Course Syllabus: INTA 4007 / Intelligence and International Security

Lecturers:
Tom McNeil
Brian O'Neill

Tiime/Location:
Tuesdays, Thursdays: 9:30-10:45 AM / Howey N210

Office Hours:
Virtual, By Appointment

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Introduction

This course explores the production and application of strategic intelligence to inform national security and policy decisions. It emphasizes the roles, responsibilities, and processes of intelligence analysts within the national security community. Key topics include the intelligence cycle, analytic methodology, structured analytic techniques (SATs), ethical considerations, intelligence failures, and the future of intelligence. Through case studies, practical exercises, and a capstone project, students will gain a clear understanding of the realities and challenges of intelligence analysis, its role in national security, and its applicability to private sector priorities and need.

Course Goals and Learning Objectives

1. Develop a comprehensive understanding of how strategic intelligence informs national security decisions.
2. Examine the intelligence cycle and the roles of analysts in intelligence production and dissemination.
3. Understand the challenges, complexities, and ethical considerations in intelligence analysis.
4. Apply analytic methodologies and structured techniques to solve intelligence problems.
5. Produce and present intelligence products addressing current strategic challenges.
6. Encourage critical reflection on the evolving role of intelligence in national security.

Textbook and Other Course Materials

- **Primary Text**: *Analyzing Intelligence: National Security Practitioners' Perspectives, 2nd Edition*, by Roger Z. George and James B. Bruce (ISBN-13: 978-1626160255). Available from Amazon and Barnes & Noble.

- **Other Materials**: Supplementary readings will be distributed in class, uploaded to Canvas, or accessible via open sources.

Attendance Policy

Due to the emphasis on student engagement and participation to achieve the learning objectives of this class, attendance is mandatory. If you have an illness or emergency that will impact your ability to attend class, please notify the instructor prior to the affected class session to arrange an alternative learning opportunity.

Grading Criteria:

- **Attendance/Participation**: 10%
- **In-Class Presentations (2)**: 30%
- **Analytic Paper**: 30%
- **Final Exam**: 30%

Course Schedule/Assignments

Week 1 - Introduction to Strategic Intelligence and Course Overview (7, 9 January)

- Overview of course and assignments/deliverables
- Strategic intelligence: definition, scope, and purpose
- Role of the IC: access, objectivity, and synthesis
    - Evolution and structure of the US Intelligence Community (IC)
- When does information become intelligence?
- The role of the analyst: Hollywood v. reality

- Reading Assignment:
    - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
        - "Intelligence Analysis: What Is It—and What Does It Take," pp. 1-19
        - "The Evolution of Intelligence Analysis in the US Intelligence Community," pp. 23-37
- Additional Reading/Resources:
    - Office of the Director of National Intelligence. "*Members of the IC*."https://www.dni.gov/index.php/what-we-do/members-of-the-ic.

The Nuts and Bolts of Intelligence Analysis

Week 2 - The Intelligence Cycle (14, 16 January)

- The realities of the intelligence cycle
- Setting intelligence goals and requirement
- Collection across intelligence disciplines
- Processing and exploitation
- Class exercise/Discussion: Collection prioritization for competing crises
- Reading Assignment:
  - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - "Is Intelligence Analysis a Discipline," pp. 57-77
    - "The Missing Link: The Analyst-Collector Relationship," pp. 157-177
  - Clark, Robert M. "Perspectives on Intelligence Collection." *Intelligencer: Journal of U.S. Intelligence Studies*, vol. 20, no. 2, Fall/Winter 2013, pp. 47-52. Association of Former Intelligence Officers. Available at: https://spatial.usc.edu/wp-content/uploads/2020/07/Perspectives-on-Intelligence-Collection.pdf
- Additional Reading/Resources:
  - Office of the Director of National Intelligence. (2021). *Intelligence Community Directive 204: National Intelligence Priorities Framework*. Available at: https://www.dni.gov/files/documents/ICD/ICD_204_National_Intelligence_Priorities_Framework_U_FINAL-SIGNED.pdf
  - Office of the Director of National Intelligence. Intelligence Community Directive 206: Sourcing Requirements for Disseminated Analytic Products. 17 September 2008. Available at: https://www.dni.gov/files/documents/ICD/ICD-206.pdf

