

Texas Intelligence Academy 2019 Academic Syllabus

Instructors:

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Course Description

This syllabus represents the academic core of the Texas Intelligence Academy (TIA). These instructional components are complemented by the range of TIA interactive experiences (e.g. site and museum visits, “staff ride”, and social events). The goal is to introduce students to the mission, institutions, activities, and issues related to the U.S. Intelligence Community (IC). We will begin with the historical development of the IC and examine how key events shaped U.S. intelligence since World War II. Other components will cover discrete intelligence disciplines such as intelligence analysis, collection, and covert action. We will convey through readings, lectures, and discussion how the information and insights developed by U.S. intelligence influence the development of foreign and national security policies. We will consider the strengths and weaknesses of the various collection disciplines, and whether intelligence analysis is more accurately described as an art or a science. The course will also examine enduring intelligence-related challenges including reform and structural change, legality, and democratic oversight. Current debates and controversies related to these issues will be introduced as well. Each of these topics will be addressed by a distinguished guest lecturer or lecturers. Biographic profiles of TIA guests will be provided separately.

Learning Objectives

Students who complete this course will be able to think critically about the functions and limitations of U.S. intelligence in the 21st Century. Specifically, students will be able to:

- Identify IC agencies (and missions) and related institutions as well as durable governmental processes
- Discuss the central issues and current controversies touching the IC
- Evaluate the general efficacy and legality of intelligence activities
- Demonstrate understanding of the vital relationship between intelligence producers and consumers

- Recognize and evaluate the enduring and emerging challenges facing the IC in the contemporary world

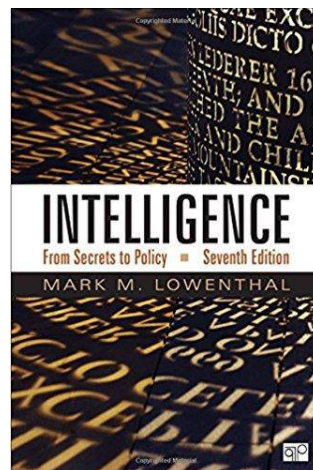
Textbook and Other Readings

Most of the course readings will be drawn from *Intelligence: From Secrets to Policy* (2016) by Mark Lowenthal. Each student will be provided with a copy of Dr. Lowenthal's book in advance. This material will be supplemented with other readings including government reports, journal articles, and book chapters (see below for specific readings).

The instructors will also expose students to important events, debates, or controversies that will inevitably be in the news while the TIA is underway.

These readings are available at: <https://bit.ly/2vcyZze>

Lowenthal, Mark M. *Intelligence: From Secrets to Policy* (7th ed). Los Angeles, CA: CQ Press, 2016.



Assignments

Students will be responsible for a 10-minute presentation at the conclusion of the TIA on May 29. The presentation should address two of the three following bullet points:

- What was one opinion or idea you held about intelligence before the TIA that has changed? Why?
- What were the most impactful experiences, speakers, or site visits during the TIA? Why?
- What are the main current debates related to the IC and which side do you agree with the most and why?

The purpose of this assignment is to help students reflect on their participation in the TIA, weaving together their experiences. We strongly encourage students to keep a diary throughout the TIA to help them prepare their presentation. While the presentation will inevitably take a personal tone, students should keep their presentation style professional.

A note on evaluation: While the instructors will provide feedback on presentations, this assignment is for student enrichment and skills development only. Students will not receive academic credit for completing the TIA.

General Course Guidelines

Most lecture sessions will begin with a 30-60 minute block with the instructors. We will use this time to review the substance and key takeaways from the previous lecture, review the assigned readings, and reinforce key concepts. It is important that students arrive to class fully prepared to discuss the assigned topic so that they are ready to engage the instructors and guest lecturers thoughtfully.

Students may use laptops or tablets in class to consult online readings or to take notes. However, any other use of these devices and the use of cell phones is strictly prohibited. We ask that students turn off their phones when they arrive to all non-social TIA activities.

