

CRIM 310-003: Introduction to the Intelligence Community
Spring 2024
George Mason University
Horizon Hall Room 2017, Tuesdays from 10:30am-1:10pm

This semester, CRIM 310 will be presented as a face-to-face, in-person course. The course will be a combination of lectures, class discussions, group exercises, videos, and guest speakers. Please purchase your book as soon as possible – all other course materials (lecture slides, assignments, etc.) will be posted on Blackboard throughout the semester.

Professor and Contact:

Professor: Kurt Saffer

Contact Info: ksaffer@gmu.edu

In emergencies only: kmdasaffer@gmail.com

Office hours: By appointment – Email me and we can meet via [Zoom](#) or via phone (see “Emergency Classes” section below, page 3 for phone accessibility).

Joining the Zoom Meeting:

<https://gmu.zoom.us/j/9220899802>

Meeting ID: 922 089 9802 (No Password)

Email and Communication:

Please check your Mason email. I will communicate regularly with students through Mason email. See <https://its.gmu.edu/service/office365-email/> 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 the address of your choice. 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. A broad history of the intelligence community is discussed. 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 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 3rd Edition.

Authors - Carl J. Jensen III, David Hughes McElreath, Melissa Graves

ISBN-10: 0367711567

ISBN-13: 978-0367711566

Policies and Information

Course Format:

Class will mainly be presented in lecture format and in-person. 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 in-person classes 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 – Lectures/classes will not be recorded or posted.

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. The use of artificial intelligence apps, such as ChatGPT, are prohibited. All violations of the Honor Code will be reported to the Honor Committee. See <https://oai.gmu.edu/full-honor-code-document/> for more information.

Students with Disabilities:

If you are a student with a disability and you need academic accommodations, please see me as well as contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. See <https://www.gmu.edu/academics/accessibility-resources> and/or <https://ds.gmu.edu/> for more detailed information. If you need additional time for exams, please let me know soonest and I will work with you to achieve a workable solution.

GMU Diversity:

Our Pledge to Diversity – GMU's goal is to build and sustain an inclusive campus community and to foster a welcoming climate which 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 which demands 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 which 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 at the University & in the Classroom:

I encourage free speech and the freedom to express a wide range and diversity of thoughts and opinions. Learning can only occur through thorough, investigation, thought 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. I invite the expression of all ideas, questions, and comments during class. See <https://www.gmu.edu/about-mason/university-policy/free-speech-mason> for more information.

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. In the intelligence community, you are expected to be present, participate in meetings, and work with your colleagues – this class should mirror those expectations. Again, attendance and class participation will impact your final grade.

Privacy Policy:

Please respect the privacy of any students (and the professor or guest speaker) 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 must 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 and/or the morning of to ensure there have been no cancellations or changes.

Emergency Class(es) Online: If I need to hold a class virtually for any reason, we will do so via [Zoom](#).

Join the Zoom Meeting:

<https://gm.zoom.us/j/9220899802>

Meeting ID: 922 089 9802 (No Password)

Phone:

One tap mobile: +13017158592,,9220899802# US (Washington DC area)

Dial by location: +1 301 715 8592 US (Washington DC area)

Add/Drop Period and Spring 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 <https://registrar.gmu.edu/>. See the Schedule of Classes for selective withdrawal procedures. A full Spring 2023 calendar is available at: https://registrar.gmu.edu/calendars/spring_2024/.

Grades & Assignments

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

1. Cover Report: 15%
2. Intelligence Briefing + Briefing Summary: 30%
3. Exam #1 Midterm: 25%
4. Exam #2 Final: 30%

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 will lower your grade an entire grade.

Grading Scale:

Letter Grade	Totals
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

Cover Report (15%)

Within the intelligence community, many officers, agents, and analysts may have to “go undercover” or use a cover story in order to conduct covert or clandestine operations. Each student will be producing a report which outlines and explains your alias and your cover. When you are working undercover, the false identity you craft needs to not only to advance the goals of your operation but to protect your life and the lives of those you plan to meet.

Due Date: February 20th - please upload to Blackboard by Midnight

Exams (Midterm 25%; Final 30%):

The midterm and final exams will be administered in class 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 you will have to miss an exam, please notify me ASAP.

