

SCST 5346
INFORMATION AND INTELLIGENCE MANAGEMENT
FALL 2017
Credit Hours 3.0

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OFFICE HOURS: MW 4-5pm

CLASS HOURS: Wednesday 9-11:50 AM
CLASSROOM: George Beto CJ Bldg-C110
TA (For Upload Purposes only): Adam Lee
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TEXTBOOK(S):

1. Lowenthal, Mark M. *Intelligence: From Secrets to Policy*. 7th edition. CQ Press, 2017. [Lowenthal]
2. Everton, Sean F. *Disrupting Dark Networks*. Cambridge University Press, 2012. [EVERTON]
DO NOT BUY AVAILABLE VIA LIBRARY WEBSITE IN ELECTRONIC FORMAT
UNLIMITED FREE.

Any additional reading will be made available through the course website in Blackboard and will be listed in the weekly readings. Links to readings are also included in the weekly schedule. Instructor reserves the right to add additional readings via blackboard and/or class email.

COURSE DESCRIPTION:

Official Course Catalogue Description:

- **SCST 5346 Information and Intelligence Management.** This course explores interoperability, data fusion, and integrative decision making protocols and systems for Homeland Security information and intelligence sharing in the overarching process of managing the flow of information and intelligence across all levels and sectors of government and the private sector. The content to support the rapid identification of emerging terrorism-related threats and other circumstances requiring intervention by government and private sector authorities. Credit 3.

This course covers the history, structure, and major themes in US national and homeland security intelligence. As Lowenthal argues, the US Intelligence Community is relatively novel. Nonetheless it has undergone significant shifts in structure and techniques following the dissolution of the Soviet Union and especially the aftermath of the September 11, 2001 attacks by Al Qaeda. This course will familiarize students with these new structures and trends in the dissemination and flow of intelligence throughout the US Homeland Security apparatus. Special attention will be paid to fusion centers and the compartmentalization or free flow of information. The course further covers a sampling of structured analytic techniques popular in the intelligence analysis community for the

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elimination of cognitive biases and builds toward the Security Studies Department's second elective course in intelligence analysis.

Guest Lecturers:

Students should expect some flexibility in the schedule as these dates are solidified.

LEARNING OUTCOMES:

Essential Goals

1. "Gaining factual knowledge (terminology, classifications, methods, trends).
2. "Learning to apply course material (to improve thinking, problem solving and decisions)" to activities in the homeland security field.
3. "Learning to analyze and critically evaluate ideas, arguments, and points of view" by participating in seminars on course readings.

Important Goals:

1. "Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to..." counter terror/narcotics activities within the homeland security apparatus.

COURSE REQUIREMENTS:

4 Presentations. Students will sign up with partners in the first class for dates to make presentations. Students will produce PowerPoint or Prezi presentations on the readings, briefly describe and analyze them and produce discussion questions to lead the discussion of the course. Presentations will be approximately 20-30 minutes followed by 10-20 minutes of questions and

Seminar Participation

Students are expected to attend lecture and participate in discussion. Attendance may be taken. Students can miss one lecture without penalty. Students must clear any other absences ahead of time by contacting the professor with proper documentation, e.g. athletic events etc. or after with documentation of illness, etc.

Following local and international news related to drug trafficking and international terrorism will make for a much more engaging seminar. Students are strongly encouraged to read the Houston Chronicle, New York Times, Economist, or other legitimate and respected news source.

Papers

Writing capability will be paramount to any professional endeavor, as such this course will include two 10-15 page papers. This will allow the instructor to maximize feedback and improve writing quality. All papers must be fully cited in Chicago or APA formats (instructor prefers footnotes) and included a bibliography. The instructor strongly recommends Zotero citation management software. Papers will be graded on the quality of argumentation, research and style. Clear understandable prose free of grammatical error will prove to be of critical importance to professional success in any sector.

Paper #1 (10-15 pages):

Choose a historical intelligence topic that relates to Homeland Security using the George Washington University National Security Archive Electronic Briefing Books (EBBs) (<http://nsarchive.gwu.edu/>). You may choose a sample topic that is not an EBB but is

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included in the list below. The topic can be a specific event, period, intelligence practice, etc. Then, describe your topic and demonstrate knowledge of its integral components, factors, influences, and the overall timeline of events—as well as the political, social, or cultural factors that influenced the period-specific intelligence community using **PRIMARY SOURCE DOCUMENTS**. Following the historical description, evaluate the role the intelligence apparatus played and the lessons learned (Who was responsible for it? How influential was it? Were there any failures? What were the intelligence challenges at the time?). Be sure to discuss the interaction between different intelligence agencies, the extent of information sharing, and coordination between entities on this issue. Conclude your paper by exploring the implications for Homeland Security intelligence today.

<http://nsarchive.gwu.edu/NSAEBB/>

Be sure to also consult the other primary source resource documents in the resource list provided on Blackboard.

