

## Instructor

Dr. Ted Clark  
Adjunct Professor

## Email

tclark22@gmu.edu

## Office Hours

By appointment

## Course Details

Fairfax Campus, 5:55pm – 7:10pm Tuesdays and Thursdays, Room LH 2

## Course Overview

This course will introduce students to key analytical techniques used by analysts in the Intelligence Community (IC) and in law enforcement. Students will work individually and together on a variety of intelligence exercises, problems, and case studies. Students will mainly use the Structured Analytical Techniques (SAT) found in the textbooks and learn how to apply these techniques to real world problems.

## Required Textbooks

**\*Please note students will need both of these books in order to complete the exams and assignments successfully:**

*Cases in Intelligence Analysis: Structured Analytic Techniques in Action*, Second Edition, Sarah M. Beebe & Randolph H. Pherson. ISBN 978-1-4833-4016-6

*Structured Analytical Techniques for Intelligence Analysis*, Richards J. Heuer Jr., & Randolph H. Pherson. ISBN 978-1-4522-4151-7

## Course Format/Communications

Class will consist of lectures, guest speakers, and active participation from students. Class participation will include presentations, class discussions, and case study exercises. Materials will be posted on Blackboard throughout the course.

## Course Policies

- **No computers, tablets, iPads, or cell phones in the classroom**
- **No videotaping or audio recording**

## Attendance/Class Participation

Students are responsible to attend class and actively participate in discussions and exercises. Attendance/class participation will count towards your final grade. Reading assignments must be done prior to the start of class. Please come to class prepared to discuss the readings and participate in exercises/discussions. Also, content from our guest lectures will be included in exams.

## Honor Code & Academic Integrity

**Academic Integrity:** *I expect students to adhere to the George Mason University Honor Code as it relates to integrity regarding coursework and grades. The Honor Code reads as follows: "To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this: Student members of the George Mason University community pledge not to cheat, plagiarize, steal and/or lie in matters related to academic work." More information about the Honor Code, including definitions of cheating, lying, and plagiarism, can be found at the Office of Academic Integrity website at <https://oai.gmu.edu>. **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.***

The instructor reserves the right to use manual and/or automated means including SafeAssign to detect plagiarism in any work submitted by students for this course. Any use of the words or ideas of another person(s), without explicit attribution that clearly identifies the material used and its source in an appropriate manner, is **plagiarism** and will not be tolerated.

#### **Students with Disabilities**

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

#### **Title IX**

As a faculty member, I am designated as a "Responsible Employee," and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason's Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason's confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason's Title IX Coordinator by calling 703-993-8730, or emailing [titleix@gmu.edu](mailto:titleix@gmu.edu).

#### **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](http://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

**Important Dates:**

- Monday August 26: first day of classes
- Monday September 2: Labor Day, no classes
- Monday October 14: Columbus Day, no classes
- Tuesday October 15: Monday classes meet **instead of** Tuesday classes (so no Tuesday classes this week)
- Wednesday November 27 to Friday November 29: Thanksgiving break, no classes
- December 7: last day of classes
- December 11-18: final exam (exact date to be determined)

**Grading:** Your final grade will be calculated as follows (total 100 points):

**Attendance/Participation: 20 points**

**Mid-Term Exam: 20 points**

**Final Exam: 30 points**

**Assignments: 30 points (total of 3 @10 points each)**

**Grading Scale**

Letter Grade	Total Points	Letter Grade	Total Points
A+	97 – 100	C+	77 - 79
A	93 – 96	C	73 - 76
A -	90 – 92	C-	70 - 72
B+	87 – 89	D	60 - 69
B	83 – 86	F	59 & below
B-	80 – 82		

**Weekly Work/Assignments/Exams**

**Weekly Work.** There will be reading assignments for each class. Students should be prepared to orally summarize the main points from the readings at the beginning of each class. This weekly work is part of your “Attendance/Participation” grade. We will discuss this in more detail in class.

**Assignments.** There will be three separate assignments, including two short written essays and one project. Assignments/papers must be turned in on time to receive full credit. In the event a situation arises affecting your ability to complete an assignment on time, contact me in advance to discuss an extension.

**Exams.** The midterm and final exams will be a combination of short answer, multiple choice, and essay. Make-up exams will only be given under exceptional, unavoidable circumstances with proper documentation.

**Bad Weather and Other Emergencies**

Check Mason’s homepage at [www.gmu.edu](http://www.gmu.edu) 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://ready.gmu.edu/masonalert/>. If I have to cancel class, I will email you ASAP at your GMU email address. It is recommended you check your email prior to departing for class.