Midterm Date: Tuesday, Feb 27th, 10:30am – 1:10pm

Final Exam Date: Tuesday, May 7th, 10:30am – 1:10pm

Intelligence Briefing and Written Intelligence Summary (30%)

Every decision maker, whether in law enforcement, government and/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 they share are the need to be up to date, contain highly relevant information, and the briefing needs to be delivered in a short, high-impact presentation. 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 live in class. A review of the briefing topics and structure will be discussed in class. Your grade will be mostly based on the composition of the briefing which includes: The BLUF (the introduction of your topic); importance of subject established; the structure of the main points; and, the conclusion. The briefing will also be evaluated by delivery and your public speaking skills such as: vocal quality; clarity; non-verbals (i.e., eye contact); and keeping within the timeframe. A visual aid will also be required – either in digital form or hard copy.

The verbal briefing will be accompanied by a 2-3 page intelligence summary which corresponds to the briefing. This intel summary must be written in “intelligence” writing format (which will be provided). 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: Tuesday, April 2nd

Briefing Date 2: Tuesday, April 9th

- **Professor Saffer will be assigning each student a briefing date and will be posting the schedule to Blackboard Assignments several weeks before the briefings begin.**
- **Please upload your intelligence summary in Blackboard Assignments on the day you are assigned to brief.**

IMPORTANT NOTE: Assignments and exams are due on the dates provided. A full grade penalty will be issued for any late assignment.

IMPORTANT NOTE: I do not “round-up” final grades. In order to be fair to everyone, I use the grade scale consistently. So if you end up with an 89.2 – this is a B+. I use the base number, not the decimal points as the determining factor for final grades.

IMPORTANT NOTE: While Blackboard will be used to turn in assignments, you will need to keep track of your grades during the semester. Grade Calculator: <https://www.calculator.net/grade-calculator.html>.

Course Schedule

The calendar below 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. Please check Blackboard for copies of the lecture slides at the end of each class (in the evenings).

TUES JAN 16 Introductions and Introduction to the course - Goals, Objectives, and Expectations

Chapter 1 – An Overview of Intelligence

Lecture: The Basics: Terminology, Acronyms, and the IC

TUES JAN 23 Chapter 2 – History of Intelligence in the United States and Chapter 3 – The IC Today

Lecture: History of Espionage: From the Ancient World through WWII

TUES JAN 30 Chapter 4 – Collection and Chapter 5 – Barriers to Analysis

Lecture: Collection Requirements, The INTs, and Intelligence Failures

A Review of “Operation Neptune Spear”

TUES FEB 6 Chapter 6 – Analytical Methods and

Chapter 7 – Putting It All Together: The Intelligence Cycle

Lecture: Analyst Biases and Cover/HUMINT and Intel Briefing Criteria Review

TUES FEB 13 Chapter 8 – Counterintelligence and Chapter 9 – Covert Operations

Lecture: Covert Ops

DUE: COVER REPORT – Upload to Blackboard by Midnight! (As discussed, NLT Feb 20th)

TUES FEB 20 Chapter 10 – Constitutional Mandates and Reading #1 – Double Agents (Posted in BB in Assignments)

Lecture: Spy Cases – Double Agents and CIA Spy Case – Jim Nicholson Review
and Instructions for Midterm Exam

Assigned a Briefing Date – Please Check Blackboard Assignments

TUES FEB 27 **EXAM #1: MIDTERM**

MONDAY MARCH 4th – 10th - SPRING BREAK!

TUES MAR 12 Chapter 11 – Writing and Briefing for the Intelligence Community and
Chapter 12 – Military Intelligence & Contractors
Guest Speaker – Military Intelligence
Lecture: Business Intelligence and Corporate Security

TUES MAR 19 Chapter 13 – Criminal Intelligence and Crime Analysis
Lecture: Criminal Profiling and Criminal Intelligence

TUES MAR 26 **BRIEFING DAY 1 (20-25 speakers)**

TUES APR 2 **BRIEFING DAY 2 (20-25 speakers)**

TUES APR 9 Chapter 14 – Threats and Challenges for the 21st Century and
Chapter 15 – Future of Intelligence
Guest Speaker – CIA – Intelligence Challenges
Lecture: Celebrity Intel and NOCs

TUES APR 16 Reading #2– The Impact of Cyber on Intelligence (posted in BB in Assignments)
Start Reviewing Chapters 10-14 and the Readings
Lecture: Cyber Intelligence and Technology

TUES APR 23 LAST DAY OF CRIM 310 CLASS
Lecture: Black Swans and Future Challenges
Wrap-up and Review for Final

READING DAYS & STUDYING FOR EXAMS: MONDAY APRIL 29th & TUESDAY APRIL 30th

TUES MAY 7 **EXAM #2 - CRIM 310 FINAL EXAM – 10:30 am – 1:10 pm**

Final Exam Information - <https://registrar.gmu.edu/wp-content/uploads/Spring-2024-Final-Exam-Schedule.pdf>