Sample topics:

WMD in Iraq (Decision to invade)

Cuban Missile Crisis

Operation Mongoose

Operation Condor

Pearl Harbor Strategic Surprise

Mexican Drug Trafficking Organizations

AUMF

Predator Drone Strikes

HVT/Kingpin strategy

Invasion of Afghanistan

Hunt for Bin Laden

Al Qaeda

Failure to identify rise of ISIS

Zarqawi

Chinese Expansion in South China Sea/US pivot to Asia

Anthrax in the US

Robert Hansen

US Policy in Central America

US Support of Kurds

Paper Topic #2 (10-15 pages):

Write a policy memo to President Obama recommending a new policy for US intelligence data gathering on American citizens. Be sure to address civil liberties (privacy) vs. security debates. Put your argument in the context of the recent Paris attacks and both ISIS and Al Qaeda. Be sure incorporate course readings, class discussions, guest lectures, course films (Citizen Four, Man-Hunt, Top Secret America, etc.)

Paper #2 Format

- I. Bottom Line Up Front (BLUF) 1-2 sentences clearly stating what the president should do.**
- II. Issue Background 3-4 pages describing the issue**
- III. Policy Options (2-3 Pages) 3 Paragraphs with titles outlining three policy options**
- VI. Recommended Option 3 page description of your recommended option.**

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V. Consequences of the Recommended Option: 2-3 pages addressing likely consequences (including negative) of the recommended option

GRADING:

1. 4 course presentations with a partner (30%)
2. 2 course papers (60%)
3. Seminar Participation (10%)

MAKE-UP EXAMS:

Any student that cannot take the midterm will need to provide the instructor with advance notice and a legitimate reason/documentation for the absence. In the event of illness the student will need to produce medical documentation for the missed exam so that a makeup exam can be scheduled.

ACADEMIC HONESTY POLICIES:

Students will be held to the highest standards of academic honesty. Students should review the academic honesty policies of Sam Houston State University available here http://www.shsu.edu/dept/academic-affairs/faculty-handbook/academic_dishonesty.html and should expect enforcement in accordance with the highest standards of those policies. The instructor reserves the right to check papers against turnitin.com a national anti-plagiarism database.

DISABILITIES:

Any student seeking reasonable accommodation for a disability in accordance with federal, state, local law and policy of Sam Houston State University must contact Offices of Students with Disabilities located in the Counseling Center. <http://www.shsu.edu/dept/disability/> After contacting this office students should feel free and comfortable contacting the instructor about any disability issue so that reasonable accommodations can be made.

ELECTRONIC DEVICE USE:

Please be aware of Academic Policy Statement 100728: <http://www.shsu.edu/dotAsset/6d35c9c9-e3e9-4695-a1a1-11951b88bc63.pdf>

During class, please keep your phone in your bag or pocket. It can become disruptive and disrespectful to those around you. If you are expecting an urgent call, please let the instructor know before class and he will accommodate. During Midterm and Final testing periods, electronic use will be prohibited.

Further university policies regarding academic dishonesty, student absences on religious holy days, disabilities, and visitors in the classroom which apply to this course may be found at <http://www.shsu.edu/syllabus/>

COURSE CALENDER:

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| | Topics | Readings |
|--------|---|--|
| Week 1 | Introduction | |
| 23-Aug | Introduction, course expectations, professionalism, presentation assignments. | Watch ManHunt |
| Week 2 | | |
| 30-Aug | What is intelligence? | <ol style="list-style-type: none"> 1. Lowenthal Chapter 1 “What is intelligence?” 2. Lowenthal Chapter 2 “The Development of US Intelligence” 3. National Intelligence Strategy http://www.dni.gov/files/documents/2014_NIS_Publication.pdf 4. 911 commission report sections 8 and 11 http://www.9-11commission.gov/report/index.htm |
| Week 3 | | |
| 6-Sep | US Intel community | <ol style="list-style-type: none"> 1. Lowenthal Chapter 3 “The US Intelligence Community” 2. Anne Daugherty Miles. “Intelligence Community Programs, Management, and Enduring Issues.” Washington D.C.: CRS. Accessed August 22, 2017. https://fas.org/sgp/crs/intel/R44681.pdf. |
| Week 4 | | |
| 13-Sep | Oversight | <ol style="list-style-type: none"> 1. Lowenthal Chapter 10 “Oversight and Accountability” |