Course Calendar and Readings:

DAY / SESSION	TOPIC	MANDATORY READINGS	OPTIONAL READINGS
May 21 Morning	<u>Course Opening & IC Overview</u>	Lowenthal, <i>From Secrets to Policy</i> , 1-8; 14-23; 44-51; 73-88	Lowenthal, <i>From Secrets to Policy</i> , remaining sections of Chapters 1-3 not covered in mandatory readings
May 21 Afternoon	<u>Intelligence Analysis</u> Guest: Peter Clement	Fingar, <i>Reducing Uncertainty</i> , 1-11	Lowenthal, Chapter 6
May 22	<u>Covert Action</u> Guest: Steve Cash	Lowenthal, 250-261	Lowenthal, 261-273

Morning			Treverton, "Covert Action and Open Society"
May 22 Lunch	<u>Human Intelligence</u> Guests: Steve Cash, John Sipher, Paul Kolbe and Steve Slick	Lowenthal, 137-148	Hitz, "The Myths and Current Reality of Espionage"
May 22 Afternoon	<u>Intelligence Oversight</u> Site Visit: Russell Senate Bldg with Sen. John Cornyn (R-TX)	Lowenthal, 311-324	"Congressional Oversight of the Intelligence Community" Peritz and Rosenbach
May 23 Full Day	Site Visit: Central Intelligence Agency	No readings	
May 24 Morning	<u>Counterterrorism</u> Guest: Nick Rasmussen	Pillar, "Intelligence," 115-125	Pillar, "Intelligence" 126-139
May 24 Afternoon	<u>Intel-Policymaker Relations</u> Guest: John McLaughlin	Lowenthal, 277-300	Peterson, "What I Learned in 40 years of Doing Intelligence Analysis for U.S. Policymakers" Inboden, "The Seven Impossible Demands Policymakers Place on Intelligence"

May 25 Full Day	Site Visit: Staff Ride to Gettysburg with John Driscol	No readings	Driscol, "Background on Intelligence in the American Civil War"
May 26	Off	No readings	
May 27 Evening	Site Visit: Walking Tour of the National Mall and Monuments with John Driscol	No readings	
May 28 Morning	<u>Technical Intelligence</u> Guest: Rick Ledgett	Lowenthal, 111-137	Ledgett, "NSA Deputy Director: Why I Spent the Last 40 Years In National Security" Morris and Clark, "Measurement and Signature Intelligence"
May 28 Afternoon	<u>Intelligence Reform</u> Guest: Michael Allen	Lowenthal, Chapter 14	Allen, <i>Blinking Red</i>
May 29 Full Day	Site Visit: National Geospatial Intelligence Agency	No readings	

Other Resources

Students wishing to learn more about U.S. intelligence can consult the following books:

- Christopher Andrew, *For the President's Eyes Only: Secret Intelligence and the American Presidency from Washington to Bush* (New York: Harper 1995)
- Richard K. Betts, *Enemies of Intelligence: Knowledge and Power in American National Security* (New York, 2007)
- Jeffrey Richelson, *The US Intelligence Community*, (Hachette UK, 2015).
- Abram N. Shulsky and Gary J. Schmitt, *Silent Warfare: Understanding the World of Intelligence* (Washington DC: Potomac Books 2002).

Beyond books, there are a number of academic journals students can consult for further information:

- *Foreign Affairs*
- *Intelligence and National Security*
- *International Journal of Intelligence and Counterintelligence*
- *Journal of Intelligence History*
- *Journal of Strategic Studies*
- *Parameters*
- *Studies in Intelligence*
- *Lawfare (blogsite)*

For an annotated bibliography, see: J. Ransom Clark, 'The Literature of Intelligence: A Bibliography of Materials, with Essays, Reviews, and Comments', <<http://intellit.muskingum.edu/>>