**CRIM 310-003: Introduction to the Intelligence Community**

**Spring 2020**

**George Mason University**

**Tuesday/Thursday – 4:30 pm - 5:45pm, Planetary Hall 212**

**Professor and Contact:**

Professor: Mr. Richard M. Denholm II J.D.

Contact Info: rdenholm[@gmu.edu](about:blank) and text 202-400-2139

In emergencies only: [rmdenholm@denholmlaw.com](mailto:rmdenholm@denholmlaw.com) or 571-589-9309

**Office hours: By appointment**

**Email and Communication:**

Please check your Mason email and Blackboard. I will communicate regularly with students through Mason email and Blackboard. See <https://masonlive.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: 978-1498738347

Additional readings may be assigned and will be posted to Blackboard.

**Course Format:**

Class will mainly be presented in lecture format with discussion encouraged. 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 not 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 Spring 2020 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 Spring 2020 calendar is available at: https://registrar.gmu.edu/calendars/spring-2020/

**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 be multiple choice. 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: April 7th**

**Briefing Date 2: April 9th**

**Briefing Date 3: April 14th**

**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](about:blank) 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](about:blank). 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.

**Notice of Mandatory reporting of sexual assault, interpersonal violence, and stalking:** 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 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.

**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. **The key thing for this course is know the textbook. We will discuss many of the concepts and specific information but outlining it and having a good understanding of the terms in the book will enhance your knowledge of the IC and certainly help on assignments and tests.**

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

TUES JAN 21 Introductions and Welcome to the course - Goals, Objectives, and Expectations

Discussion about the Intelligence Community

THURS JAN 23 Chapter 1 – An Overview of Intelligence

Lecture: The 17 IC’s, Terminology and Cultures

TUES JAN 28 Chapter 2 - History of Intelligence in the United States

Lecture: History of Intel and War Operations

THURS JAN 30 Chapter 3 – The IC Today

Lecture: Operation Neptune Spear

TUES FEB 4 Chapter 4 - Collection

Lecture: The INTs

THURS FEB 6 Chapter 5 – Barriers to Analysis

Lecture: Analyst Biases

TUES FEB 11 GUEST LECTURER

THURS FEB 13 Chapter 6 – Analytical Methods

Lecture: Analyzing Data

TUES FEB 18 Chapter 7 – Putting It All Together: The Intelligence Cycle

Lecture - Guest Speaker – CIA Officer (Ret.)

THURS FEB 20 Chapter 8 - CounterIntelligence

Lecture – Spy Cases and Double Agents

TUES FEB 25 Review Chapters 1 – 8, Midterm Review

THURS FEB 27 **MIDTERM** – In-Class

TUES MAR 3 Chapter 9 – Covert Operations

Lecture: Tradecraft

THURS MAR 5 GUEST LECTURER

TUES MAR 10 – **SPRING BREAK**

THURS MAR 12 – **SPRING BREAK**

TUES MAR 17 Chapter 10 – Constitutional Mandates

Lecture: Intelligence Exercise

THURS MAR 19 Chapter 11 – Writing and Briefing for the Intelligence Community

Lecture: Interpersonal Skills and Culture

TUES MAR 24 GUEST LECTURER

THURS MAR 26 Chapter 12 – Military Intelligence

Lecture: Corporate Intelligence and Industrial Espionage

TUES MAR 31 Chapter 13 – Criminal Intelligence and Crime Analysis

Lecture: Criminal Profiling

THURS APR 2 Discussion of briefing

TUES APR 7 Briefing Day 1 (15 briefers)

THURS APR 9 Briefing Day 2 (15 briefers)

TUES APR 14 Briefing Day 3 (15 briefers)

THURS APR 16 Chapter 14 – Threats and Challenges for the 21st Century

Lecture: Background Checks and Ethics

TUES APR 21 Case Studies

THURS APR 23 Chapter 15 – Future of Intelligence

Lecture: Technology and Challenges

TUES APR 28 Case studies

THURS APR 30 LAST DAY OF CRIM 310 CLASS; Wrap-up and Review for Final Exam

**FINAL EXAM:** The final exam will be given sometime between May 6th and May 13th. The final exam schedule will be posted after the last day to add classes on:

[https://registrar.gmu.edu/topics/final-exam-locator/](about:blank)

* 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.

Suggested Reading:

Reading #1 – National Intelligence Strategy 2019

Reading #2 - Changes in Technology, Politics, and Business

Information and Examples on BLUFs

Reading #3 – CIA, Why Spy, Why Leak

Reading #4 - Corporate Guide for Intel Programs

Reading #5 - Foreign Economic Espionage in Cyberspace Cyber Intelligence and Open Source Intelligence