

**FRED RUSTMANN**  
**Curriculum developer & former CIA Officer**  
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**Featured Interview**

Fred Rustmann entered the CIA as a Career Trainee and spent the next 24 years in the Clandestine Service (Directorate of Operations) working as a case officer. During most of this time (17 years) he was assigned abroad to posts in eight countries in Asia, Europe, and Africa during the Cold War. In two of these foreign assignments he was the senior CIA officer (chief of station) in country. A fluent French speaker, he holds a B.A. in Sociology from Oklahoma State University and served in the U.S. Marine Corps. Mr. Rustmann retired from the CIA as a member of the elite Senior Intelligence Service (SIS) with an equivalent rank of Major General. He is the author of *CIA, Inc: Espionage & the Craft of Business Intelligence*, published by Potomac Books. Mr. Rustmann is a curriculum developer for the University.

**What prompted you to go into your chosen field?**

Actually, I was sitting on campus waiting to graduate before returning home to pick up where I left off as a custom home builder. One of my Sociology classes involved learning about interviewing techniques, which I found fascinating. So I decided to start going to job interviews just to test the skills of the interviewers and to apply some of the various techniques on the interviewers. When the recruiter from the CIA came to campus I scheduled an appointment. The session was extraordinary. He asked me many questions about my background and experience and appeared very impressed that I had done so many diverse things--construction, cowboy, taxi driver, pool steward on a "Loveboat". He told me about the Agency --something I knew very little about at this point--and sold me on the world of clandestinity and the chance to do something extraordinary for my country. He said I was uniquely qualified because I had developed the ability to relate to people of all walks of life, from the elite to the working class. Although I only planned to stay with the Agency for a few years before returning to the building business to make my first million, I ended up sticking around for the next 24 years. I wouldn't trade those experiences for any amount of money I could have earned in the private sector.

**What do you see as the greatest future challenges for this field?**

Intelligence is more important now in the fight against Islamic terrorism than at any other time in history. In past wars, and during the cold war, we were faced with standing armies and nuclear annihilation; catastrophic consequences, but we knew who the enemy was and where the borders were. As long as we remained behind our lines and could contain the enemy with our armies, we were relatively safe from attack. Nowadays things are very different. No one is safe from this enemy. Every time we board a bus or train or plane or walk into an embassy we worry about an attack. And this enemy is able to choose the time, method, and place for his assaults. They can happen at any time, anywhere, and in ways only limited by the terrorist's imagination. In order to protect us, our intelligence organizations must be right 100% of the

time, and that is beyond the capabilities of any intelligence organization. That is the challenge we face today.

**What advice would you give to someone contemplating entering this field?**

Be prepared for a life of service and dedication. You will work behind the scenes with the best and brightest America has to offer, but the chances of getting rich and famous are very slim. And if you suffer from moral dilemmas and occasional ethical lapses, this field is not for you.

**What kind of education will give people in your field the most advantage?**

Start with a good general education in something like International Relations or History, add some international travel and languages, and then top off with some good Intelligence Collection and Analysis courses. This will get you in the door, but once in you will have to demonstrate your abilities by working smart and using your problem-solving skills to their utmost.

**What first attracted you to Henley-Putnam University?**

Henley-Putnam is one of a kind in that it specializes in producing intelligence and security professionals. Before, these skills could only be learned by taking a few specialized courses in college and later by joining a government intelligence agency and learning on the job. Add to this the fact that Henley-Putnam is taking advantage of new technologies to teach these courses on-line to people in diverse locations who may be already employed in military or police organizations, and you have a truly unique and extraordinary concept.

**What do you feel is the biggest challenge to Henley-Putnam fulfilling its mission to provide high-quality education to its students?**

The biggest hurdles, gaining national and local accreditation and attracting a cadre of highly qualified instructors, have already been accomplished. From now on the university must do more of the same; continue to recruit the best instructors available from the CIA and elsewhere, and hone their on-line teaching skills and equipment.

**What most distinguishes Henley-Putnam University from other educational institutions that offer courses in these fields of study?**

As I said earlier, Henley-Putnam is unique because it specializes in the fields of intelligence collection, analysis, protection and security. Other universities offer courses in these fields and in business intelligence, but they don't teach these courses exclusively the way Henley-Putnam does. Henley-Putnam also relies more heavily on instructors with actual experience in these fields. This gives the students the benefit of learning from instructors who have actually, "been there, done that."