Week 3 - Intelligence Publications, Classification, and Dissemination (21, 23 January)

- **Presentations: Weekly briefs**
- Overview of finished intelligence (FI)
- President's Daily Brief (PDB)
  - Exercise: "Bin Ladin Determine to Strike in US" PDB
- National Intelligence Estimate (NIE)
  - Exercise: Iran & Iraq NIEs
- Other intelligence publications
- Classifications of documents
- Challenges in dissemination
- Intelligence sharing and collaboration
  - Case Studies: 2009 Christmas Bombing Plot; 2008 Mumbai Attacks; 2014 Iraqi Threats Yazidis
  - Exercise: Duty to Warn and Tearlines
- Reading Assignment:
  - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.

- ▪ Review - "The Evolution of Intelligence Analysis in the US Intelligence Community," pp. 23-37
  - ◦ Council on Foreign Relations. (n.d.). *National Intelligence Estimates*. Available at: https://www.cfr.org/backgrounder/national-intelligence-estimates
- Additional Reading/Resources
  - ◦ Office of the Director of National Intelligence. Intelligence Community Directive 207: National Intelligence Estimates. 1 July 2009. Available at: https://www.dni.gov/files/documents/ICD/ICD-207.pdf
  - ◦ Office of the Director of National Intelligence. *Intelligence Community Directive 209: Tearline Production and Dissemination*. 6 September 2012. Available at: https://www.dni.gov/files/documents/ICD/ICD-209-Tearline-Production-and-Dissemination.pdf.
  - ◦ Office of the Director of National Intelligence. Intelligence Community Directive 403: Foreign Disclosure and Release of Classified National Intelligence. 13 March 2013. Available at: https://www.dni.gov/files/documents/ICD/ICD-403.pdf.
  - ◦ Office of the Director of National Intelligence. Intelligence Community Directive 710: Classification Management and Control Markings System. 21 June 2013. Available at: https://www.dni.gov/files/documents/ICD/ICD-710.pdf

Week 4 - Serving the Policymaker (28, 30 January)

- **Presentations: Weekly briefs**
- Role of the policymaker in shaping intelligence analysis
  - • Exercise: Policymaker-Analyst dynamic
- Challenges in applying intelligence to policy
- Attributes that distinguish intelligence from other outputs
- Balancing independence and influence
- The role of the briefer
  - • Discussion: Challenges in presenting intelligence to leadership
- Reading Assignment:
  - ◦ *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - ◦ "Serving the National Policymaker," pp. 81-92.
    - ◦ "The Policymaker's Perspective: Transparency and Partnership," pp.93-102.
- Additional Reading/Resources
  - ◦ Wolfberg, Adrian. "The President's Daily Brief: Managing the Relationship between Intelligence and the Policymaker." *International Journal of Intelligence and CounterIntelligence*, 2017, pp. 225-258. Available at: https://www.researchgate.net/publication/318014660_The_President's_Daily_Brief_Managing_the_Relationship_between_Intelligence_and_the_Policymaker.

