







## Syllabus and Reading List

### 1. Course Overview and Introduction

#### I. U.S. Intelligence Organization

2. Intelligence Overview: The U.S. Intelligence Enterprise
3. History of the U.S. Intelligence Community
4. The Intelligence Cycle
5. The Client-Analyst Relationship
6. First Test (Fundamentals of the U.S. Intelligence Community)

#### II. U.S. Intelligence Policy

7. Intelligence and Democracy
8. Intelligence and Congress
9. Intelligence Reform Issues
10. An Impending "Revolution?"
11. Speaker or Panel "The Intelligence Community and Oversight" (Sen. Durenberger?)
12. Speaker: U.S. District Court Judge John R. Tunheim on Declassification
13. Student Presentations

#### III. U.S. Intelligence Practice

14. Recent Operational History
15. Recent "Intelligence Failures"
16. Ethical Dilemmas in Espionage
17. Torture, Rendition and Coercive Interrogation
18. The Intelligence Community and the Media
19. Domestic Intelligence in the United States: FISA, wiretaps, and the Constitution
20. Speaker: W. Anders Folk, Assistant United States Attorney for the District of Minnesota, Chief Terrorism Prosecutor
21. Final Project Due- 700 word Op-Ed piece on an intelligence community related issue

1. Course Overview and Introduction

I. U.S. Intelligence Organization

2. Intelligence Overview: The U.S. Intelligence Enterprise

Reading Assignment:  
Lowenthal Chapters 1 & 3

*Members of the Intelligence Community*

(<http://www.intelligence.gov/1-members.shtml>)

*Factbook on Intelligence*, Central Intelligence Agency publication

(<https://www.cia.gov/cia/publications/facttell/textonly.htm>) {now dead link}

(<http://www.fas.org/irp/cia/product/facttell/index.html>) {good link through FAS}

3. History of the U.S. Intelligence Community

Reading Assignment:  
Lowenthal Chapters 2, 11, 12 & Appendix 2

Johnson & Wirtz 1

Seymour, Janet L. *Intelligence: History and Role in American Society*. Bibliography.  
Maxwell Air Force Base, AL: Air University Library, 2001.

(<http://www.au.af.mil/au/aul/bibs/intelam/intams.htm>)

4. The Intelligence Cycle

Intelligence Analysis and the Intelligence Cycle

Reading Assignment:  
Lowenthal Chapters 4, 5, 6, 7 & 8

Optional:

Johnson & Wirtz 4, 5, 6, 7 & 9

5. The Client-Analyst Relationship

Reading Assignment:

Lowenthal Chapter 9

Jack Davis, "Tensions in Analyst-Policymaker Relations: Opinions, Facts, and Evidence," *Kent Center Occasional Papers* 2/2 (January 2003)

(<https://www.cia.gov/library/kent-center-occasional-papers/vol2no2.htm>)

Jack Davis, "Improving CIA Analytic Performance: Analysts and the Policymaking Process," *Kent Center Occasional Papers* 1/2 (September 2002)

(<https://www.cia.gov/library/kent-center-occasional-papers/pdf/OPNo2.pdf>)

Optional:

Johnson & Wirtz 10, 11 & 18

6. First Test (Fundamentals of the U.S. Intelligence Community)

## II. U.S. Intelligence Policy

### 7. Intelligence and Democracy

Speaker: U.S. District Court Judge, Hon. Jack Tunheim

#### Reading Assignment:

Lowenthal Chapters 10 & 13

*Intelligence and Policy: The Evolving Relationship*, Roundtable Report, Center for the Study of Intelligence, June 2004

[https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/IntelandPolicyRelationship\\_Internet.pdf](https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/IntelandPolicyRelationship_Internet.pdf)

#### Optional:

Johnson & Wirtz 22, 27, 28, 29, & 30

### 8. Intelligence and Congress

Speaker: Brett Shogren, former foreign policy adviser to U.S. House Majority Leader

#### Reading Assignment:

L. Britt Snider, *Sharing Secrets with Lawmakers: Congress as a User of Intelligence* (Center for the Study of Intelligence, 1997) Available online from the Center for the Study of Intelligence at

<https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/sharing-secrets-with-lawmakers-congress-as-a-user-of-intelligence/toc.htm>

### 9. Intelligence Reform Issues

Speaker: Cody Brown, Project on National Security Reform

#### Reading Assignment:

Lowenthal 14.

