CRIM 310-DL2: Introduction to the Intelligence Community
Spring 2021
George Mason University
Tuesday 4:30 pm – 7:10 pm, Online
January 25 to May 10, 2021

Professor and Contact:
Professor: Mr. Richard M. Denholm II, J.D.
Contact Info: rdenholm@gmu.edu and text 202-400-2139
In emergencies only: 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:
An Intelligence Studies Anthology: Foundational Concepts and Case Studies for the 21st Century
Preliminary Edition.
Author – Richard M. Denholm II
ISBN: 9781793527738
This book may be purchased through the GMU Bookstore or Cognella Publishing. A digital version will be available. You may purchase your course material here: https://store.cognella.com/83351-1A-001. If you need any help with ordering from Cognella, feel free to email orders@cognella.com or call 858-552-1120.

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

Course Format:
Class will mainly be presented in lecture format, but attendance and participation are required and form a part of your grade. 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:
I will record most classes in Blackboard Collaborate Ultra and you will be able to review these recordings after each class. As this is an online class, students need to have laptops or other technology to be able to log into Blackboard and Blackboard Collaborate Ultra to attend and participate in class. Students should log into class at least five minutes before class and ensure your audio and cameras are working. Please have your cameras on and the audio muted until you plan to speak. If you have a question or comment, you must use the "raise hand" button found on the toolbar in Blackboard Collaborate Ultra. As we will be on camera, please aware of your surroundings and the background of the camera view and also be respectful in your dress and appearance. Please be respectful of your peers and instructor and do not engage in activities that are unrelated to class.

This course also has a presentation component, and you must ensure you have a working camera and audio to complete this course requirement. **Also, you must turn in your presentation PowerPoint and intelligence briefing document by the date required. Failure to do so, and/or failure to appear in class the day you are to present will result in a significant reduction in your grade.**

Attendance/Class Participation:
Students are responsible to attend class. Class attendance is mandatory and will impact your grade. I will take attendance during each class. Again, please ensure you are online in the class several minutes before the start to assist me with taking attendance. If we return to a classroom setting, I will pass around an attendance sheet and 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 2021 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 2021 calendar is available at: https://registrar.gmu.edu/calendars/spring-2021/

Grading:
Your final grade will be calculated with four weighted components as follows:

1. Attendance/**Participation**: 15 points and, in addition, **missing more than 5 classes will lower your final grade by an additional ½ grade (e.g., A to A- or B- to C+). I will keep track of whether you are participating and attending class and will assess this as part of your final grade.**
2. Exam #1 Midterm
3. Exam #2 Final
4. Intelligence Briefing and Report

You will be able to see your grades in Blackboard as completed and I will post midterm and final grades in GMU's system.

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:
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 (25 points) READ AND UNDERSTAND THIS:
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 one-page corresponding report (plus a one-page 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 verbal briefing, PowerPoint presentation you use, and Intelligence Briefing Document must be in the Bottom-Line Up Front (BLUF) format. **An example of BLUF would be:**

BLUF: If the U.S. does not form a new federal agency to combat pandemics, it will suffer new pandemics in the next five years killing millions of citizens and crippling the U.S. economy.

Examples of topics could be U.S./China relations; U.S./Iran issues; election security; U.S./Russian Relations; Climate Change, or Pandemics. This is not a required or an exhaustive list but designed to give you some idea of possible topics. A review of the briefing topics and structure will be discussed in class. I do want to discuss with you the topic you choose. Be thinking from prior to class one what you will discuss. Early in the semester, ask to speak to me about your topic so I know what it is. You are all required to do this. I want you to focus on me as a U.S. decision maker and you are a U.S. intelligence briefer. You need to tell me about the issue and how to solve it.

The briefing **will be** three to four minutes in length and will be delivered in class. If you exceed four minutes, you will lose points. Practice the presentation to ensure you meet the time limit and present a smooth presentation. A three to four-minute briefing should be approximately six to eight PowerPoint slides and you must do the slides in PowerPoint. You must save your PowerPoint as a PDF and email it to me along with your intelligence briefing document by the required date. Your briefing in PowerPoint format with appropriate visual aids and graphics (such as charts, graphs, maps) and report must be completed on the date assigned (or penalties apply). I will provide details on grading in a Rubric which will be posted in Blackboard and discussed in detail in class.

