

Arthur S. Hulnick  
Department of International Relations  
156 Bay State Road  
Office Hours: Tues 2-4; Wed 2-4

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CAS 213  
617-353-8978  
[ahulnick@bu.edu](mailto:ahulnick@bu.edu)

## IR 378: INTELLIGENCE IN A DEMOCRATIC SOCIETY

Intelligence—accurate, up-to-date information about unfolding world events—is crucial to U.S. national security. Learning about and evaluating threats to the nation are just two aspects of this process. Intelligence and security systems must be able to protect US assets, physical property and personnel both at home and abroad. Because sources and methods of intelligence must be kept secret if the system is to be effective, democratic societies—especially the US—have developed ways of protecting security within the framework of their constitution and legal systems. Nonetheless, the intelligence process, with its needs for secrecy and occasional extra-legal activities, presents many dilemmas for a democratic society. How may intelligence be gathered, managed, and used without compromising democratic values? This problem is even more acute because functions not strictly related to intelligence are sometimes performed by intelligence services, including covert action, internal security, and police duties.

This course is designed to provide students with an understanding of how intelligence and security systems function, how they fit within the policymaking and law enforcement systems of free societies and how they are managed and controlled. The course begins with an examination of the national security and law enforcement structure in the US, and the various functions of intelligence including collection systems, both human and technical, techniques of analysis and intelligence writing, counterintelligence and covert action. The course will explore the growing role of private intelligence and industrial security systems and the ways in which intelligence and law enforcement systems work together. US practice will be compared to foreign intelligence systems. The course will give close focus to ethical and legal issues in intelligence and security, and will include a discussion of recent issues in the field.

This is a particularly important time to study the US intelligence system as it undergoes a process of reform and restructuring in the wake of the growth of Islamic terrorism and the attacks on western democracies. This course will explore this process as changes take place.

**COURSE REQUIREMENTS:** Completion of an intelligence brief on a topic of current interest, participation in a team preparation of a National Intelligence

Estimate on a topic to be assigned, and a final examination. Students will be graded on individual performance and on participation in the team project. Students are expected to attend all class lectures and submit written materials on the scheduled dates.

There will be a study sheet for each subject, to include assigned and recommended readings, terms and questions for study, and other information. No questions will be asked on the final examination that are not covered in some manner by these study sheets. The study sheets will serve as a review guide for the examinations and as a bibliography for research.

**GRADING:** Students will be graded on the brief (20%), the estimate (30%), the final exam (30%), and class participation and attendance (20%).

The last day to withdraw from the course without a W is 5 October; the last day to withdraw with a W is 26 October.

**READINGS REQUIRED FOR PURCHASE:**

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)

Loch K. Johnson Secret Agencies: US Intelligence in a Hostile World (New Haven, CT: Yale University Press, 1996)

Jeffrey T. Richelson The US Intelligence Community (Boulder CO: Westview Press, 2006, Fifth Edition) *Previous editions are out of date.*

Other assigned readings are available on reserve in the Mugar Library. Some suggested readings listed on the study sheets are on reserve as well.

In addition, students are urged to log on frequently to [www.cicentre.com](http://www.cicentre.com) in order to learn more about recent developments in the world of intelligence. The site has useful links to other web-based sources.

**ACADEMIC CONDUCT:** Students are responsible for understanding and following the provisions of the CAS Academic Conduct Code. Copies of the Code are available in CAS 105. Cases of suspected academic misconduct will be reported to the Dean's Office.

**COURSE OUTLINE:** (This is a preliminary schedule – the study sheets will have additional material and any modifications)

*Part I: The Fundamentals of Modern Intelligence*

**Sept 5 Introduction to the Course**

An explanation of the course, the readings and student

assignments. Discussion of basic notions of intelligence in theory and practice. Definitions to be used in the course.

### **Sept 7/10 Introduction to Intelligence**

The elements of intelligence. The intelligence cycle and modified cycle models. The matrix theory and definitions of intelligence functions. Including collection, research and analysis, counterintelligence and covert action.

Readings: Hulnick, Spy Machine, Chap 1; Johnson. Chap. 1; Richelson, Chap. 1

### **Sept 12 Elements of US National Security**

The national command structure. The National Security Council and the Executive's role in policymaking. The Congress and the Committees. Law enforcement and intelligence. The role of the media. Where intelligence fits. New structures for homeland security. The DNI and the IC.

Readings: Richelson, Chap. 2

### **Sept 14 Establishment of the U.S. Intelligence Community**

Dissolving the OSS. The National Security and National Intelligence Acts of 1947. Central Intelligence and the Intelligence Community." The beginnings of the Cold War. the establishment of NSA and DIA. The Korean War and the Cuban Missile Crisis test US and Soviet intelligence.