Week 5 & 6 - Analysis and Production, Analytic Methodology, and Writing (4, 6 & 11, 13 (February)

- **Presentations: Weekly briefs**
- Fundamentals of analytic tradecraft and intelligence production
- Analytic methodologies and techniques for effective problem-solving
- Writing for intelligence
- Guest Speaker: Dr. Sean Kirkpatrick, Retired Senior Executive Intelligence Officer
- Class Exercises:
    - Week 5—Assessing the Bin Ladin PDB and WMD NIE
    - Week 6 - Writing a BLUF and refining analytic arguments
- Reading Assignment:
    - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
        - "Making Analysis More Reliable: Why Epistemology Maters to Intelligence," 157-180.
        - "The Art of Strategy and Intelligence," pp. 181-196.
    - Borg, Lars C. "Improving Intelligence Analysis: Harnessing Intuition and Reducing Biases by Means of Structured Methodology." *The International Journal of Intelligence, Security, and Public Affairs*, vol. 19, no. 1, 2017, pp. 2-22. Available at: http://fhs.brage.unit.no/fhs-xmlui/bitstream/handle/11250/3130351/Improving%2bIntelligence%2bAnalysis-%2bHarnessing%2bIntuition%2band%2bReducing%2bBiases%2bby%2bMeans%2bof%2bStructured%2bMethodology_AOM.pdf?sequence=1&isAllowed=y
- Additional Reading/Resources
    - Levine, R. (2021). Principles of intelligence analysis. *Studies in Intelligence*, 65(4), 1–10. Available at: https://www.cia.gov/resources/csi/static/Article-Principles-of-Intelligence-Analysis-Studies65-4-Dec2021.pdf

Week 7 - OSINT and Analytic Tools (18, 20 February)

- ***No Weekly briefs*** (encouraged to apply learned tools for briefs/back half of semester)
- Role of OSINT in modern intelligence
- OSINT methodologies
- Introduction to Seerist system
- Assignment: Week 7 readings – Review Seerist application information

Week 8 - Oversight & Ethics (25, 27 February)

- **Presentations: Weekly briefs**
- Oversight Framework and Its Evolution
- Compliance Requirements
- Ethical Standards in Intelligence Analysis

- Implications for Analysts 'Day-to-Day Work

- Reading Assignment:
  - DeRosa, M. B. (2021). *Congressional oversight of US intelligence activities*. Georgetown Law Faculty Publications and Other Works. Available at: https://scholarship.law.georgetown.edu/cgi/viewcontent.cgi?article=3593&context=facpub
  - Zulauf, M. A. (n.d.). *Safeguarding Objectivity in Intelligence Analysis.* Central Intelligence Agency, Center for the Study of Intelligence. Available at: https://www.cia.gov/resources/csi/static/Article-Zulauf-SafeguardingObjectivityInIntelligenceAnalysis.pdf
- Additional Reading/Resources:
  - Office of the Director of National Intelligence. *Intelligence Community Directive 107: Preparation and Review of Intelligence Products*. 28 April 2009. Available at: https://www.dni.gov/files/documents/ICD/ICD-107.pdf.
  - Office of the Director of National Intelligence. *Intelligence Community Directive 112: Congressional Notification*. 10 November 2011. Available at: https://www.dni.gov/files/documents/ICD/ICD-112.pdf.
  - Privacy and Civil Liberties Oversight Board (PCLOB). (n.d.). *Oversight report: Section 12333 public capstone*. Available at: https://documents.pclob.gov/prod/Documents/OversightReport/b11b78e0-019f-44b9-ae4f-60e7eebe8173/12333%20Public%20Capstone.pdf

The Challenges in Intelligence Analysis

Week 9 - Measuring Effectiveness in Intelligence (4, 6 March)

- **Presentations: Weekly briefs**
- What constitutes effective intelligence?
- Intelligence as a unique "business"
- Connecting effectiveness to an analytic framework
- The problem with defining success
- Discussion: Balancing quantity and quality in intelligence products
- Exercise: Evaluating MOE in practice
- Reading Assignment:
  - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - "The Track Record of CIA Analysis ," pp. 39-56.
    - "What Bad Things Happen to Good Analysis," pp. 121-134.
  - Manger, Gideon. "Unravelling Effectiveness in Intelligence: A Systematic Review." *Intelligence and National Security*, vol. 39, no. 5, 2024, pp. 467–491. Available at: https://www.tandfonline.com/doi/full/10.1080/02684527.2024.2370132.
- Additional Reading/Resources:

