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<u>**Syllabus: PIA 2346 Intelligence Collection, Analysis, and Application**</u>
Mon 0900-1200
3911 WWPH
Office Hours: By Appointment, between 0800-0900 Mondays

Course Description:
        This course is designed to introduce the student to the nuances of intelligence collection (sources, means, methods, and limitations), covert action, and the methods of analysis used to present findings to a broad range of clients within the national security arena. There will be two distinct streams of instruction which will then blend together at the end of the course. The first stream will be comprised of lecture and essay examinations dealing with covered materials. The second stream will be a practical exercise exploring the methods used to collect, analyze, and disseminate findings on targeted subject matter. In true-to-life simulations, students will then assume the role of analysts operating in teams with the culmination of the course being several short and medium-length briefings presenting intelligence and policy action recommendations.

Mission:
        Any student who satisfactorily completes this course will be given the knowledge to accurately assess their ability to perform within the high-stress environment of the Intelligence Community. They will also be better prepared to succeed during the application and interview process.

Requisite(s):
Security and Intelligence Studies

Required Skills:
Microsoft Office, PowerPoint, advanced Internet research is a plus

Statement Concerning Students with Disabilities:

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and Disability Resources and Services (DRS), 216 William Pitt Union, (412) 648-7890 / (412) 383-7355 (TTY), as early as possible in the term. DRS will verify your disability and determine reasonable accommodations for this course.

Grading:
Examinations: 50% (two tests, 25% each)
Practical Exercise: 45% (three deliverables, 15% each)
Class Preparation and Professionalism: 5%

Examinations:

As examinations are an excellent method to evaluate the level of absorption of what has been covered within an area of instruction, they will be used to show that the students have been covering as well as putting to use the information covered in the first class module.
  Examination 1 (3 short essay questions)
  Examination 2 (3 short essay questions)

Short Exercise no. 1/Practical Exercise:
An important aspect of the Intelligence Cycle is being able to work in teams and quickly, concisely, and accurately report information to clients using all available information. Written takeaway materials from briefings for this assignment will be no more than 5 pages in length (executive summary, supporting data, conclusions, and outlying/dissenting data). Students will have the opportunity to join with their classmates in a practical scenario (handout) dealing with an evolving real-world issue. They will meet both during class and in free-time to monitor and eventually recommend a policy action based on collected information. This project will culminate with a briefing before the instructors and one or more guests where the situation will be briefly explained and the group methodologies, conclusions, and recommendations outlined. A briefing will be given on the subject matter lasting no more than 15 minutes with a 5 minute Q&A session where the presenter will be expected to know the subject in great detail and be prepared to defend any conclusions.
  Short Exercise 1 (5 page takeaway, 20 minute total briefing)

Short Exercise no. 2/Practical Exercise-Final Group Briefing:
The briefing will be composed of an 8-page (written), 20 page total takeaway as well as a 15 minute briefing with a 15 minute Q&A session.

Professionalism:
As future members of the Intelligence Community, students will be responsible for and graded by the standards of conduct established by that body. 5% of the total grade will be based upon such standards as: participation in class discussions, group discussion professionalism, and personal conduct within the course environment (paying attention, ensuring absences are excused in a timely fashion, and ability to critique peer-generated products). A key part of professionalism in the Intelligence Community is the ability to give and take criticism respectfully, dispassionately and objectively; students will have ample opportunities to develop and demonstrate this skill. Equally important is the ability to clearly differentiate between fact and opinion (your own and those of sources) and to label any such bias clearly.

Required Readings:
The CIA at War, by Ronald Kessler
        ISBN: 0312319320
Intelligence: From Secrets to Policy (Third Ed.), by Mark M. Lowenthal
        ISBN: 1933116021
The Master of Disguise: My Secret Life in the CIA, by Antonio J. Mendez
        ISBN: 0060957913

Optional Readings:

<u>The Tipping Point: How Little Things Can Make a Big Difference</u>, by Malcolm Gladwell
ISBN: 0316346624
<u>Blink: The Power of Thinking Without Thinking</u>, by Malcolm Gladwell
ISBN: 0316172324
<u>First In:</u> <u>An Insider's Account of How the CIA Spearheaded the War on Terror in Afghanistan</u>, by Gary Schroen
ISBN: 0891418725

Module 1 – Course Overview

- Instructor introductions

- Placing Intelligence into context with the present and future. *Lecture and discussion*

    -break-

- discuss the reading material, instructor expectations, grading criteria, and give a general overview of the course flow and content.
- introduction to Practicum experience to be conducted over course of semester

<u>Tasking</u>:

Reading: "Global Trends 2025, A Transformed World" -- link:

http://www.dni.gov/nic/PDF_2025/2025_Global_Trends_Final_Report.pdf

Class Preparation: Be prepared to discuss any of the points contained in the above reading which, in your opinion, could significantly alter the shaping of U.S. Intelligence priorities in the next 5-10 years.

Module 2 – Introduction to the Role and Craft of Intelligence, and the organization & missions of the Intelligence Community

Key Questions:

- What is intelligence and how is it different from information?
- What distinguishes intelligence from policy?
- When is intelligence an instrument, rather than an input, to policy?
- What are the components of the Intelligence Cycle?
- What are the strengths & weaknesses of intelligence from the policy makers' perspective?
- What are the advantages and disadvantages of competitive analysis?
- What are the key components of the IC and their respective missions?

- To what extent do their internal organization and relatively loose organizational ties to each other enable them and the IC as a whole to perform their missions?
- Who is the DCIA's principal competitor? (pre-2006 and currently)
- Do you view the new DNI structure as superior to the old IC structure?