## Exam Schedule

Exam	Week	
(Mid-term) Exam #1	Week 7 – Week of Oct 7, 2019	Mid-Term Exam
Exam #2	Week 16 – Week of Dec 9, 2019	Final Exam

## Assignment Schedule

Assignment	Date Assigned	Due
Assignment #1	Week 1 – Aug 29, 2019	Sep 12, 2019
Assignment #2	Week 5 – Sep 17, 2019	Oct 3, 2019
Assignment #3	Week 9 – Oct 22, 2019	Nov 7, 2019

## Course Outline – Tentative & Subject to change.

DATE/WEEK	TOPICS	READINGS/ASSIGNMENT
Week 1 August 27 and 29, 2019	Introductions/Syllabus Review  Intel Analyst 101 <ul style="list-style-type: none"> <li>The President’s Daily Brief (PDB)</li> <li>National Intelligence Estimate (NIE)</li> </ul>	6 August 2001 PDB (de-classified) <a href="https://fas.org/irp/cia/product/pdb080601.pdf">https://fas.org/irp/cia/product/pdb080601.pdf</a>  Heuer, Structured Analytic Techniques Chapters 1 – 3  <b>Assignment #1: Alternative 9/11</b>  <b>DUE: Sep 12, 2019</b>
Week 2 Sep 3 and 5, 2019	NIE on Iraq WMD  Decomposition and Visualization  Case Study: Cyber H20  (Getting Started Checklist)	2002 NIE on Iraq WMD (de-classified) <a href="https://fas.org/irp/cia/product/iraq-wmd.html">https://fas.org/irp/cia/product/iraq-wmd.html</a>  Beebe, Chapter 3: “Cyber H20”  Heuer, Chapter 4: “Decomposition and Visualization”
Week 3 Sep 10 and 12, 2019	Idea Generation  Alternative 9/11 presentations  Case Study: Shades of Orange	Beebe Chapter 16: “Shades of Orange in Ukraine”  Heuer, Chapter 5: “Idea Generation”

	in Ukraine  (Structured Brainstorming)	<b>Assignment #1 DUE: Sep 12</b>
Week 4  Sep 17 and  <b>Sep 19 Guest Speaker</b>	Hypothesis Generation and Testing  Case Study: Who Murdered Jonathan Luna?	Beebe, Chapter 7: “Who Murdered Jonathan Luna?”  Heuer, Chapter 7: “Hypothesis Generation and Testing”  <b>Assignment #2: Policy or intelligence memo (details to follow in class)</b>  <b>DUE: Oct 3, 2019</b>
Week 5  Sep 24  <b>Sep 26 Guest Speaker</b>	Scenarios and Indicators	Heuer, Chapter 6: “Scenarios and Indicators”
Week 6  Oct 1 and 3, 2019	Assessment of Cause and Effect  Case Study: Atlanta Olympics Bombing  (Key Assumptions Check and PCCF)	Beebe Chapter 10: “Atlanta Olympics Bombing”  Heuer, Chapter 8: “Assessment of Cause and Effect”  <b>Assignment #2 DUE Oct 3</b>
Week 7  Oct 8 and 10, 2019	<b>MID-TERM EXAM</b>	None.
Week 8  Oct 15 and 17, 2019	Challenge Analysis  Case Study: Anthrax Killer	Beebe, Chapter 2: “The Anthrax Killer”  Heuer, Chapter 9: “Challenge Analysis”
Week 9  Oct 22 and 24, 2019  <b>Guest Speaker</b>	Challenge Analysis  Case Study: Is Wen Ho Lee a Spy?  (Premortem Analysis and	Beebe, Chapter 4: “Is Wen Ho Lee a Spy?”  <b>Assignment 3: Poster, Video, PPT briefing or Art – Pick one SAT and create an <u>original</u> teaching tool (details</b>

	Structured Self-Critique)	to follow) <b>Assignment #3 DUE Nov 7</b>
Week 10 Oct 29 and 31, 2019	<b><i>In Class DEBATE...using SATs</i></b>  Case Study: Who Poisoned Karinna Moskalenko?	Beebe, Chapter 1: “Who Poisoned Karinna Moskalenko?”  Heuer, Chapter 10: “Conflict Management”
Week 11 Nov 5 and 7, 2019	Analysis of Competing Hypotheses  Case Study: Death in the Southwest	Beebe Chapter 9: “Death in the Southwest”  <b>Assignment #3 DUE Nov 7</b>
Week 12 Nov 12 and 14, 2019	Case Study: DC Sniper	Beebe Chapter 11: “The DC Sniper”
Week 13 Nov 19 and 21, 2019	Case Study: Defending Mumbai from Terrorist Attack	Beebe Chapter 14: “Defending Mumbai from Terrorist Attack”
Week 14 Nov 26, 2019	<b>Thanksgiving Recess</b>	None  <b>We will have class on Tuesday</b>
Week 15 Dec 3 and 5, 2019	Course Wrap and Review	<b>Review Cases and Readings</b>
Week 16 Dec 12, 2019	<b>FINAL EXAM</b>	Date for final exam to be announced later.