CRIM 310-001: Introduction to the Intelligence Community
Fall 2019
George Mason University
Tuesday/Thursday - 3pm - 4:15pm, KH 242

Professor and Contact:
Professor: Dr. Terry Gudaitis
Contact Info: tgudaiti@gmu.edu
In emergencies only: tgudaitis@mindstarsecurity.com

Office hours: Or by appointment - Enterprise Hall, Room 305
Monday/Wednesday - 2:30pm - 4pm

Email and Communication:
Please check your Mason email. I will communicate regularly with students through Mason email. See
http://masionlive.gmu.edu for information on how to use your account. In an emergency, if you need to
use a different email address please notify me or set up forwarding to that address. I check my email
frequently and it is the quickest way to reach me.

Course Description:
This course introduces students to the structure, function, and process of the intelligence community
including the basic skills in writing, research, and presentation used in the intelligence professions. The
course includes aspects of traditional intelligence, military intelligence, intelligence used in law
enforcement and investigations, and business intelligence. The course will focus on intelligence and
security issues, the functions of the intelligence world including: intelligence collection; espionage;
counterintelligence; information management; critical thinking; and, decision-making. The course also
covers such issues as jurisdiction, legal boundaries, ethics and the emerging challenges that intelligence
professionals will face in the future. In this course students will learn about the roles and history of
strategic intelligence and will gain a better understanding for the use of intelligence to carry-out foreign
policy and business objectives.

Required Textbook:
Introduction to Intelligence Studies 2nd Edition.
Authors - Carl J. Jensen III, David Hughes McElreath, Melissa Graves
ISBN-13: 978-1498738347 or ISBN-10: 1498738346

Additional readings are assigned and will be posted to Blackboard.

Course Format:
Class will mainly be presented in lecture format. There may be class participation exercises as well as
relevant case studies. Corresponding materials will be posted on Blackboard throughout the course or
emailed to the students. The posted materials on Blackboard may not necessarily be identical to those
presented in class. Therefore, attending lectures on a regular basis will be beneficial to your grade in
this course.

Course Policies:
Audio recording of lectures to augment in-class note taking is only permitted with advanced notice and with professor's permission. Videotaping in any form is <u>not</u> permitted. Laptops, iPads & Tablets are permitted but must only be used for note taking. Smartphones should not be used for any reason during class. If you have an emergency (e.g., text, email, or other notice from social media), please excuse yourself from class to respond to the critical communication. Please be respectful of your peers and instructor and do not engage in activities that are unrelated to class.

Attendance/Class Participation:
Students are responsible to attend class. Class attendance is mandatory and will impact your grade. An attendance sheet will be passed around or taken during each class. Students are not permitted to sign the attendance sheet for another student. In-class participation is important and adds to the learning environment.   Attendance/class participation will impact your final grade.

Honor Code:
George Mason University has an Honor Code, which requires all members of this community to maintain the highest standards of academic honesty and integrity.   All students are expected to be familiar with this Honor Code. Cheating, plagiarism, lying, and stealing are prohibited. All violations of the Honor Code will be reported to the Honor Committee. See honorcode.gmu.edu for more detailed information.

Students with Disabilities:
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Resources at 703-993-2474. All academic accommodations must be arranged through that office.

Add/Drop Period and Fall 2019 Calendar:
Students are responsible for verifying their enrollment in class. Schedule adjustments should be made by the deadlines published in the Schedule of Classes. Available from the Registrar's Website at registrar.gmu.edu.   After the last day to drop a class, withdrawing from the class requires the approval of the dean and is only allowed for nonacademic reasons. Undergraduate students may choose to exercise a selective withdrawal.

See the Schedule of Classes for selective withdrawal procedures.
A full Fall 2019 calendar is available at: https://registrar.gmu.edu/calendars/fall-2019/

Grading:
Your final grade will be calculated with four components as follows for a total 100 points:

> 1. Attendance/Participation: Missing more than 5 classes will lower your final grade by ½ grade (e.g., A to A- or B- to C+)
>
> 2. Exam #1 Midterm: 30 points
> 3. Exam #2 Final: 40 points
> 4. Intelligence Briefing and Report: 30 points

Grading Scale:

Letter Grade	Total Points
A+	97 – 100
A	93 – 96
A -	90 – 92
B+	86 – 89
B	82 – 85
B-	80 – 81
C+	76 – 79
C	72 – 75
C-	70 – 71
D	65 – 69
F	64 and Below

Exams (Midterm 30 points; Final 40 points):

The midterm and final exams will be closed book and will use a combination of multiple choice, fill-in-the-blanks, short answer and essay. Make-up exams will only be given under exceptional, unavoidable circumstances with proper documentation. If you know in advance that you will have to miss an exam, please notify me ASAP. Taking an exam late may result in a penalty.

Intelligence Briefing and Briefing Report (30 points):

Every decision maker, whether in law enforcement, government or the corporate sector, needs good information to make the best quality decision. Intelligence professionals can deliver a briefing on a myriad of topics. Their commonalities are that they need to be up to date, contain highly relevant information, and the briefing needs to be delivered in a short, high-impact presentation. The briefing will be accompanied by a 1-2 page corresponding report (plus reference list). A briefing is designed to provide information quickly and effectively about an issue. It is often used to influence decisions or offer solutions.

