American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies
INTL501
Strategic Intelligence
Credit Hours: 3
Length of Course: 8 Weeks
Prerequisite: INTL500

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Course Description (Catalog)

INTL501 Strategic Intelligence (3 credit hours)

Strategic Intelligence is an examination of the current structure, function, capabilities, and contributions of individual U.S. national intelligence community members. Students appraise the intelligence cycle, including an overview of the intelligence planning, collection, exploitation, analysis, production, and dissemination phases. A review is also made of intelligence oversight structures and restrictions on U.S. national intelligence community activities as prescribed by federal law, executive and agency directives, and the intelligence oversight system.

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Course Scope

As part of the core requirement, this course introduces the student to critical elements of the discipline. Students will participate in weekly Discussion Forums that correlate to weekly readings. Students will write an analytical research paper, and complete a comprehensive final essay assignment.

Course Objectives

After successfully completing this course, you will be able to:

CO-1: Analyze the history of the intelligence community.

CO-2: Evaluate the intelligence structure and the cycle of intelligence.

CO-3: Evaluate the critical aspects of intelligence oversight, law, and ethics.

CO-4: Evaluate the future challenges faced by the national Intelligence Community.

CO-5: Develop a plan for overcoming an issue facing the current structure, function, capability, or partnership impacting one or more of the U.S. national intelligence community members.

Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be available to each student. Online assignments are due by Sunday at 11:55 pm ET and include all written assignments, examinations, and research papers submitted for grading. Weekly Forum questions (accomplished in groups in a Forum) require an initial response by Thursday at 11:55 pm ET, with all other required responses due by Sunday at 11:55 pm ET. The assigned faculty will support the students throughout this eight-week course.

Course Resources

Required Course Textbooks

No required text book for this course

The following book is *recommended*:

Turabian, Kate L. 2014. *A Manual for Writers of Research Papers, Theses, and Dissertations*. 8th ed. The University of Chicago Press.

Required Readings

- Peer-reviewed journal articles, book chapters, external websites and other assigned readings are found in the Lessons area of the classroom.

- Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

Evaluation Procedures

The course grade is based on the following assessments:

Discussion Forums – 20 percent

Each week, a discussion question is provided and posts should reflect an assimilation of the readings. Students are required to provide a substantive initial post by Thursday at 11:55 pm ET and respond to 2 or more classmates by Sunday 11:55 pm ET. Forum posts are graded on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas. Review the rubric for specifics on how your forum will be evaluated.

Research Proposal – 20 percent

Research proposal assignment: The components of this assignment include a research question, a purpose statement, theoretical framework, research design, and a preliminary source list of at least eight (8) sources, six (6) of which must be peer-reviewed. The research question and hypothesis will depend on your chosen case study. The specific research question should relate to a general topic of the course. Additional instructions for this assignment can be found within the lessons section. This assignment will be 4-5 pages in length.

Literature Review – 25 percent

Literature review assignment: This literature review will help you fulfill a component within your research paper. Your literature review will focus upon synthesizing information that is specific to your case study. Additional instructions for this assignment can be found within the lessons section. This assignment will be 6-8 pages in length.

Assignment 3 – 35 percent

Case Study research paper: The research paper will weave together the first two assignments and incorporate your analysis and findings of your case study. Additional instructions for this assignment can be found within the lessons section. Once complete your case study will be 10-15 pages in length.

Assignments	Percentage
Discussion Forums	20 percent
Research Proposal	20 percent
Literature Review	25 percent
Case Study	35 percent
TOTAL	100 percent

8 – Week Course Outline

Week 1: Overview & Structure of the National Intelligence Organizations

Course Objectives: CO-1; CO-2

Assignments: Week 1 forum discussions

Required Reading:

Director of National Intelligence. 2009. An Overview of the United States Intelligence Community for the 111th Congress. Accessed June 2, 2014. http://www.fas.org/irp/eprint/overview.pdf

Best, Richard A. 2014. "Leadership of the U.S. Intelligence Community: From DCI to DNI." *International Journal of Intelligence and CounterIntelligence* 27, no. 2: 253-333

Hammond, Thomas H. 2010. "Intelligence Organizations and the Organization of Intelligence." *International Journal of Intelligence and CounterIntelligence* 23, no. 4: 680-724.

