

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 instructor will provide insights on the issues 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 as well as international relations.

COURSE REQUIREMENTS: Students, working individually, will prepare a President's Daily Brief on a current issue. Working together in teams, students also will prepare intelligence estimates (National Intelligence Estimate) on topics to be assigned. Each member of the team will give a presentation as a part of the team estimate. There will be a final examination.

BOOKS REQUIRED FOR PURCHASE:

Jennifer E. Sims and Burton Gerber (Eds.), *Transforming U.S. Intelligence* (Washington DC, Georgetown University Press, 2005)

Roger Z. George and James B. Bruce (Eds.), *Analyzing Intelligence: Origins, Obstacles, and Innovations* (Washington DC: Georgetown University Press, 2008)

Mark M. Lowenthal, *Intelligence: From Secrets to Policy* (Washington DC: CCQ Press, 2009)

Arthur S. Hulnick, *Intelligence Issues 2012-2013*, (San Diego CA: Cognells, 2013) Instructions for ordering this book will be provided

Michael Allen, *Blinking Red, Crisis and Compromise in American Intelligence after 9/11* (Washington D.C., Potomac Books, 2013)

GRADING: Students will be graded on the basis of the written work, class participation and the final and only examination. Students are expected to attend all classes. Students who are forced to miss a class should advise me and arrange to acquire lecture notes. My offices hours will be Mondays and Tuesdays from 2:30-4:30 p.m. and whenever we can meet.

NOTE: The last day to drop the course without a W is October 11. The last day to drop the course with a W is November 7.

ACADEMIC CONDUCT: Students are responsible for understanding and following the provisions of the CAS Academic Conduct Code. Copies of the Code are available on the CAS website. Cases of misconduct must be reported to the Dean's office. All class members are expected to maintain high standards of academic honesty and integrity. You are expected to provide citations in papers for all quotations, paraphrases, and ideas taken from any source other than your own original thoughts. Boston University has very strict standards for intellectual integrity, and punishment for plagiarism is severe, and can include permanent expulsion from the university.

6 Sept: **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 FBI's Intelligence unit and the Intelligence organization of DHS.

Readings: Sims and Gerber, pp. 3-59; George & Bruce, pp. 1-15; Lowenthal, pp. 1-86; Hulnick, pp. 1-24.

13 Sept: **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. Cyber intelligence.

Readings: Sims and Gerber, pp. 63-113, 180-197; George & Bruce, Chaps. 8, 12; Lowenthal, pp. 87-148; Hulnick, pp. 85-104.

20 Sept: **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. 4 Problems in evaluation. Current intelligence and estimate exercises.

Readings: Sims and Gerber, pp. 115-133; George & Bruce, pp. 19-68; Lowenthal, pp. 149-203, 253-276; Hulnick, pp. 221-249.

27 Sept: **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 and the creation of the Director of National Intelligence.

Readings: Sims and Gerber, pp. 134-179; Lowenthal, pp.204-228; Allen, pp. 1-105.

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

Readings: Hulnick, pp. 25-28; 105-134.

11 Oct: **No Class-Monday Schedule**

18 Oct: **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. Intelligence and the war in Afghanistan

Readings: Sims & Gerber, pp. 162-179; Lowenthal, pp. 229-252.

25 Oct: **Intelligence and Homeland Security:** What went wrong 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. Understanding the Marathon bombing.

Readings: Sims & Gerber, pp. 198-219; George & Bruce, pp. 281-294; Hulnick, pp. 135-220; Allen, pp. 106-179.

1 Nov: **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.

Readings: Sims and Gerber, pp. 220-272; George & Bruce, pp. 213-225; Lowenthal, pp. 277-322.

8 Nov: **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.

Readings: Sims & Gerber, pp. 239-258; Hulnick, pp. 25-56.

15 Nov: **Understanding Foreign Intelligence Systems and Intelligence in the Private Sector:** 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. 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.

Readings: Lowenthal, pp. 447-499

22 Nov: **Team Meetings Sessions**

29 Nov: **Coping with the New Era and Ethics/Morality in Secret Intelligence:** Current Problems in the Intelligence Community. The failures of DCIs Woolsey, Deutch, Tenet, and Goss. The efforts at reform. Changes in military intelligence. Threats and Challenges in the future. Intelligence reform and restructuring. The roll of the DNI. On Ethics, 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.

Readings: Sims & Gerber, pp. 259-272. Lowenthal, pp. 349-446; Hulnick, pp. 57-84.

6 Dec: **Student Presentations:** Each team will present its NIE in class and deliver the final paper.