- ◦ Marchio, Jim. "How Good is Your Batting Average? Early IC Efforts to Assess the Accuracy of Estimates." *Studies in Intelligence*, vol. 60, no. 4, December 2016, pp. 1–12. Available at: https://www.cia.gov/resources/csi/static/How-Good-Batting-Average.pdf.
- ◦ Chang, Welton. "Getting It Right: Assessing the Intelligence Community's Analytic Performance." *American Intelligence Journal*, vol. 30, no. 2, 2012, pp. 99–105. Available at: https://www.researchgate.net/publication/237145269.

Weeks 10 - Cognitive Biases (11, 13 March)

- • **Presentations: Weekly briefs**
- • Common cognitive biases and their impact on analysis
- • Overview of SATs: Red Teaming, Analysis of Competing Hypotheses, etc.
- • Discussion: Heuristics and Bias, Guest Speaker
- • Case Study: Iran and the Fall of the Shah
- • Exercise: Cognitive Bias Survey
- • Reading Assignment:
  - ◦ *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - ◦ "Why Bad Things Happen to Good Analysts," pp. 121-134.

SPRING BREAK (17 - 21 March)

Weeks 11 -Structured Analytic Techniques (25, 27 March)

- • **Presentations: Weekly briefs**
- • Common cognitive biases and their impact on analysis
- • Overview of SATs: Red Teaming, Analysis of Competing Hypotheses, etc.

- • Discussion: SAT process and applicable use cases
- • Case Study: TBD, Current Event
- • Exercise ACH Process
- • Reading Assignment:
  - ◦ *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - ◦ "Structured Analytic Techniques: A New Approach to Analysis," pp. 231-248.
- • Additional Reading/Resources:
  - ◦ *A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis.* Central Intelligence Agency, April 2009. https://www.cia.gov/resources/csi/static/Tradecraft-Primer-apr09.pdf
  - ◦ Artner, Stephen, Richard S. Girven, and James B. Bruce. *Assessing the Value of Structured Analytic Techniques in the U.S. Intelligence Community*. RAND Corporation, 2016. Available at: https://www.rand.org/pubs/research_reports/RR1408.html

Week 12: Intelligence Failures (1, 3 April)

- **Presentations: Weekly briefs**
- Defining "intelligence" failure
- Frameworks for understanding failure
- Contributing factors
  - Case Study: October 2023 Hamas attack.
- Is failure inevitable, addressable, or preventable?
- Reading Assignment:
  - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - Review—"The Missing Link: The Analyst-Collector Relationship ," pp. 157-177.
  - Wirtz, James J. "Are Intelligence Failures Still Inevitable?" International Journal of Intelligence and CounterIntelligence, vol. 37, no. 1, 2024, pp. 307-330. Published online 8 June 2023. Available at: https://doi.org/10.1080/08850607.2023.2214328
  - Shapira, Itai. "The Yom Kippur Intelligence Failure after Fifty Years: What Lessons Can Be Learned?" Intelligence and National Security, vol. 38, no. 6, 2023, pp. 978-1002. https://doi.org/10.1080/02684527.2023.2235795
- Additional Reading/Resources:
  - Tenet, George J. "DCI George Tenet on Iraq and Weapons of Mass Destruction." *Federation of American Scientists*, May 4, 2002. Available at: https://irp.fas.org/cia/product/dci020504.html
  - Miscik, Jami. "The Importance of Analysis in the Intelligence Community." *Central Intelligence Agency*, February 11, 2004. Available at: https://irp.fas.org/cia/product/021104miscik.pdf Week 11 readings / Work on executive analytic paper

Evolving Frontiers in Intelligence Analysis

Week 13: Intelligence in the Digital Age (8, 10 April)

