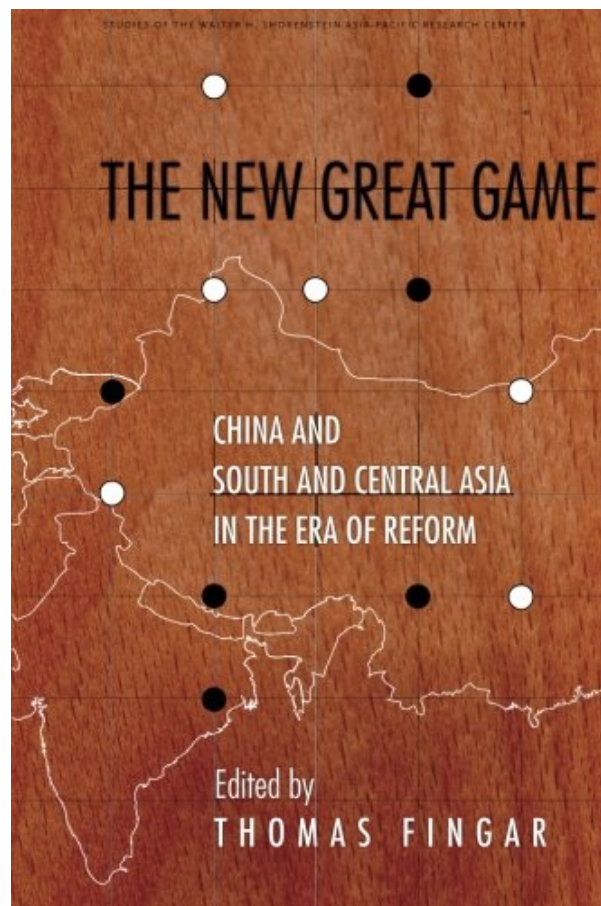
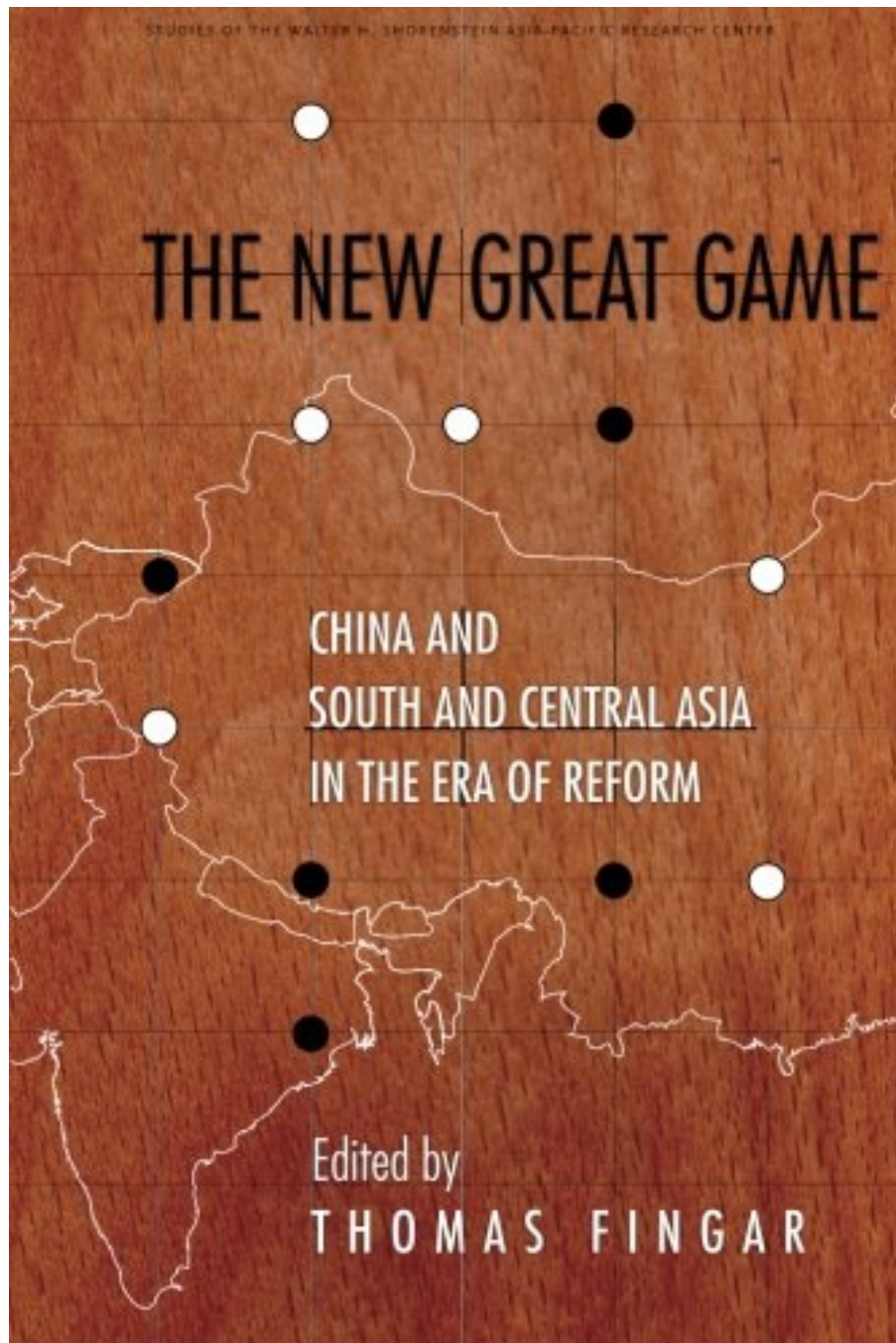


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Thomas Fingar is Shorenstein Distinguished Fellow in the Freeman Spogli Institute for International Studies at Stanford University. Previously, Fingar served concurrently as the first Deputy Director for National Intelligence and the Chairman of the National Intelligence Council. He is the author of *Reducing Uncertainty: Intelligence Analysis and National Security* (2011).

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