We will discuss the government's classification of documents. If you work in the intelligence sector in the government, you must mark all documents with appropriate classification and portion markings. Thus, all of your PowerPoint slides must be marked at the top and bottom as U//FCUO. This translates to Unclassfied//For Classroom Use Only (which of course is just used for our classroom exercise). Your written, one-page intelligence document will be noted the same at the top and bottom. In addition, each paragraph must have portion markings. Again, each paragraph would begin with (U//FCUO). Failure to include these references will result in a reduction in your grade. In the real world, such portion markings may be (S//FOUO) which denotes Secret//For Official Use Only or (TS//NOFORN) which indicates the document is Top Secret and no foreign nationals (no dissemination to foreign nationals).

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, nor is QAnon or conspiracy theory internet information. Reputable media outlets may be cited, and there are plenty on the Left and the Right but be careful as to what sources you are using. In this business, the truth matters, and no political spin.

All briefing documents and PowerPoint presentations are **due on Thursday, March 25, 2020**, NO EXCEPTIONS/ NO EXCUSES. Plan ahead from day one. **No excuses or extensions will be granted. You must be in class to present on your assigned day. Failure to meet any of these requirements will result in an automatic 10-point reduction on this assignment and potential additional point deductions.**

Briefing Date 1: March 30th
Briefing Date 2: April 6th

You must turn in to me your intelligence briefing paper and PowerPoint presentation (saved in PDF format) by the date noted below. Failure to do this on the date required will result in a reduction of your grade. The intelligence briefing will be in MS Word format.

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.

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.

Keys to this course:

- **Read and know the required textbook cited above. 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.

- **Review the PowerPoint outlines of key concepts and questions I will place in the Content section of this course in Blackboard (reference: Introduction to Intelligence Studies 2nd Edition, Carl J. Jensen III, David Hughes McElreath, Melissa Graves; ISBN: 978-1498738347), and**
- **Review and understand the lectures and the additional PowerPoints used in class and which will be maintained as recordings in Blackboard Collaborate Ultra.**

In addition to reviewing the chapter information, the classroom sessions will include lectures, guest lectures, discussion, case studies, applied intelligence examples, and scenarios. **Ask questions! Provide input!**

TUES JAN 26 Introductions and Welcome to the course - Goals, Objectives, and Expectations
Discussion about the Intelligence Community – Case Studies

Chapter 1 – **History of Intelligence in the United States**

TUES FEB 2 Chapter 2 - **Current Structure and Functions of the IC**

Chapter 3 – **Practical Guide to Briefing and Writing Intelligence**

TUES FEB 9 Chapter 4 - **Collection and The INTs**

Chapter 5 – **Breakdowns in Analysis**

TUES FEB 16 **Chapter 6: The Analysis Process**

Chapter 7: The Intelligence Cycle -- Guest Speaker – CIA Officer (Ret.)

TUES FEB 23 **Chapter 8: Counterintelligence: Spy or Whistleblower?**

TUES MAR 2 **Chapter 9: Covert Operations in the Intelligence Community**

TUES MAR 9 MIDTERM IN CLASS **(Covers Chapters 1 -8)**

TUES MAR 16 **Chapter 10: Constitutional Mandates - The Constitution, Law and the IC**

Chapter 11: Military Intelligence

TUES MAR 23 GUEST LECTURER

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THUR MAR 25 **Briefing papers (one-page intelligence briefing and one page of citations) and presentations due by 5 pm. Send to Professor Denholm's GMU email. Ensure all Power Points are saved in PDF format.**

TUES MAR 30 Briefing Day 1 (15 briefers)

Briefing Day 2 (15 briefers)

TUES APR 6 Briefing Day 3 (15 briefers)

Discussion of briefing project

TUES APR 13 **Chapter 12: Concepts for the Intelligence Process and Policing**

TUES APR 20 **Chapter 13: Technological Issues Facing the IC and Law Enforcement**

TUES APR 27 **Chapter 14: Looking Over the Horizon – The 21st Century**

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

FINAL EXAM: The final exam will be given sometime between May 3rd and May 10th. The final exam schedule will be posted after the last day to add classes on:
https://registrar.gmu.edu/topics/final-exam-locator/

- Final Exam will cover the entire course and key concepts but will **focus** on chapters 9 to the end.
- The time, date, and location will be announced in class once the information is posted by GMU.

Suggested Reading:

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

National Intelligence Strategy 2019

Changes in Technology, Politics, and Business

Information and Examples on BLUFs

CIA, Why Spy, Why Leak

Corporate Guide for Intel Programs

Foreign Economic Espionage in Cyberspace Cyber Intelligence and Open Source Intelligence