Readings: Johnson, Chap. 2; Richelson, Chap. 3

### **Sept 17 The Modern US Intelligence Community**

The key agencies in the Intelligence Community and their responsibilities. The control and management elements. The DNI and the new IC command structure. Military intelligence at national and tactical levels. Law enforcement elements at the national level: FBI, DEA, ATF. Intelligence elements of DHS.

Readings: Richelson, Chaps. 4-6

*Part II: The Intelligence Matrix*

**Sept 19 Intelligence Collection I**

Open sources and the new emphasis on OSINT. Non-intelligence inputs to intelligence, including diplomatic and military information. FBIS and the use of content and propaganda analysis. Open sources in evaluating closed societies, organized crime, and terrorism.

Readings: Hulnick, *Spy Machine*, Chap 2; Richelson, Chap. 11

**Sept 21/24 Intelligence Collection II: HUMINT**

Clandestine collection activities. Recruiting and handling secret agents. Tradecraft in the field and its legal status. Case officers, agents, covers, interrogation. Requirements for HUMINT collection. Evaluation of agent reporting. Penetrations and informers.

Readings: Hulnick, *Keeping Us Safe*, Chap. 4; Richelson, Chap. 10

**Sept 26 Intelligence Collection III: SIGINT**

The three sub-disciplines of Signals Intelligence: Communications Intelligence (COMINT), Electronics Intelligence (ELINT), and Foreign Instrumentation Signals Intelligence (FISINT). SIGINT collection platforms and analysis techniques. MASINT collection.

Readings: Richelson, Chap. 8

**Sept 28 Intelligence Collection IV: PHOTINT**

Imagery Analysis, including photography, infrared imaging, and imaging radars. Collection platforms, including aircraft, UAVs, and satellites. Discussion of orbital mechanics and the limitations of satellites as collection platforms. Reconnaissance vs. surveillance. Techniques of imagery analysis. The use of "ground truth."

Readings: Richelson, Chap. 7; Curtis Peebles *Guardians*, pp. 1-149 (On Reserve)

**Oct 1 Intelligence Analysis I**

Understanding the intelligence research and analysis process. Types of intelligence analysis, including warning intelligence, current intelligence, basic intelligence and estimates. Requirements for analysis. Managing the process to eliminate bias and politicization.

Readings: Hulnick, Spy Machine, Chap. 3; Keeping Us Safe, Chap. 5; Richelson, Chap. 13

**Oct 3 Intelligence Analysis II**

Explanation of Intelligence Briefing exercise. Discussion of analytic techniques, structure of intelligence publications, examples of typical briefing formats. Military intelligence production and presentation techniques. Assignment of teams for the estimates exercise and discussion of estimates production and longer-term forecasting.

Readings: CIA: The Art of Intelligence Analysis (On Reserve)

**Oct 5 Intelligence Analysis III**

Uses of intelligence in the private sector, including risk analysis, competitor analysis and estimates for planning. Methodologies in business analysis. Threat analysis for business. Industrial espionage, "gray" intelligence, and industrial security.

Readings: Hulnick, Spy Machine, Chap. 8; Keeping us Safe, Chap. 10; Johnson, Chap. 6

**Oct 8 No Class – Holiday**

**Oct 9 First NIE Team Meetings (Monday Schedule)**

Teams will meet to plan estimates research. Team leaders will turn in a list of assignments and Terms of Reference.

**Oct 10 Producer-Consumer Relations**

Discussion of problems in delivering intelligence to policymakers. Creating a consumer-producer dialogue. Marketing techniques in intelligence. P-C relations in the military and private sectors.

Readings: Arthur S. Hulnick, "Producer-Consumer Relations: A New Way of Looking at an Old Problem," in Cimbala (Ed.) Intelligence and Intelligence Policy in a Democratic Society, pp. 129-144 (On Reserve);

### **Intelligence Brief Drafts due.**

#### **Oct 12/15 Covert Action**

Using intelligence resources to carry out secret operations. Types of covert action, including paramilitary activity, propaganda, deception, and disinformation. The uses of agents of influence. Covert action in the private sector. Covert action in prevention and preemption of terrorism. Special operations and intelligence.

Readings: Hulnick, Spy Machine, Chap. 4; Keeping Us Safe, Chap. 8; Richelson, Chap. 15

#### **Oct 17 Legal, Moral and Ethical Issues in Secret Intelligence**

The dilemma of managing secret intelligence operations in an open society. Legal restrictions on intelligence operations. Questions of executive privilege and legislative oversight. The ethics of the intelligence profession. Liberty vs. Security.