The briefing should be 3-4 minutes in length and will be delivered in class. A review of the briefing topics and structure will be discussed in class. Your grade will be based on the composition of the briefing which includes: the attention of audience gained; importance of subject established; and, the purpose clearly stated. The briefing will also be evaluated by delivery and your public speaking skills such as: vocal quality; clarity; non-verbals (i.e., eye contact, posture, gestures); and keeping within the timeframe. Your briefing and report must be completed on the date assigned (or penalties apply).

References should be cited from various sources, including but not limited to textbooks, academic journals, professional journals, and web based materials. NOTE: Wikipedia is not a valid source.

> **Briefing Date 1: November 12th**
> **Briefing Date 2: November 14th**
> **Briefing Date 3: November 19h**
>
> **Please turn in your briefing report in hard copy on the day you are assigned to brief.**

Privacy Policy:
Please respect the privacy of any students (and the instructor) who may disclose personal information in the class. Please respect everyone's right to freely choose whether to disclose or not disclose personal information.

Bad Weather and Other Emergencies:
Check Mason's homepage at www.gmu.edu or call GMU's closing line at 703-993-1000 to see if classes are cancelled for inclement weather or other emergency circumstances. You can also register for Mason's emergency alert system at https://alert.gmu.edu. If I have to cancel class due to an emergency, I will attempt to email you ASAP at your GMU email address. I encourage you to check your GMU email the night before class or the morning of to ensure there have been no cancellations.

Course Schedule

This is the intended course schedule. As the semester progresses and evolves, some of these dates and scheduled items may change due to weather closures, emergencies, guest speakers' schedules, or other circumstances. Changes will be provided as necessary and as soon as possible.

In addition to reviewing the chapter information, the classroom sessions will include lectures, case studies, applied intelligence examples, and scenarios.

TUES AUG 27   Introductions and Welcome to the course - Goals, Objectives, and Expectations
                Discussion about the Intelligence Community

THURS AUG 29   Chapter 1 – An Overview of Intelligence
                Lecture: The 17 IC's, Terminology and Cultures

TUES SEPT 3   Chapter 2 - History of Intelligence in the United States
                Lecture: History of Intel and War Operations

THURS SEPT 5   Chapter 3 – The IC Today
                Lecture: Operation Neptune Spear

TUES SEPT 10   Reading #1 – National Intelligence Strategy 2019
                Lecture: Requirements

THURS SEPT 12   Chapter 4 - Collection
                Lecture: The INTs

TUES SEPT 17   Chapter 5 – Barriers to Analysis
                Lecture: Analyst Biases

THURS SEPT 19   Reading #2 - Changes in Technology, Politics, and Business
                Lecture: Intel Exercise in Class

TUES SEPT 24   Read – Posted Information and Examples on BLUFs
                Lecture – Intelligence Briefings, Briefing Assignment Criteria and Sign-Up Day

THURS SEPT 26   Chapter 6 – Analytical Methods
                Lecture: Analyzing Data

TUES OCT 1   Chapter 7 – Putting It All Together: The Intelligence Cycle
                Lecture - Guest Speaker – CIA Officer (Ret.)

THURS OCT 3   Reading #3 – CIA, Why Spy, Why Leak
                Lecture: The Intelligence Cycle and the Impact of Digital Data

TUES OCT 8   Chapter 8 - CounterIntelligence
                Lecture – Spy Cases and Double Agents

THURS OCT 10   Review Chapters 1 – 8, Readings #1 - #3, and Guest Lecture Information
                Lecture - Midterm Review

TUES OCT 15 – NO CLASS

THURS OCT 17 – **MIDTERM** – In-Class

TUES OCT 22   Chapter 9 – Covert Operations
                Lecture: Tradecraft

THURS OCT 24   Chapter 10 – Constitutional Mandates
                Lecture: Intelligence Exercise

TUES OCT 29   Chapter 11 – Writing and Briefing for the Intelligence Community
                Lecture: Interpersonal Skills and Culture

THURS OCT 31   Chapter 12 – Military Intelligence
                Lecture: Corporate Intelligence and Industrial Espionage

TUES NOV 5   Reading #4 - Corporate Guide for Intel Programs
                Lecture: Guest Speaker – Defense Contractors and the Private Sector

THURS NOV 7   Chapter 13 – Criminal Intelligence and Crime Analysis
                Lecture: Criminal Profiling

TUES NOV 12   Briefing Day 1 (15 briefers)

THURS NOV 14   Briefing Day 2 (15 briefers)

TUES NOV 19   Briefing Day 3 (15 briefers)

THURS NOV 21 Chapter 14 – Threats and Challenges for the 21st Century
              Lecture: Background Checks and Ethics

TUES NOV 26   Reading #5 - Foreign Economic Espionage in Cyberspace
              Lecture: Cyber Intelligence and Open Source Intelligence

(THANKSGIVING HOLIDAY – NOVEMBER 27 – DECEMBER 1)

TUES DEC 3   Chapter 15 – Future of Intelligence
              Lecture: Technology and Challenges

THURS DEC 5   LAST DAY OF CRIM 310 CLASS; Wrap-up and Review for Final Exam

FINAL EXAM: The final exam will be given sometime between Dec. 11th and Dec. 18th. The final exam schedule will be posted after the last day to add classes (September 3rd) on:
https://registrar.gmu.edu/topics/final-exam-locator/

- Final Exam will cover chapters 9 through 15, readings #4 & #5, class notes, and guest lecture information.

- The time, date, and location will be announced in class once the information is posted by GMU.