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| | | 2. Buckley, David B. “(U) Report of Investigation: (U//FOUO) Agency Access to the SSCI Shared Drive on RDINet.” CIA Inspector General, January 14, 2015. https://www.cia.gov/library/reports/Redacted-July-2014-CIA-Office-of-Inspector-General-Report.pdf. |
| Week 5 | | |
| 20-Sep | Intel Cycle, Collection and Analysis | 1. Lowenthal Chapter 4 “The Intelligence Process—A Macro Look: Who Does What for Whom?” 2. Lowenthal Chapter 5 “Collection and the Collection Disciplines” 3. Lowenthal Chapter 6 “Analysis” |
| | | Preparation Steve Young Memorial Surveillance Exercise |
| Week 6 | | |
| 27-Sep | Surveillance | 9am Sharp Start Steve Young Memorial Exercise End in Downtown Huntsville for |
| Week 7 | | |
| 4-Oct | Covert action and Counterintel | 1. Lowenthal Chapter 8 “Covert Action” 3. Lowenthal Chapter 7 Counterintelligence J Bowyer. “Toward a Theory of Deception.” <i>International Journal of Intelligence and CounterIntelligence</i> 16, no. 2 (2003): 244–79. Whaley, Barton. “Toward a General Theory of Deception.” <i>The Journal of Strategic Studies</i> 5, no. 1 (1982): 178–92. Paper #1 Draft DUE (5-7 Pages) |
| Week 8 | | |
| 11-Oct | Fusion Centers | 1. Michael German ACLU “What’s wrong with Fusion Centers?” 2. GAO: Information Sharing: DHS is Assessing Fusion Center Capabilities but needs to more accurately Account for Federal Funding Provided to Centers. |

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| | | <p>http://www.gao.gov/assets/670/666760.pdf</p> <p>3. “2014 National Network of Fusion Centers Final Report.” Department of Homeland Security, January 2015. https://www.hsdl.org/?view&did=763296.</p> |
| Week 9 | | |
| 18-Oct | Intro to Structured analytic Techniques (SAT) | <p>1. Richards J. Heuer, Jr. The Evolution of Structured Analytic Techniques</p> <p>2. Facts, Findings and Fortune Tellings by Jack Davis</p> <p>https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/davis-pdfs/facts-findings-forecasts-and-fortune-telling-davis-1995.pdf</p> <p>3. Richard Immerman, “Transforming Analysis: The Intelligence Community’s Best Kept Secret”</p> <p>Paper #1 DUE at Beginning of Class hard copy and electronic submission to professor’s email</p> <p>ACH Alternative Competing Hypotheses</p> <p>5. Thomas C. Chamberlin, "The method of multiple working hypotheses." (1895)</p> <p>5. An application: Lisa Kaati , and Pontus Svenson. "Analysis of Competing Hypothesis for Investigating Lone Wolf Terrorist."</p> |
| Week 10 | | |
| 25-Oct | | Challenge Techniques (Red Teaming) |

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| | | <ol style="list-style-type: none"> 1. The technique described: Gordon Mitchell, “Team B Intelligence Coups” 2. An application: Johnston, Rob, <i>Analytic Culture in the US Intelligence Community</i>, (pp. 81-84) 3. U.S. Congress “Team B Bill” [this is proposed legislation mandating the technique for counterterrorism] |
| Week 11 | | |
| 1-Nov | Social Network Analysis | <p>Readings: Everton Chapters 1-4 and Appendix on Just War Doctrine (AVAILABLE FREE SHSU ELECTRONIC LIBRARY)</p> <p>Sparrow, MK. “The Application of Network Analysis to Criminal Intelligence: An Assessment of the Prospects.” <i>Social Networks</i> 13, no. 3 (1991): 251–74.</p> <p>Bring Laptops for a UCInet social network analysis workshop</p> |
| Week 12 | | |
| 8-Nov | Social Network Analysis Workshop | <p>Everton Chapters 5-10 and Appendix on Just War Doctrine</p> <p>Bring Laptops for a UCInet social network analysis workshop</p> <p>Paper #2 Draft DUE (5-7 Pages)</p> |

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| Week 13 | | |
| 15-Nov | | <p>Lowenthal Chapter 11 The Intelligence Agenda Nation-States</p> <p>Lowenthal chapter 15 Foreign Intelligence Services</p> <p>Fisher, Max. "Why Security Experts Think Russia Was Behind the D.N.C. Breach." <i>The New York Times</i>, July 26, 2016. http://www.nytimes.com/2016/07/27/world/europe/russia-dnc-hack-emails.html.</p> |
| Week 14 | | |
| 22-Nov | Thanksgiving No Class | |
| Week 15 | | |
| 29-Nov | | <ol style="list-style-type: none"> 1. Lowenthal Chapter 13 "Ethical and Moral Issues in Intelligence" 2. Watch Citizen Four 3. Watch Frontline United States of Secrets Part 1 and 2. (At Home and be prepared to discuss) <p>PAPER #2 DUE VIA BLACKBOARD</p> |
| Week 16 | | |
| 6-Dec | | <ol style="list-style-type: none"> 1. Lowenthal Chapter 14 Intelligence Reform 2. Byman and Wittes Reforming the NSA in Foreign Affairs. 3. Dahl, Erik. "Domestic Intelligence Today: More Security but Less Liberty?." <i>Homeland Security Affairs</i> 7, 10 Years After: The 9/11 Essays (September 2011). https://www.hsaj.org/articles/67Reforming the NSA |

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| | | in Foreign Affairs. |
| | NO FINAL | |

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