Readings: Hulnick, Keeping Us Safe, Chap. 12; Arthur S. Hulnick and Daniel Mattausch, "Ethics and Morality in U.S. Secret Intelligence," Harvard Journal of Law and Public Policy (Spring 1989), pp. 509-522 (On Reserve); Johnson, Chap. 3

#### **Oct 19/22 Counterintelligence, Counter-Subversion, and Counter-Narcotics**

Preventing Intelligence penetration. Uses of Counterespionage. Working against enemies of the state. Cops and Spies. Protecting human rights and civil liberties. Some famous CI cases, including Philby, Walker, Pollard and Nosenko.

Readings: Hulnick, Spy Machine, Chaps. 5,6; Keeping Us Safe, Chaps. 6,7; Richelson, Chap. 14

#### **Oct 24 Counterintelligence II**

Understanding the Ames, Nicholson, and Hanssen cases and their impact

on US intelligence. Why Ames became a mole. FBI methods in tracking and capturing Ames and Nicholson. How could Hanssen fool the FBI? Soviet and Russian errors in handling the cases. Differing standards in data collection for intelligence and law enforcement. Impact of the spy cases on US intelligence. Al Qaeda moles.

Readings: Arthur S. Hulnick "Understanding the Ames Case"  
International Journal of Intelligence and Counterintelligence Fall 1995  
(On Reserve)

### **Oct 26            Countering Terrorism**

Penetrating terrorism networks. Intelligence in homeland security. Making intelligence agencies work together to stop terrorism. Will new arrangements bring law enforcement and intelligence together? FISA and the USA Patriot Act. Special ops against terrorism.

Readings: Hulnick, Keeping Us Safe, Chaps. 2, 9

### **Oct 29            Intelligence and the Public**

Secret intelligence in an open society. Dealing with the media: differing approaches in intelligence and law enforcement. Need for secrecy after the Cold War. Official secrets and media responsibility. Cracking down on leaks and leakers.

Readings: Hulnick, Spy Machine, Chap. 9; Richelson, Chap. 18

## ***Part III . Intelligence and National Policy***

### **Oct 31/Nov 2    Managing and Controlling Intelligence**

The structure and functions of the IC. The Community management staff and the budget process. The NIB and the management of inter-agency activities. Legislative and executive systems for control and evaluation. The PFIAB and the IOB. The SSCI and the HPSCI. Managing intelligence at state and local levels.

Readings: Hulnick, Spy Machine, Chap. 7; Johnson, Chap. 4; Richelson, Chap. 16

**Nov 5/7 Foreign Intelligence Services**

Russian security services, including the SVR, FSB (KGB) and GRU. New developments in the former Soviet states. The British service, and the “special relationship.” Israeli intelligence – best in the world? Chinese State Security explained. Cuba’s DGI. Terrorist intelligence.

Readings: Johnson, Chap. 5; Igor Lukes, “Great Expectations and Self-Illusions,” International Journal of Intelligence and Counterintelligence (Spring 1989), pp. 1-13; Gideon Doron “Israeli Intelligence: Tactics, Strategy and Predictions” International Journal of Intelligence and Counterintelligence Vol. 2 #3 (Fall 1988), pp. 305-319 (On Reserve)

**Nov 9 Second NIE Team Meetings**

**Nov 12 Holiday – No Classes**

**Nov 14/16 Intelligence Failure**

Varying definitions of failure. Why intelligence fails. Learning from failure and success. Famous cases of failure including the Yom Kippur War, Iran, and the Indian nuclear tests. Examining 9/11 and what went wrong. The WMD failure and aftermath.

Readings: Hulnick, Keeping Us Safe, Chap. 1; Hal Ford Estimative Intelligence, pp. 261-314 (On Reserve)

**Nov 19 Third NIE Team Meetings**

**Nov 21-23 Thanksgiving Recess – No Classes**

**Nov 26/28 Intelligence Reform**

Efforts to reform American intelligence, including the Rockefeller plan and the 1996 and 2001 proposals. Is reform really possible? What would have to be done. The Scowcroft Commission. New ideas for restructuring US intelligence. What kinds of reform are still needed? The HPSCI and DNI progress reports.

Readings: Hulnick, Spy Machine, Chap. 10; Keeping Us Safe, Chap. 1

**Nov 30 Final NIE Team Meetings**

Teams will meet to finalize the NIEs and prepare the class presentations.

**Dec3/5/7/10 Presentation of Estimates**

Teams will present their estimates in oral briefings to the class and turn in the team papers.

**Dec 12 NIE Critique and Final Exam Review**

The instructor will review the team presentations and discuss the grades. There will be a review for the final exam as well.

**TBA Final Exam**