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Tues 5-8 PM  
IRC 102

## **IR 778: PROBLEMS IN STRATEGIC INTELLIGENCE**

This course--for graduate students only--will examine a number of problem areas in strategic or national intelligence at an advanced level. It requires no prior knowledge of strategic intelligence matters, but it does presume that students understand the general nature of national security affairs and policymaking. The coverage of each subject area will begin with a discussion of the basic issues and then move on to a more detailed and critical explanation of the topic. The instructors will then provide insights on the issue from personal experience or contemporary research, paying particular attention to sources and reliability of evidence. This is a particularly interesting time to study intelligence issues, since most of these topics are being debated even as we explore them. There have been a considerable number of changes in the US intelligence system, all of which are worth studying. This means that students will be expected to stay current with the media and on-line coverage of intelligence topics.

The problems and issues to be covered in the course include:

Theoretical models of the intelligence process

Intelligence collection and evaluation

Intelligence research and analysis

Intelligence oversight and control

Counterintelligence, counter subversion, and counter terrorism

The uses and abuses of covert action

Organization and management of US intelligence

Intelligence reform

Foreign intelligence systems

Intelligence in the private sector

Ethical and moral issues in intelligence

Intelligence and homeland security

**INSTRUCTOR:** Arthur S. Hulnick is a veteran of more than 35 years in the profession of intelligence, including 28 years in the Central Intelligence Agency. He has been writing and teaching about intelligence matters for more than 25 years, and has been teaching at Boston University since 1989.

Joe Wippl is the CIA Officer-in-Residence at Boston University and remains a serving officer in the agency.

**COURSE REQUIREMENTS:** Students, working individually, will prepare intelligence briefs on current issues, and working together in teams will prepare intelligence estimates on topics to be assigned. Each team will give a presentation of the team estimate. There will be a final examination.

There will be a study sheet for each problem topic to include assigned and recommended readings, and questions for study.

Grades will be based on the brief (20%), the team exercise (30%), the final exam (30%), and class discussion (20%)

**READINGS REQUIRED:**

Arthur S. Hulnick Keeping Us Safe: Secret Intelligence and Homeland Security (Westport CT: Praeger, 2004)

Arthur S. Hulnick Fixing the Spy Machine: Preparing American Intelligence for the 21<sup>st</sup> Century (Westport CT: Praeger, 2000)

William Odom Fixing Intelligence for a More Secure America (New Haven CT: Yale University Press, 2003)

Mark Lowenthal Intelligence: From Secrets to Policy 2nd Edition (Wash DC CQ Press, 2003)

Jennifer E. Sims and Burton Gerber (Eds.) Transforming U.S. Intelligence (Washington DC: 2005) *to be ordered by students*

## READINGS ON RESERVE:

Harold P. Ford Estimative Intelligence: The Purposes and Problems of National Intelligence Estimating (NY: University Press of America, 1992)

Glenn Hastedt (Ed.) Controlling Intelligence (London: Frank Cass, 1991)

Additional journal articles are on reserve under the name of the instructor. Students are welcome to browse this collection as they wish.

## READINGS ON LINE:

[www.cicentre.com](http://www.cicentre.com) (intelligence news)

[www.fas.org](http://www.fas.org) (secrecy bulletin)

**COURSE OUTLINE:** (This is the planned schedule -- the study sheets will have additional reading assignments, supplemental readings, and any modifications to the class schedule.)

### **Sept 4: Theoretical Models of the Intelligence Process**

Introduction to the course and methodology. Description and discussion of existing theoretical models. Examination of alternative views. Discussion of sources. An update on what's happening in intelligence reform, including the establishment of the DNI, the Security Service, and the Intelligence unit of DHS.

Assigned Readings: Hulnick, Spy Machine, Chap. 1; Odom, Chap 1; Lowenthal, Chap 1; Hastedt, pp. 3-45; Sims and Gerber, pp. 3-59

### **Sept 11: Intelligence Collection and Evaluation**

Problems in intelligence collection and evaluation. Frictions in management of technical intelligence collection. HUMINT and its control in the post-Cold War era. Issues in the uses of "raw" intelligence. Methodologies in technical intelligence collection. Inter-operability in intelligence collection. OSINT and MASINT.

Assigned Readings: Hulnick, Spy Machine Chap 2; Keeping Us Safe, Chap.4; Odom, Chaps 2,5; Sims and Gerber, pp. 63-113, 180-197

**Sept 18: Intelligence Research and Analysis**

Problems in intelligence analysis. Gathering and evaluating source materials. Methodologies in analysis. Production and marketing of finished intelligence. Producer-Consumer Relations Problems in evaluation. Current intelligence and estimates exercises.