*Summary of Intelligence Reform and Terrorism Prevention Act of 2004*, United States Senate Committee on Governmental Affairs, December 6, 2004.

[http://www.fas.org/irp/congress/2004\\_rpt/s2845-summ.pdf](http://www.fas.org/irp/congress/2004_rpt/s2845-summ.pdf)

*National Intelligence Strategy of the United States of America: Transformation Through Integration and Innovation*, October 2005

(<http://www.dni.gov/publications/NISOctober2005.pdf>).

Richard K. Betts, "The New Politics of Intelligence: Will Reforms Work This Time?" *Foreign Affairs* 83/3 (May/June 2004): 2-8.

<http://www.foreignaffairs.org/20040501facomment83301/richard-k-betts/the-new-politics-of-intelligence-will-reforms-work-this-time.html>

Mike McConnell, "Overhauling Intelligence" *Foreign Affairs*, July/August 2007

<http://www.foreignaffairs.org/20070701faessay86404/mike-mcconnell/overhauling-intelligence.html>

#### Optional:

Richard A. Posner, *Uncertain Shield: The U.S. Intelligence System in the Throes of Reform* (Lanham, Maryland: Rowman and Littlefield, 2006)

10. An Impending "Revolution?"

Reading Assignment:

Johnson & Wirtz 19

*Mapping the Global Future: Report of the National Intelligence Council's 2020 Project Based on Consultations With Nongovernment Experts Around the World*, National Intelligence Council, December 2004. <http://www.foia.cia.gov/2020/2020.pdf>

11. Speaker or Panel "The Intelligence Community and Oversight"

Invited participants: Sen. David Durenberger, Judge Davis

12. Student Presentations

### III. U.S. Intelligence Practice

#### 13. Recent Operational History

Speaker: invited Richard Holm, former CIA Operations Officer

Reading Assignment:

Johnson & Wirtz 22 & 28

Kessler, Ronald. *The CIA at War: Inside the Secret Campaign Against Terror*. New York: St. Martin's Press, 2003.

#### 14. Recent "Intelligence Failures"

Reading Assignment:

Johnson & Wirtz 8

*The 9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks Upon the United States* (New York: W. W. Norton & Co., 2004)

(<http://www.gpoaccess.gov/911/>)

*Report on the U.S. Intelligence Community's Prewar Intelligence Assessments on Iraq*

(<http://www.gpoaccess.gov/serialset/creports/iraq.html>)

*Report to the President of the United States, The Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction*. (31 March 2005) (<http://www.wmd.gov/report/>)

#### 15. Ethical Dilemmas in Espionage

Reading Assignment:

James M. Olson, *Fair Play: The Moral Dilemmas of Spying* (Washington D.C., Potomac Books, 2006) Introduction and first chapter on various moral frameworks, possible assignments of particular case studies based on current events

#### 16. Torture, Rendition and Coercive Interrogation

Movie: "The Road to Abu Ghraib"

Reading Assignment:

Olson, assigned cases

Secret Prisons articles from NYT, WSJ, WashPo, etc.

#### 17. The Intelligence Community and the Media

Speaker: Jack Rice (former CIA officer, attorney, and WCCO radio personality)

Speaker: Eric Ringham, Op-Ed editor, Minneapolis Star-Tribune

#### 18. Domestic Intelligence in the United States: FISA, wiretaps, and the Constitution

Speaker: Anders Folk, Assistant United States Attorney for Minnesota

Speaker: Prof. John Radsan, William Mitchell College of Law

Reading Assignment:

Wiretap and Financial data articles from NYT, WSJ, WashPo, etc.

