

COURSE DESCRIPTION:

- This course presents an overview of intelligence activities and the U.S. Intelligence Community provided by a retired U.S. Intelligence Community senior executive.

INSTRUCTOR:

- Mr. Mark Roth, mroth@csu.edu; 703-618-7183

TEXTBOOK:

Oleson, Peter C., editor. *AFIO's Guide to the Study of Intelligence*. Association of Former Intelligence Officers, 2016.

- Available for free to download at https://www.afio.com/publications/AFIO's_Intelligence_Study_Guide_ver1_for_public_release_2020July07.pdf

Rosenbach, Eric et al., *Confrontation or Collaboration? Congress and the Intelligence Community*. Harvard Kennedy School, Belfer Center for Science and International Affairs, 2009.

- Available for free to download at <https://www.belfercenter.org/sites/default/files/files/publication/IC-book-finalasof12JUNE.pdf>

COURSE SCHEDULE (9 WEEKS):

- Week One Defining Intelligence and a Brief History
- Week Two Organizations & Structure of the U.S. Intelligence Community
- Week Three The Intelligence Cycle/Process
- Week Four Intelligence Collection
- Week Five Intelligence Analysis
- Week Six Intelligence-Customer Relationship
- Week Seven Counter Intelligence
- Week Eight Covert Action
- Week Nine Intelligence Reform after 9/11

WEEK ONE DEFINING INTELLIGENCE AND A BRIEF HISTORY

Readings:

- *AFIO's Guide to the Study of Intelligence.*
 - Decision Advantage, Decision Confidence, The Why of Intelligence; pp. 3-12;
 - Who Are the Customers for Intelligence?, pp. 29-36;
 - A Guide to Intelligence From Antiquity to Rome, The History of Intelligence in the Age of Empires, 1500-1800, A Guide to the History of Intelligence, 1800-1918, pp.41 -57;
 - Intelligence in the Post-Cold War Period Part I & 2, pp. 149-179.
- Discussion Starter: Defining intelligence in a national security context and a survey of the purpose of intelligence throughout history

WEEK TWO ORGANIZATIONS & STRUCTURE OF THE U.S. INTELLIGENCE COMMUNITY

Readings:

- Links:
 - “Members of the IC,” <https://www.dni.gov/index.php/what-we-do/members-of-the-ic> ;
 - “How the IC Works,” <https://www.intelligence.gov/how-the-ic-works> ;
 - “Organization of the Intelligence Community.” Confrontation or Collaboration? Congress and the Intelligence Community, Harvard Kennedy School, Belfer Center for Science and International Affairs, 2009, pp. 14-17.
- Discussion Starter: Duplication versus redundancy in the U.S. Intelligence Community

WEEK THREE THE INTELLIGENCE CYCLE/PROCESS

Readings:

- Links:
 - “How Intelligence Works,” <https://www.intelligencecareers.gov/icintelligence.html>
 - “The Intelligence Cycle,” <https://usnwc.libguides.com/c.php?g=494120&p=3381427>
 - “Organization of the Intelligence Community.” Confrontation or Collaboration? Congress and the Intelligence Community, Harvard Kennedy School, Belfer Center for Science and International Affairs, 2009, pp. 10-11.

- Discussion Starter: Intelligence Cycle vs. Intelligence Integration

WEEK FOUR INTELLIGENCE COLLECTION

Readings:

- *AFIO's Guide to the Study of Intelligence*.
 - Perspectives on Intelligence Collection, pp. 185-194;
 - The Protection of Intelligence Sources and Methods, pp. 587-596.
- Discussion Starter: Multi-discipline intelligence collection

WEEK FIVE INTELLIGENCE ANALYSIS

Readings:

- *AFIO's Guide to the Study of Intelligence*.
 - Intelligence Analysis, pp. 291-296;
 - A Guide to All-Source Analysis, pp. 297-303.
- Discussion Starter: Characteristics for all analytic products, no matter the producer, type of product, topic, or customer

WEEK SIX INTELLIGENCE-CUSTOMER RELATIONSHIP

Readings:

- *AFIO's Guide to the Study of Intelligence*.
 - Who Are the Customers for Intelligence?, pp. 29-36.;
 - Intelligence in the White House, pp. 497-506.
- Links:
 - Steinberg, James. "The Policymaker's Perspective: Transparency and Partnership," https://olli-dc.org/uploads/PDFs/2021_spring/142_Roth/Steinberg-Policymakers-Perspective-Chap6.pdf ;
 - McLaughlin, John. "Basic Truths for Policymakers and Intelligence Officers," <https://www.the-american-interest.com/2009/03/01/back-to-basics/>
- Discussion Starter: Politicized intelligence analysis

WEEK SEVEN COUNTER INTELLIGENCE

Readings:

- *AFIO's Guide to the Study of Intelligence*.
 - “What is Counterintelligence?,” Michelle K. Van Cleave, pp. 403-417.
- Discussion Starter: Counter Intelligence and “insider threats”

WEEK EIGHT COVERT ACTION

Readings:

- *AFIO's Guide to the Study of Intelligence*.
 - A Guide to the Teaching about Covert Action, pp. 483-493.
- Links:
 - “Covert Action.” Confrontation or Collaboration? Congress and the Intelligence Community, Harvard Kennedy School, Belfer Center for Science and International Affairs, 2009, pp. 33-35.
- Discussion Starter: Covert Action is more than overthrowing legitimately elected governments.

WEEK NINE INTELLIGENCE REFORM AFTER 9/11

Readings:

- Links:
 - U.S. Senate, Committee on Government Affairs, “Summary of Intelligence Reform and Terrorism Prevention Act of 2004,” pp. 1-9 at <https://www.hsdl.org/?abstract&did=812947>
 - Posner, Richard. “Important Job, Impossible Position.” *The New York Times*, 9 February 2005, p. A23 at <https://www.nytimes.com/2005/02/09/opinion/important-job-impossible-position.html>
- Discussion Starter: Was the DNI the solution to the problem?