepted, your research, ideas, and viewpoints do not necessarily reflect the views of the U.S. Government, they are your views and will be presented as such.
- Your original research will be attributed to you and any applicable co-authors.

Please contact [NIU\\_Future\\_Foundations@niu.odni.gov](mailto:NIU_Future_Foundations@niu.odni.gov) with questions or to join our email list!