CRIM-312-DL1: Intelligence Analysis Techniques
Fall 2023
George Mason University, ONLINE SYNCHRONOUS
Tuesday – 4:30pm-7:10pm

This semester, CRIM 312 will be presented as an online, synchronous course. Plan to meet ONLINE each Tuesday from 4:30pm-7:10pm in our online, Blackboard Collaborate Ultra classroom. The course will be a combination of lectures, class discussions, group exercises, videos, and guest speakers. All course materials (lecture slides, readings, assignments, etc.) will be posted on Blackboard. Attendance is taken each class.

Professor and Contact:
Professor: Mr. Richard M. Denholm II, J.D.
Contact Info: rdenholm@gmu.edu
Telephone/Text: 202-400-2139

Office hours: Online as requested and coordinated with the professor.
Or by appointment – Email me and we can meet in the BlackBoard classroom or by phone.

Email/Blackboard and Communication:
Please check your Mason email and pay attention to announcements. I will communicate regularly with students through Mason email. I check my email frequently and it is the quickest way to reach me. Each set of lecture notes/slides, course readings, recordings and data sets will be posted to Blackboard.

Course Description and Objectives:
The objective of this course is to introduce the key analytical techniques used by entry-level analysts in the Intelligence community. Throughout this course students will learn several methods of intelligence analysis including social network analysis, decision trees, assessment of crime data, Venn analysis, Gantt charts, open-source intelligence collection/analysis, and predictive analysis. Students will learn how to transform raw information into critical intelligence used to understand problems and issues.

Required Textbook: No book. Required Weekly Readings will be posted to Blackboard Assignments.

Disclaimer and Alert:
The materials we will be covering may contain information pertaining to terrorism, crime, and/or other potentially disturbing content, which can be disconcerting to some. Please be advised about this material, as it can be difficult/upsetting to analyze. If you feel you need to talk to someone, please contact the George Mason Counseling and Psychological Services at 703-993-2380 or online at caps.gmu.edu.

Course Format:
Class will mainly be presented in lecture format. There will be class participation exercises as well as relevant case studies to analyze. 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/recording in any form is not permitted – **HOWEVER –** I will record each class and it will be retained in our BlackBoard classroom for your use during this course. These materials and recordings are for your learning and use during exams but may not be further recorded or disseminated outside of the BlackBoard classroom.

Attendance/Class Participation:
Students are responsible to attend class. Class attendance is mandatory and will impact your grade. An attendance log will be generated. 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 papers/reports are run through several plagiarism software programs and databases. 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. If you need additional time for exams, please let me know and I will work with you to achieve a workable solution.

GMU Diversity & Inclusion:
Our Pledge to Diversity – GMU's goal is to build and sustain an inclusive campus community and to foster a welcoming climate that values and respects all members of the community. GMU sets a standard for principled behavior by its faculty, staff, and students and we follow a code of conduct that demands that the highest criteria be met. Our classroom will likewise have an environment where everyone can exchange a broad range of ideas and share a multitude of experiences and perspectives that sustains our commitment and builds a community in which everyone is heard and can thrive. See https://diversity.gmu.edu/diversity for more information.

Free Speech:
I encourage free speech and the freedom to express a wide range and diversity of thoughts and opinions. Learning can only occur through thorough thought, investigation, and assessing ideas from different perspectives. GMU has adopted the Chicago Principles of Free Expression—a commitment to free speech and expression widely regarded as the gold-standard for promoting academic learning. We may not agree on every issue, but everyone is expected to respect both popular and unpopular ideas. See https://www.gmu.edu/about-mason/university-policy/free-speech-mason for more information.

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.

Emergencies and Closures:
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 situation, 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 or changes. Our class will meet online every Tuesday using BlackBoard Collaborate Ultra. Look for CRIM 312.

Add/Drop Period and Fall 2023 Calendar:
Students are responsible for verifying their enrollment in class. Schedule adjustments should be made by the deadlines published in the Schedule of Classes which is available from the Registrar's Website at registrar.gmu.edu. See the Schedule of Classes for selective withdrawal procedures.
A full calendar is available at: https://registrar.gmu.edu/calendars.

Grading:
Your final grade will be calculated with five components as follows for a total of 100%:

1. Project #1: Crime Data Analysis = 15%
2. Project #2: Intelligence Analyst Team Project = 15%
3. Exam #1 - Midterm: 20%
4. Project #3: Threat/Risk Intelligence Analysis Project: 25%
5. Exam #2 – Final Exam: 25%

NOTE: Attendance/Participation: Missing more than 3 classes will lower your final grade by ½ grade (e.g., A to A- or B- to C+) …Missing more than 4 classes will lower your final grade by a full grade.