VIDEOS/Audio:

KStateLibraries. 2013. "How to Write a Good Research Question." YouTube Video. 4:33 min. (August 20). https://www.youtube.com/watch?v=nXNztCLYgxc

KOCO 5 News. 2008. "FBI Discusses How to Spot Liars." YouTube Video. 2:46 min. (May 23). Accessed December 12, 2016. http://www.youtube.com/watch?v=E3PAW7zjgPw&feature=youtu.be

Recommended Optional Reading & Resources:

Office of the Historian. n.d. "National Security Act of 1947." U.S. Department of State.

U.S. Congress. Senate. 1947. National Security Act of 1947 - July 26, 1947. 80th Cong., 1st sess.

Week 2: Theory Integration in Intelligence Research

Course Objectives: CO-3; CO-4; CO-5

Assignments: Week 2 forum discussions and assignment 1.

Required Reading:

Ellis, Timothy J. and Yair Levy. 2008. "Framework of Problem-Based Research: A Guide for Novice Researchers on the Development of a Research-Worthy Problem." *Informing Science: The International Journal of an Emerging Transdiscipline* 11: 17-33. Accessed December 1, 2016. http://www.inform.nu/Articles/Vol11/ISJv11p017-033Ellis486.pdf

Scott, Len and Peter Jackson. 2004. "The Study of Intelligence Theory and Practice." *Intelligence and National Security* 19, no. 2: 139-169.

Lillbacka, Ralf G. V. 2013. "Realism, Constructivism, and Intelligence Analysis." *International Journal of Intelligence and CounterIntelligence* 26: 304-331.

Orton, J. Douglas and Jamie L. Callahan. 1995. "Important "folk theories" in intelligence reorganization." *International Journal of Intelligence and Counter Intelligence* 8, no. 4: 411-429.

Bell, J. Bowyer. 2003. "Toward a Theory of Deception." *International Journal of Intelligence and CounterIntelligence* 16, no. 2: 244-279.

Johnson, Loch K. 2003. "Preface to a Theory of Strategic Intelligence." *International Journal of Intelligence and CounterIntelligence* 16, no. 4: 638-663.

Honing, Arthur. 2007. "A New Direction for Theory-Building in Intelligence Studies." *International Journal of Intelligence and CounterIntelligence* 20, no. 4: 669-716

Svendsen, Adam D.M. 2009. "Connecting Intelligence and Theory: Intelligence Liaison and International Relations." *Intelligence and National Security* 24, no. 5: 700-729.

VIDEO/Audio:

Southhampton Education School. 2012. "The Role of Theory in Research." YouTube Video. 13:59 min. (August 14). Accessed August 10, 2014. http://www.youtube.com/watch?v=uaArhpPwlIA

Recommended Optional Reading & Resources:

Slaughter, Anne-Marie. n.d. "International Relations, Principal Theories." Accessed September 3, 2014. https://www.princeton.edu/~slaughtr/Articles/722_IntlRelPrincipalTheories_ Slaughter_20110509zG.pdf

IR Theory Knowledge Base. Accessed September 3, 2014. http://www.irtheory.com/know.htm

Bartholomees, J. Boone. 2010, U.S. Army War College Guide to National Security Issues, Vol I: Theory of War and Strategy, 4th Edition. Accessed March 14, 2015. https://www.hsdl.org/?view&did=713485

Hymans, Jacques E.C. 2006. "Theories of Nuclear Proliferation: The State of the Field." *The Nonproliferation Review* 13, no. 3 (July): 456-465. Accessed September 3, 2014. http://www-bcf.usc.edu/~hymans/Hymans2006Theories.pdf

Week 3: The Intelligence Cycle

Course Objectives: CO-2

Assignments: Week 3 forum discussion

Required Reading:

Wheaton, Kristan. Friday, June 6, 2014. Blog Post. Thinking in Parallel: A 21st Century Vision of the Intelligence Process.

http://sourcesandmethods.blogspot.com/2014/06/thinking-in-parallel-21st-century.html

Hulnick, Arthur. 2007. "What's Wrong with The Intelligence Cycle?" In *Strategic Intelligence - 2: The Intelligence Cycle: The Flow of Secret Information from Overseas to the Highest Councils of Government*, by Loch K. Johnson. Westport, CT: Praeger Publishers. http://psi.praeger.com.ezproxy1.apus.edu/doc.aspx?d=/books/gpg/C8944/C8944-55.xml.

