Global Strategic Intelligence Syllabus

Spring 2023
INTA 4811-MN
Friday, 2:00 – 4:45 PM
Habersham G17

Instructor Information

Marianne Nichols	Marianne.Nichols@invesco.com	Virtual, By Appointment
Candice Blackmon	Candice.Blackmon@invesco.com	Virtual, By Appointment

Course Description

INTA 4811: Global Strategic Intelligence is a 5-week course is designed to introduce students to intelligence collection and analysis, and is ideal for those considering careers in private sector or government intelligence, as well as those seeking to improve their analytic capabilities. Throughout the course, students will learn how to apply their understanding of international affairs to identify and assess geopolitical, cyber, and security risks in a professional environment. The course will include modules on intelligence requirements, source evaluation, methods of analysis, and production of intelligence briefings, concluding with a capstone project on emerging geopolitical and cyber risks and a class led by Mark Giuliano, former Deputy Director of the FBI (2013-2016) and current Chief Administrative Officer at Invesco.

The course will be taught by Marianne Nichols, Global Head of Intelligence and Threat Analysis at Atlanta-headquartered global asset manager Invesco. Invesco's Global Strategic Intelligence team, which is comprised of analysts from a variety of backgrounds to include former US Intelligence Community, UK law enforcement, and cybersecurity, has created the course in collaboration with the Sam Nunn School to offer students the opportunity to gain hands-on, practical experience in intelligence analysis.

Course Goals & Learning Outcomes

The goal of the course is to familiarize students with intelligence analysis and provide practical experience relevant to private sector and government intelligence questions. Upon successful completion of the course, students will:

- Demonstrate a basic understanding of the intelligence cycle
- Identify best practices for evaluating sources of intelligence
- Produce written & oral intelligence briefings for leadership audiences
- Apply the above skills through a capstone project analyzing real-world issues

Course Materials

This is a "no-cost materials" course and all reading material will be available open access or provided by the instructors and distributed to the class or uploaded to Canvas. The course will draw from Structured Analytic Techniques for Intelligence Analysis, by Richards J. Heuer Jr. and Randolph H. Pherson, and The Elements of Style, 4th Edition by William Strunk Jr.

Course Assignments

Weeks 1 – 3 will include in-class exercises on evaluating sources, writing analytically, and presenting intelligence products to a leadership audience. Week 4 will include a cybersecurity exercise, designed to introduce students to working collaboratively on intelligence requirements as well as to key cybersecurity issues, which increasingly overlap with geopolitical developments and are at the forefront of private sector and government intelligence priorities.

Week 5 will incorporate all the elements covered throughout the course via a capstone project, in which students will work collaboratively to produce a 1-page written brief on their topic and present their assessment in class.

Grading

Attendance/Participation   **10%**
In-class Exercises (3)   **30%** (10% each)
-   Written Brief
-   Oral Presentation
-   Cybersecurity Exercise

Capstone Project   **60%**

COURSE SCHEDULE			
Week 1	February 17	Global Strategic Intelligence Program Introduction to Intelligence Cycle Strategic Intelligence Toolkits Evaluating Your Sources	**In-class Exercise: Evaluating Sources** (COVID-19 & Cyber Use Cases)
Week 2	February 24	Writing for Your Customer BLUF: Bottom Line Up Front Intelligence Cycle: Analysis	**In-class Exercise: Written Briefing**
Week 3	March 3	Successful Briefing Communication Best Practices Intelligence Cycle: Dissemination	**In-class Exercise: Committee Presentations**
Week 4	March 10	Part I: Intelligence Analysis Case Study: Cybersecurity Introduction to Cyber Issues Part II: Guest Lecture with Mark Giuliano, former FBI Deputy Director	**In-class Exercise: Cyber Lego Exercise**
Week 5	March 17	Capstone Class **Assignment Due: 1-Page Brief + Capstone Presentation Materials**	**Capstone Presentations**

*Please reach out to Marianne Nichols (Marianne.Nichols@invesco.com) and Candice Blackmon (Candice.Blackmon@invesco.com) with any questions regarding class content or assignments.

Course Expectations & Guidelines

Attendance and/or Participation

This is a five-week class, and each phase builds from the prior week, so it is not recommended to fall behind. Attendance and active participation is required throughout the class and will contribute to students' final grades, although excused absences can be arranged in the event of a documented emergency. If you cannot attend a class, please let the instructors know in advance, so that we can work out an alternative access to the workshop materials. **Attendance is required for the last week of class.**

Collaboration & Group Work

Students are welcome to use external resources that may help with the course material and may work collaboratively.

Academic Integrity

Georgia Tech aims to cultivate a community based on trust, academic integrity, and honor. Students are expected to act according to the highest ethical standards. For information on Georgia Tech's Academic Honor Code, please visit
http://www.catalog.gatech.edu/policies/honor-code/ or http://www.catalog.gatech.edu/rules/18/.

Any student suspected of cheating or plagiarizing on a quiz, exam, or assignment will be reported to the Office of Student Integrity, who will investigate the incident and identify the appropriate penalty for violations.

Accommodations for Students with Disabilities

If you are a student with learning needs that require special accommodation, contact the Office of Disability Services at (404)894-2563 or http://disabilityservices.gatech.edu/, as soon as possible, to make an appointment to discuss your special needs and to obtain an accommodations letter. Please also e-mail the instructor of record as soon as possible in order to set up a time to discuss your learning needs.

Student-Faculty Expectations Agreement

At Georgia Tech, we believe that it is important to strive for an atmosphere of mutual respect, acknowledgement, and responsibility between faculty members and the student body. See http://www.catalog.gatech.edu/rules/22/ for an articulation of some basic expectations that you can have of us and that we have of you. In the end, simple respect for knowledge, hard work, and cordial interactions will help build the environment we seek. Therefore, we encourage you to remain committed to the ideals of Georgia Tech while in this class.