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

Descriptions and Due Dates: Assignments & Exams

Exams (Midterm = 20%; Final = 25%):
The midterm exam will be administered in class and will consist of a combination of True/False and multiple-choice questions. The questions will test your knowledge of the analytical techniques we discuss during the semester. The final exam will be given as noted below during the final exam period. The exams will focus on scenarios or data sets to test your knowledge of various intelligence analysis techniques. Instructions will be provided prior to the exams. You will be able to use your notes and material posted during the course to complete the exams.

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.

- Midterm Date: October 3rd – during our class time
- Final Exam Date: During the week of Dec 6th. We will discuss.

First 2 Projects (15% each):
There will be 2 assigned analysis projects which are smaller in scale. Details and structured data methodologies used in these projects will be covered in class. Projects will be handed in electronically and properly classified (Unclassified – FCUO).

- **Project #1** – Crime Analysis (15% of your grade)
  DUE: Tuesday September 19th – Email to Professor Denholm at rdenholm@gmu.edu

- **Project #2** – Intelligence Analysis Team (15% of your grade)
  DUE: Tuesday Oct 31st – Email to Professor Denholm at rdenholm@gmu.edu

Threat/Risk Intelligence Analysis Project (25%) (Project #3):
You will collect relevant intelligence on a target from various open sources and create an intelligence risk assessment. The threat/risk assessment will include: 1) any and all information collected on this target (including visuals); 2) the analytic method(s) used to assess the data; 3) predictive analysis; and, 4) a developed approach technique. Full criteria will be provided in class.

References used for intelligence collection as well as the analytic methodologies used should be from various sources, including but not limited to textbooks, academic journals, professional journals, and web-based materials. All hard copy and online sources need to be properly citied in APA style within the paper and in a reference list. Projects will be handed in electronically and properly classified (Unclassified – FCUO).

DUE: Monday Nov 21st – Email to Professor Denholm at rdenholm@gmu.edu

Any late projects will incur a full grade penalty.

CRIM 312 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 unforeseen events, technical glitches, guest speaker schedules, emergencies, or other circumstances. Changes will be provided in class 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, scenarios, and class discussions.

TUES Aug 22 Introductions and Introduction to the course - Goals, Objectives, and Expectations
Lecture: The Analyst's Job
Thematic and Content Analysis and Analysis Exercise

TUES Aug 29 Reading #1 – Critical Thinking, Reading #2 – Gantt Charts and
Reading #3 – The ABC Technique
Lecture: Chronologies and Applying ABC Analysis
Analyzing Crime Data and Review of Mini-Project #1 Criteria

TUES Sep 5 Reading #4 – Crusius Manifesto; Reading #5– Social Network Analysis and
Reading #6 – SNA Handbook & Toolkit
Lecture: Using Social Network Analysis and SNA Exercise

TUES Sep 12 Reading #7 – Decision Trees and Reading #8 – Drawing Decision Trees
Lecture: The Application of Decision Trees in Intel Analysis
Decision tree analysis exercise

TUES Sep 19 Reading #9 – CIA Officer, What I Learned
Lecture – The application of Red Teams in intelligence analysis

Project #1 Due – email to Professor Denholm by Midnight

TUES Sep 26 Reading #10 - ACH & Red Teams and Reading #11 - Intelligence Analysis with ACH
Lecture - Analysis of Competing Hypotheses (ACH)
ACH Exercise
Midterm Review

TUES OCT 3 **MIDTERM in class (4:30pm – 7:10pm)**

TUES OCT 10 FALL Break NO CLASS

TUES OCT 17 Reading #12 – Country Study on China & Espionage
Lecture: Country Assessments and Understanding Culture
Criteria for Project #2

TUES OCT 24 Reading #13 – ODNI Threat Assessment

Lecture: Evaluating Threats, Risks, and Vulnerabilities
Criteria for Project #3

TUES OCT 31 No New Readings, Finish Project #2, Review All Intel Analysis Techniques
Review CTAF & TRAF Frameworks
Analysis, Gathering Data, and Scoping for Project #3
In Class Case Study

Project #2 Due – Email to Professor Denholm by Midnight

TUES Nov 7 Reading #14 – Cyber Crime and Cyber Intelligence
Lecture: Cyber Threats and Criminal Investigation/Analysis
Intelligence Led Policing

TUES Nov 14 Reading #15a - Venn Diagrams – The How To
Reading #15b – Venn Diagram Worksheet
Lecture: Lecture: Creating Venn Diagrams
In Class Exercise – Results of Venn Diagrams

TUES Nov 21 Reading #16 – The Future and Dark Data
Reading #17 – Basics About Artificial Intelligence
Lecture: The Future of Intelligence Analysis and Ethics

Project #3 Due – Email to Professor Denholm by Midnight

TUES Nov 28 LAST DAY of CRIM 312
Meta-Analysis and Meta-Analysis Exercise
Review for the Final Exam

FINAL EXAM during week of Wed. Dec 6 - Wed. Dec 13. We will discuss the exact date in class early in the semester.

More Information - https://registrar.gmu.edu/topics/final-exam-locator/