Whaley, Kevin J. 2005. "A Knowledge Matrix Modeling of the Intelligence Cycle Thesis." (March) http://www.dtic.mil/dtic/tr/fulltext/u2/a437512.pdf - (Chapters 1 & 2)

Johnson, Loch K. 2011. "A Framework for Strengthening U.S. Intelligence." *Yale Journal of International Affairs* Volume 1: 116-131 Accessed June 24, 2014. http://yalejournal.org/wp-content/uploads/2011/01/061210johnson.pdf

Johnson, Loch K. 2012. "Intelligence analysis and planning for paramilitary operations." Journal of National Security Law & Policy, 5(2), 481-505. Retrieved from http://search.proquest.com/docview/926832952?accountid=8289

Breakspear, Alan. 2013. "A New Definition of Intelligence." *Intelligence and National Security* 28, no. 5. (October): 678-693.

VIDEOS/Audio:
Checkerdchicken. 2012. "The Intelligence Cycle." YouTube Video. 4:53 min. (April 8). Accessed May 27, 2014. http://www.youtube.com/watch?v=Hy4kvJsGnwA

Recommended Optional Reading & Resources:

"An Overview of the Intelligence Community." Accessed June 10, 2014. http://www.fas.org/irp/offdocs/int023.html

"Office of the Director of National Intelligence." Accessed June 10, 2014. DNI.gov

Shaw, Rohit. 2013. "OSINT (Open-Source Intelligence)." *INFOSEC Institute*. Accessed April 15, 2014. http://resources.infosecinstitute.com/osint-open-source-intelligence/

Week 4: History of the Intelligence Community

Course Objectives: CO-1

Assignments: Week 4 forum discussion

Required Reading:

Commission on the Roles and Capabilities of the United States Intelligence Community. 2006. "Appendix A: The Evolution of the U.S. Intelligence Community-An Historical Overview," A1-A25. In *Preparing for the 21st Century: An Appraisal of U.S. Intelligence*. Government Printing Office.

Finley, James P. ed. *U.S. Army Military Intelligence History: A Sourcebook.* Fort Huachua, AZ: U.S. Army Intelligence Center & Fort Huachuca.
    World War I Era: Pages 79-158
    World War II Era: Pages 159-220

The National Security Archive. 2008. National Security Agency Releases History of Cold War Intelligence Activities. http://www2.gwu.edu/~nsarchiv/NSAEBB/NSAEBB260/

CIA. Intelligence Support to Operation Iraqi Freedom. https://www.cia.gov/library/reports/archived-reports-1/Ann_Rpt_2003/iraq.html

VIDEO/Audio:

Natvets1's channel. 2013. "Berman World War II Veteran Military Intelligence Natick Veterans Oral History Project" (Interview). Natick Veterans Oral History Project, May 6, 1998. YouTube Video. 31:23min. (October 7). Accessed August 8, 2014. https://www.youtube.com/watch?v=Rbn8aEuk8jI

Recommended Optional Reading & Resources:

The National Intelligence Strategy of the United States. 2009. (August) https://www.dni.gov/files/documents/Newsroom/Reports%20and%20Pubs/2009_NIS.pdf

National Intelligence: A Consumer's Guide. 2009. https://fas.org/irp/dni/consumer.pdf

Week 5: Intelligence Oversight

Course Objectives: CO-3

Assignments: Week 5 forum discussion and assignment 2.

Required Reading:

Erwin, Marshall C. 2013. "Intelligence Issues for Congress." Congressional Research Service. (April 23). 1-24. https://www.fas.org/sgp/crs/intel/RL33539.pdf

Van Puyvelde, Damien. 2013. "Intelligence Accountability and the Role of Public Interest Groups in the United States." *Intelligence and National Security* 28, no. 2: 139-158.

Hillebrand, Claudia. 2012. "The Role of News Media in Intelligence Oversight." *Intelligence and National Security* 27, no. 5: 689-706.

Matei, Florina Cristiana. 2014. "The Media's Role in Intelligence Democratization." *Journal of Intelligence and Counterintelligence* 27, no.1: 73-108.