- **Presentations: Weekly briefs**
- Impact of social and digital media
- Challenges and opportunities of digital transformation in analysis
- Countering misinformation and disinformation
- Discussion: Alice Borene article—allow ChatGPT to write the PDB?
- Guest Lecturer: ODNI Chief Data Officer Lori Wade
- Reading Assignment:
  - *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - "Foreign Denial and Deception: Analytic Imperatives," pp.197-214.
  - Brown, Zachery Tyson, "'The Incalculable Element': The Promise and Perils of Artificial Intelligence," *Studies in Intelligence.* Available at:

https://www.cia.gov/resources/csi/static/643e18ba5bf779749a14059019db53b2/Article-The-Promise-and-Peril-of-Artificial-Intelligence-Studies-68-1-March-2024.pdf

- ◦ Borene, Alice B., "Intelligence Analysis, Synthesis, and Automation." , vol. 67, no. 4, December 2023, pp. 21-24. Available at: https://www.cia.gov/resources/csi/static/a3f91ec21ddbc4b2d14a44dba51b3b0f/Article-Intelligence-Analysis-Synthesis-Automation.pdf
- Additional Reading/Resources:
  - ◦ White House. "Memorandum on Advancing the United States 'Leadership in Artificial Intelligence; Harnessing Artificial Intelligence to Fulfill National Security Objectives; and Fostering the Safety, Security, and Trustworthiness of Artificial Intelligence." *The White House*, October 24, 2024. https://www.whitehouse.gov/briefing-room/presidential-actions/2024/10/24/memorandum-on-advancing-the-united-states-leadership-in-artificial-intelligence-harnessing-artificial-intelligence-to-fulfill-national-security-objectives-and-fostering-the-safety-security/

Week 14: The Future of Intelligence and Course Closing (15, 17, 22 April)

- **Presentations: Weekly briefs**
- Trends and challenges in the future of intelligence
- Retaining and recruiting the next generation of analysts
- Rethinking the ODNI's role
- Impact of the private sector on the IC's value
- Course reflections and final insights (22 April)
- Reading Assignment:
  - ◦ *Analyzing Intelligence: National Security Practitioners' Perspectives*, 2d Ed.
    - ◦ "Warning in an Age of Uncertainty," pp. 215-230.
    - ◦ "The Education and Training of Intelligence Analysts," pp. 303-318.
- Additional Reading/Resources:
  - ◦ National Intelligence Council**.**" Executive Summary," *Global Trends 2040 – A More Contested World*, Office of the Director of National Intelligence, March 2021. Accessed at: https://www.dni.gov/index.php/gt2040-home/summary.

- *Optional: Final review of analytic papers (17 April)*
  - Opportunity for peer and instructor feedback
- *DUE: 2 page analytic paper (22 April)*

Final Exam: 24 April – 1 May (Date/Time TBD)

Grade Disputes

Any student may request a grade reevaluation by the instructor. The student must accept the revised grade, which may be lower, higher, or the same as the original grade.

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. All students enrolled at Georgia Tech, and all its campuses, are to perform their academic work according to standards set by faculty members, departments, schools and colleges of the university. Cheating and plagiarism constitute fraudulent misrepresentation for which no credit can be given and for which appropriate sanctions are warranted and will be applied. For information on Georgia Tech's Academic Honor Code, please visit the [GT Code of Conduct webpage Links to an external site.](#).

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.

This course is offered by the Ivan Allen College of Liberal Arts. The Ivan Allen College supports the Georgia Institute of Technology's commitment to creating a campus free of discrimination on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, gender identity, or veteran status. We further affirm the importance of cultivating an intellectual climate that allows us to better understand the similarities and differences of those who constitute the Georgia Tech community, as well as the necessity of working against inequalities that may also manifest here as they do in the broader society. If you have any concerns about inclusive diversity in this course, please don't hesitate to raise them to the instructor