Assigned Readings: Hulnick, Spy Machine, Chap. 3; Keeping Us Safe, Chap. 5; Ford, pp. 3-126; Hastedt, pp. 81-96; Sims and Gerber, pp. 115-133

**Sept. 25: Counterintelligence, Counter Subversion,  
Counter Terrorism**

Problems in the protection of the state. Intelligence and security methods. New problems in counter terrorism and counter narcotics. Law enforcement versus intelligence methodologies. Control and oversight of counterintelligence. Dealing with the aftermath of 9/11.

Assigned Readings: Hulnick, Keeping Us Safe, Chaps 1-2; Hastedt, pp. 134-153; Sims and Gerber, pp. 134-179

**Oct. 2: Counterintelligence II--Espionage Cases**

Understanding the problems revealed in the Walker, Pollard, Ames and Hanssen espionage cases. Hunting for moles and penetrations in secret intelligence organizations. Protection of security vs. civil and human rights. The law-enforcement-intelligence interface.

Assigned Readings: Hulnick, Keeping Us Safe, Chap. 3

**Oct 9: No Class – Monday Schedule**

**Oct 16: The Uses and Abuses of Covert Action**

Problems in using secret intelligence resources to carry out the foreign policy of the state. Methodology and evaluation. Some CA cases for study. CA in countering terrorism and rogue states. Special operations.

Assigned Readings: Hulnick, Spy Machine, Chap. 4; Keeping Us Safe, Chap. 8; Hastedt, pp. 123-133

**Oct 23: Intelligence and Homeland Security**

What went wrong on before 9/11. The new intelligence structure for Homeland Security. Support for First Responders. Issues of freedom vs. security. The USA Patriot Act and FISA.

Assigned Readings: Hulnick Keeping Us Safe, Chaps. 9-10; Sims and Gerber, pp. 198-219

**Oct 30: Organization and Management in Intelligence Systems**

Problems in management in secret organizations. "Stovepipe" reporting systems. Compartmentation and internal communication. Politicization problems. Planning, programming and budgeting. Dealing with the public and the media. Liaison functions. Comparing intelligence and business management.

Assigned Readings: Hulnick, Spy Machine Chap. 7, 9; Sims and Gerber, pp. 220-272

**Nov 6: Intelligence Oversight and Control**

Problems in executive and legislative control of intelligence systems. The British legacy. Traditional systems examined. The PFIAB as monitor of intelligence. Role of the media. Alternative control methods.

Assigned Readings: Hulnick, Keeping Us Safe, Chap. 11; Hastedt, pp. 46-78

**Nov 13: Understanding Foreign Intelligence Systems**

Problems in understanding foreign intelligence systems. Traditional systems examined. Whither the Russians and their former allies in the aftermath of the Cold War? Third World intelligence systems. Foreign problems in oversight and control. The Chinese enigma.

Assigned Readings: Roy Godson (Ed.) Comparing Foreign Intelligence (Washington, DC: Pergammon-Brassey's, 1988); Christopher Andrew Her Majesty's Secret Service (NY: Viking, 1986); John Dziak Chekisty: A History of the KGB (Lexington, MA: Lexington Books, 1988); Hastedt, pp. 157-188

**Nov 20: Team Meetings Sessions**

Students will put finishing touches on the NIE papers and prepare the class presentations.

**Nov 27: Intelligence in the Private Sector**

Understanding how private business uses intelligence. Risk and competitor analysis. Gray intelligence. Industrial security and intelligence. Private sector role in homeland security. Organized foreign crime and foreign industrial espionage. Problems in legal and ethical issues in the private sector.

Assigned Readings: Hulnick, Spy Machine, Chap 8

**Dec 4: Ethics and Morality in Secret Intelligence**

Problems in using secret systems in a free society. Should there be absolute standards? Are there professional codes of conduct in intelligence? Dealing with terrorists. The abuses of law and practice.

Assigned Readings: Hulnick, Keeping Us Safe, Chap. 12; Hulnick and Mattausch, "Ethics and Morality in US Secret Intelligence." Harvard Journal of Law and Public Policy Spring 1989; Hastedt, pp. 97-112.

**Coping with the New Era**

Looking at current problems in the Intelligence Community. The failures of DCIs Woolsey and Deutch. The efforts at reform. The Tenet era. Changes in military intelligence. Threats and challenges in the future. Intelligence reform and restructuring. The roll of the DNI.

Assigned Readings: Hulnick, Spy Machine, Chap. 10

**Dec 11: Student Presentations**

Each team will present its NIE in class and deliver the final paper. The instructor will discuss the team presentations and papers and will distribute the final exam at the end of the class. It will be due back to him at a time to be announced.