#### 19. Final Project Due- 700 word Op-Ed piece on an intelligence community related issue

## Additional Reading of Interest to Students of Intelligence

Best, Richard A., Homeland Security: Intelligence Support. Washington, DC: Congressional Research Service, Library of Congress, 2002. 6p.  
<http://www.au.af.mil/au/awc/awcgate/crs/rs21283.pdf>

Best, Richard A., Imagery Intelligence: Issues for Congress. Washington, DC: Congressional Research Service, Library of Congress, 2002. 36p.  
<http://www.fas.org/irp/crs/RL31369.pdf>

Best, Richard A., Intelligence Issues for Congress. Washington, DC: Congressional Research Service, Library of Congress, 2005. 19p.  
<http://www.fas.org/irp/crs/IB10012.pdf>

Best, Richard A., Intelligence to Counter Terrorism: Issues for Congress. Washington, DC: Congressional Research Service, Library of Congress, 2003. 21p.  
<http://fpc.state.gov/documents/organization/21217.pdf>

Harris, James W. Building Leverage in the Long War: Ensuring Intelligence Community Creativity in the Fight Against Terrorism. Policy Analysis no. 439. Washington, DC: Cato Institute, 2002. 14p.  
<http://www.cato.org/pubs/pas/pa439.pdf>

Johnson, Loch K. and James J. Wirtz (eds.). Strategic Intelligence: Windows Into a Secret World: An Anthology. Los Angeles, CA: Roxbury Publishing Co., 2004. 473p.

Kessler, Ronald. The CIA at War: Inside the Secret Campaign Against Terror (New York: St. Martin's Press, 2003)

A Joint Committee on Intelligence: Proposals and Options from the 9/11 Commission and Others. Washington, DC: Congressional Research Service, Library of Congress, Updated 25 August 2004.  
<http://www.fas.org/irp/crs/RL32525.pdf>

Kessler, Ronald. Inside the CIA: Revealing the Secrets of the World's Most Powerful Spy Agency. New York: Pocket Books, 1994. 374p.

Kessler, Ronald. The CIA at War: Inside the Secret Campaign Against Terror. New York: St. Martin's Press, 2003. 378p.

Lowenthal, Mark M. Intelligence: From Secrets to Policy. 3<sup>rd</sup> ed. Washington, DC: Congressional Quarterly Press, 2006. 334p.

Moore, John Norton and Turner, Robert F. National Security Law. Durham, NC: Carolina Academic Press, 2005. 1375p.

Seymour, Janet L. Intelligence: History and Role in American Society. Bibliography. Maxwell Air Force Base, AL: Air University Library, 2001.  
<http://www.au.af.mil/au/aul/bibs/intelam/intams.htm>

Shulsky, Abram N. Silent Warfare: Understanding the World of Intelligence. 2<sup>nd</sup> ed. Washington, DC: Brassey's, 1993. 285p.

Snider, L. Britt. Sharing Secrets with Lawmakers: Congress as a User of Intelligence. [Langley Park, VA]: Central Intelligence Agency, Center for the Study of Intelligence, [1997]. 62p.  
<https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/sharing-secrets-with-lawmakers-congress-as-a-user-of-intelligence/toc.htm>

Steiner, James E. Challenging the Red Line Between Intelligence and Policy. Institute for the Study of Diplomacy paper. Washington, DC: Georgetown University, Edmund A. Walsh School of Foreign Affairs.  
<http://isd.georgetown.edu/redline.pdf>

Treverton, Gregory F. The Next Steps in Reshaping Intelligence. Santa Monica, CA: Rand, 2005. 30p.  
[http://www.rand.org/pubs/occasional\\_papers/2005/RAND\\_OP152.pdf](http://www.rand.org/pubs/occasional_papers/2005/RAND_OP152.pdf)