Moran, Christopher. 2011. "Intelligence and the Media: The Press, Government Secrecy and the 'Buster' Crabb Affair." *Intelligence and National Security* 26, no. 5: 676-700.

VIDEO/Audio:

PBS NewsHour. 2010. "U.S. Intelligence Oversight: Is Congress the Problem?" YouTube Video. 13:07 min. (August 3). Accessed August 8, 2014. https://www.youtube.com/watch?v=vTAMEcgUHBg

Recommended Optional Reading & Resources:

Drum, Kevin. 2012. "Military-Intelligence Boundaries Grow Ever Fuzzier." *Mother Jones*, December 2. Accessed August 10, 2014. http://www.motherjones.com/kevin-drum/2012/12/military-intelligence-boundaries-grow-ever-fuzzier

Week 6: Law and Ethics

Course Objectives: CO-3

Assignments: Week 6 forum discussion

Required Reading:

Andregg, Michael, ed. 2007. *Intelligence Ethics: The Definitive Work of 2007*. St. Paul, Minnesota: Center for the Study of Intelligence and Wisdom. Accessed June 24, 2014. http://conservancy.umn.edu/handle/46979

Read pages 7-11, 26-35 & 40-43

Kuyers, Josh. 2013. "CIA or DoD: Clarifying the Legal Framework Applicable to the Drone Authority Debate." *National Security Law Brief.* (April 14). Accessed June 9, 2014. http://www.nationalsecuritylawbrief.com/cia-or-dod-clarifying-the-legal-framework-applicable-to-the-drone-authority-debate-2/.

Bellaby, Ross. 2012. "What's the Harm? The Ethics of Intelligence Collection." *Intelligence and National Security* 27, no. 1: 93-117.

Hudson, William E. 2010. "The Ethical Spy Towards Intelligence Community Rules of Professional Conduct." *The Georgetown Law Journal* 98: 1415-1439.

Lunstroth, John. 2007. "An Intelligence Analysts' Code of Ethics." *University of Houston Law Center.* 1-5. Accessed May 27, 2014. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2251524.

Pfaff, Tony and Jeffrey R. Tiel. 2006. "The Ethics of Espionage." *Journal of Military Ethics* 3, no. 1: 1-15.

VIDEO/Audio:

Nakor667. 2011. "Patriot Act Debate: Ron Paul vs. Gingrich." YouTube Video. 4:08 min. (November 22). Accessed August 10, 2014. https://www.youtube.com/watch?v=OBSqtGX-alc.

Recommended Optional Reading & Resources:

PBS NewsHour. 2010. "Intelligence Oversight: Is Congress the Problem?" (Video). August 3. Accessed August 10, 2014. http://www.pbs.org/newshour/bb/government_programs/july-dec10/intelligence_08-03.html

White House. "President's Intelligence Advisory Board and Intelligence Oversight Board." Accessed August 10, 2014. http://www.whitehouse.gov/administration/eop/piab

Department of Defense. "Assistant to the Secretary of Defense for Intelligence Oversight." Accessed August 10, 2014. http://atsdio.defense.gov/

2007. "Management, Integration and Oversight of Intelligence Community Analysis." Intelligence Community Directive 200. (January 8).

2006. "Policy Directive for Intelligence Community Leadership." Intelligence Community Directive No. 1 (May 1)

Cummings, Alfred. 2011. "Cover Action: Legislation Background and Possible Policy Questions." *Congressional Research Service.*

Bell Boyd. "History Channel History's Mysteries: Echelon The Most Secret Spy System." Posted on October 25, 2013. Accessed August 10, 2014.