Tasking:

Readings:

Lowenthal: Chapter 1, "Introduction – What is Intelligence?"; Chapter 2, "The Development of US Intelligence"; Chapter 4, "The intelligence Process – A Macro Look: Who does What for Whom?"

Kessler: Chapters 7-10, Chapter 15

Class Preparation:

Pick at least one of the above key questions from this week, think of an answer, and be prepared to give a 5-minute briefing on your answer and the reasoning behind it.

Module 3 – Introduction to Foreign Intelligence (FI) Collection

Key Questions:

- What are the main collection components/agencies of the US Intelligence Community
- What is unique about intelligence collection over other types of information-gathering?
- What is meant by "plausible deniability"?
- What are the various types and means (-INT's) of FI collection, and what are their respective strengths and weaknesses?
- Why has the US excelled in technical collection relative to Human Intelligence (HUMINT)?
- What role do "Denial and Deception" practices by collection targets play in FI collection?
- What is the role of Open Source Intelligence (OSINT) and why is this "looking" instead of "spying"?
- To what extent is the Intelligence Community suffering from information overload and what can be done about it?
- What are some of the unique problems the National Security Agency (NSA) is facing, and how are new technologies affecting its mission?

Tasking:

Readings:

Lowenthal: Chapter 5, "The Intelligence Process – Collection and the Collection Discipline"

Kessler: Chapter 6; Chapter 12

Mendez: Chapters 1-3 ("A Letter Slipped under the Door"; "Border Crossings"; and, "Onto the Shadowy Battlefield")

Class Preparation:

Pick at least one of the above key questions from this week, think of an answer, and be prepared to give a 5-minute briefing on your answer and the reasoning behind it.

Module 4 – FI Collection: Introduction to HUMINT and Espionage

Key Questions:

- Why has HUMINT become both more important and more difficult?
- What are the components of the "Agent Acquisition Cycle" /AKA/ the "Recruitment Cycle"
- What are the benefits and dangers of "walk-in's"?
- Why is the concept of "Cover" being re-evaluated?
- Ethical issues related to HUMINT:
	-What are the ethical dimensions of authorizing the CIA to break the law in other countries?
	-Should we spy at all? ("Gentlemen do not read each other's mail" ...or peek in their backyards or windows.)
	-Should we spy on allies?
-Why can't open sources and US Embassies provide all the HUMINT we need?
-What sort of person commits espionage?
-What sort of person is best suited to be an operations officer?
-Should there be restrictions on the types of people with whom US intelligence agencies work abroad?

EXERCISE PREPARATION

Tasking:

Reading:

Lowenthal: *part of* Chapter 13, "Ethical and Moral Issues in Intelligence", page 284-290 ("Issues Related to Collection and Covert Action")

Kessler: Chapters 14-15

Mendez: Chapter 4, "Murky Waters, Southeast Asia"; Chapter 5, "Kipling's Beat"; Chapter 6, "HONOR and GAMBIT"

Class Preparation:

Exercise prep as delivered by the instructor

Module 5 - Role of Technology in Intelligence Collection

Key Questions:

-In the current global environment has HUMINT been eclipsed by the collection power of SIGINT and IMINT or are these disciplines complementary?
-What tools are available in the Analyst's Toolkit to discern the capabilities of threats by non-state actors?
- BREAK

- What are the shortfalls of MASINT, SIGINT, and ELINT?

Tasking:

-Review and expand (using all available information) Table 5-1 in Lowenthal pp.106

Module 6 – Clandestine Collection Technology & Operations

Key Questions:

- What has been the evolution of clandestine technical collection technology?
- What role can HUMINT play in technical collection operations?
- How can technology play a role in HUMINT operations?
- How has technology impacted the conduct of Counter-Intelligence operations?
- What are the strengths & weaknesses of clandestine technical collection operations?
- What is the future of clandestine technical collection tchnology?

Module 7 - Transnational Threats and the Role of the Open-Source

Key Questions:

- How has the emergence of the Internet affected the collection of intelligence?
- What role do open-source generated products play in such items as a National Intelligence Estimate?
- Are open-source products value-added or a waste of time?
- What emerging threats have developed as a result of the Internet and what is the role of intelligence agencies in combating these threats?

Readings:

NATO Open-Source Reader (available via courseweb)

Module 8 - Analysis

Key Questions:

- What differentiates Intelligence analysis from empirical research, academic writing, journalist reporting, blogging, etc.?
- What value can be gleaned from observing crisis environments (ER, Flight Deck, Hot Zone?)
- What is the difference between groupthink and consensus?
- Is groupthink necessarily a bad thing, what conditions exist that make this phenomenon necessary and even beneficial in the National Security Arena?
- To what extent does ACH, Red-Teaming, and Scenario building provide for a holistic approach to intelligence analysis?

Tasking

Reading:
Lowenthal: Chapter 6 "Analysis"

Module 9 - Role of Technology in Intelligence Analysis

Key Questions:
- What tools are available to the individual Analyst to improve response to requests/taskings from clients?
- How has technology increased/decreased the speed of analysis, workload, and validity of information?

Tasking

Reading:
Selected articles (available via courseweb)

Module 10 - Counterintelligence and Foreign Intelligence Services

Key Questions:
- How is Counterintelligence used to render US Intelligence less effective?
- What practical uses of Denial and Deception have emerged in recent years?
- What do Foreign Intelligence Services look at when recruiting an asset within the United States Government?
-Which Foreign Intelligence Service(s) have historically spied on the US more than "enemy states"?

Tasking

Reading:
Lowenthal: Chapter 7 "Counterintelligence"; and Chapter 15 "Foreign Intelligence Services"

Mendez: Chapter 8, "Moscow Rules"

Kessler: Chapter 13

Foreign Intelligence Services Handout (available via courseweb)