"Echelon Spy Satelites Part 1" (9:57 min) - https://www.youtube.com/watch?v=i9FKs6RqjC0

"Echelon Spy Satelites Part 2" (9:24 min)- https://www.youtube.com/watch?v=9V1eoBraxA0

"Echelon Spy Satelites Part 3" (9:12 min)-
https://www.youtube.com/watch?v=m-Z0GgjykoQ

"Echelon Spy Satelites Part 4" (9:15 min)-
https://www.youtube.com/watch?v=QHQH4Bx2G-E

"Echelon Spy Satelites Part 5" (6:15 min)-
https://www.youtube.com/watch?v=eLs69MgJXYk

Week 7: Public and Private Partnership in Intelligence

Course Objectives: CO-3

Assignments: Week 7 forum discussion

Required Reading:

Priest, Dana and William M. Arkin. 2010. "A Hidden World, Growing Beyond Control." *Washington Post,* July 19. Accessed May 25, 2014. http://projects.washingtonpost.com/top-secret-america/articles/a-hidden-world-growing-beyond-control/

O'Harrow Jr., Robert, Dana Priest, and Marjorie Censer. 2013. "NSA Leaks put Focus on Intelligence Apparatus's Reliance on Outside Contractors." *Washington Post,* June 10. Accessed May 25, 2014. http://www.washingtonpost.com/business/nsa-leaks-put-focus-on-intelligence-apparatuss-reliance-on-outside-contractors/2013/06/10/e940c4ba-d20e-11e2-9f1a-1a7cdee20287_story.html

Priest, Dana and William M. Arkin. 2010. "National Security, Inc." *Washington Post,* July 20. Accessed May 27, 2014. http://projects.washingtonpost.com/top-secret-america/articles/national-security-inc/

Hansen, Morten. 2014. "Intelligence Contracting: On the Motivations, Interests, and Capabilities of Core Personnel Contractors in the US Intelligence Community." *Intelligence and National Security* 29, no.1: 58-81.

Recommended Optional Reading & Resources:

None at this time.

Week 8: Future Challenges within the IC

Course Objectives: CO-4; CO-5

Assignments: Week 8 forum discussion and final assignment.

Required Reading:

Agrell, Wilhelm. 2012. "The Next 100 Years? Reflections on the Future of Intelligence." *Intelligence and National Security* 27, no. 1: 118-132.

Warner, Michael. 2012. "Reflections on Technology and Intelligence Systems." *Intelligence and National Security* 27, no. 1: 133-153.

Omand, David. 2012. "Into the Future: A Comment on Agrell and Warner." *Intelligence and National Security* 27, no. 1: 154-156.

Erwin, Marshall Curtis. 2013. Intelligence Issues for Congress, Congressional Research Service RL33539. (August)
http://www.fas.org/sgp/crs/intel/RL33539.pdf

Video:

The Aspen Institute. 2013. "Mission Accomplished? Has the Intelligence Community Connected All the Dots?" YouTube Video. 51:49 min. (July 18). Accessed August 10, 2014.
https://www.youtube.com/watch?v=QdxWWSG5f8Y

Recommended Optional Reading & Resources:

Internet Tools and Resources for Open Source Intelligence (OSINT). This is a terrific "one stop shop" for OSINT information and resources.

Central Intelligence Agency. "INTelligence: Open Source Intelligence." *News & Information*. Posted July 23, 2010. Accessed August 10, 2014.

https://www.cia.gov/news-information/featured-story-archive/2010-featured-story-archive/open-source-intelligence.html

Policies

Please see the Student Handbook to reference all University policies. Quick links to frequently asked question about policies are listed below.

> Drop/Withdrawal Policy
> Plagiarism Policy
> Extension Process and Policy
> Disability Accommodations

Citation and Reference Style
Attention Please: Students will follow the Turabian/Chicago Style as the sole citation and reference style used in written work submitted as part of coursework to the University.
See http://www.apus.edu/Online-Library/tutorials/chicago.htm. All written submissions should be submitted in Times New Roman 12pt font with 1" margins, typewritten in double-spaced format. Graduate-level work is expected to be free of grammar, usage, and style errors.

Late Assignments
Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and will result in a point loss of 5% per day late.

Netiquette
Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper "Netiquette" must persist. Remember that you are in a place for the

rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and <u>especially</u> satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add "emoticons" to help alert your readers: ;-), :), ☺

<u>Disability Accommodations</u>:

http://www.apus.edu/student-handbook/Disability-Accommodations/index.htm

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Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to **librarian@apus.edu**.

- *Charles Town Library and Inter Library Loan:* The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- *Electronic Books:* You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.

- ***Electronic Journals:*** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- ***Tutor.com***: AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.

Request a Library Guide for your course (http://apus.libguides.com/index.php)

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

Turnitin.com

Faculty require assignments be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. The instructor will post information in the classroom on student procedures.

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