

U.S. INTELLIGENCE BUREAUCRACY

POSC 31003; Fall 2017
Monday 5pm-7:40pm, Beasley 103

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Office Hours: MW 1-2

COURSE DESCRIPTION

Espionage is often referred to as one of the oldest professions. From biblical times, spies have been sent out to collect intelligence, spread propaganda, and engage in deceit and deception and other tradecraft. Although the tools of espionage have evolved overtime with the advancement of science and technology, the strategies, tactics, and purpose are largely the same—gather as much reliable information as possible from friends and foes to help inform national security decisions while also preventing the enemy from collecting reliable information on you. There are many challenges that arise in the process that range from human psychology to ethics. These challenges are especially pronounced in a democratic society where transparency, accountability, and human rights are highly valued.

This course is intended to cover all of these issues in the context of the U.S. intelligence bureaucracy. This class broadly covers the history and structure of the U.S. intelligence community. We will study the history of intelligence collection in the U.S. from George Washington to President Obama. We will also learn about the structure of the Central Intelligence Agency and the functions of the different units within the CIA. In so doing, we will engage in a variety of exercises and simulations that will provide students with a feel for the operational and analytical complexities of a career as a national security intelligence professional.

COURSE REQUIREMENTS

Midterm exam	20%
Final exam	25%
Reaction Papers	10 x 2 = 20%
Simulated exercise	15%
Book review	15%
Participation	5%

Midterm: The midterm will be a combination of multiple choice, short answer, and essay and will take place during the first half of class. The midterm will cover all of the material in the readings, as well as all of the material covered in class.

Final exam: The final will take place during the scheduled time during exam week. It will be comprehensive and will also be multiple choice, short answer, and essay.

Reaction papers: There will be two reaction papers that you need to write that reflect on the experiential learning assignments that require you to engage in clandestine tradecraft. Each reaction paper is two pages single-spaced with 12-point Times New Roman font and 1-inch margins. We will discuss the specifics of these assignments as the date approaches.

Simulated exercise: At the end of the semester, we will spend two class periods on a simulated national security exercise in which students will have to produce intelligence products and briefings in real-time. Students will be graded on the quality of their intelligence products and briefings during the exercise.

Book review: Students will select a significant book from the intelligence and national security literature and write an 8-10 page double-spaced analysis of the book that is 12-point Times New Roman font, with 1-inch margins all around. The book review should be your reactions to the characters and their actions. DO NOT provide a rehashing of what happens in the book, but instead YOUR analysis of the people and events involved. What do you think of the operations described, the people involved, the tradecraft used, the significance of the intelligence obtained, the impact on U.S. national security, etc.?

Other policies: No audio or video recordings or photographs will be allowed in this course. Also, no computers will be allowed in the class. Note taking must be done with paper and pencil only.

REQUIRED READING

Christopher Andrew, *For the President's Eyes Only: Secret Intelligence and the American Presidency from Washington to Bush* (New York: HarperCollins, 1995)

GRADING SCALE

You will receive a final grade according to the scale below. If a grade falls at 0.5 between a + or -, the grade will be rounded up. For example, a final grade of 92.5 will become a 93, a final grade of 89.5 will become a 90, etc.

A = 93-100	C+ = 77-79
A- = 90-92	C = 73-76
B+ = 87-89	C- = 70-72
B = 83-86	D+ = 67-69
B- = 80-82	D = 60-66
	F = < 60

ACADEMIC MISCONDUCT

****Academic Misconduct (Sec. 3.4 from the Student Handbook)** –Any act that violates the academic integrity of the institution is considered academic misconduct. The procedures used to resolve suspected acts of academic misconduct are available in the offices of Academic Deans and the Office of Campus Life. Specific examples include, but are not limited to:

- Cheating: Copying from another student’s test paper, laboratory report, other report, or computer files and listings; using, during any academic exercise, material and/or devices not authorized by the person in charge of the test; collaborating with or seeking aid from another student during a test or laboratory without permission; knowingly using, buying, selling, stealing, transporting, or soliciting in its entirety or in part, the contents of a test or other assignment unauthorized for release; substituting for another student or permitting another student to substitute for oneself.
- Plagiarism: The appropriation, theft, purchase or obtaining by any means another’s work, and the unacknowledged submission or incorporation of that work as one’s own offered for credit. Appropriation includes the quoting or paraphrasing of another’s work without giving credit therefore.
- Collusion: The unauthorized collaboration with another in preparing work offered for credit.

DISABILITY

Texas Christian University complies with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973 regarding students with disabilities. Eligible students seeking accommodations should contact the Coordinator of Student Disabilities Services in the Center for Academic Services located in Sadler Hall, 1010. Accommodations are not retroactive, therefore, students should contact the Coordinator as soon as possible in the term for which they are seeking accommodations. Further information can be obtained from the Center for Academic Services, TCU Box 297710, Fort Worth, TX 76129, or at (817) 257-6567.

Adequate time must be allowed to arrange accommodations and accommodations are not retroactive; therefore, students should contact the Coordinator as soon as possible in the academic term for which they are seeking accommodations. *Each eligible student is responsible for presenting relevant, verifiable, professional documentation and/or assessment reports to the Coordinator.* Guidelines for documentation may be found at http://www.acs.tcu.edu/disability_documentation.asp.

Students with emergency medical information or needing special arrangements in case a building must be evacuated should discuss this information with their instructor/professor as soon as possible.

COURSE SCHEDULE

Week 1: August 21: Introduction

- Topics
 - IC Community
 - Different types of intelligence

Week 2: August 28

- Read: Andrews, Introduction and Chapter 1
- Topics:
 - Early days of intelligence
 - Structure & mission of the CIA

Week 3: September 4 (LABOR DAY, NO CLASS)

Week 4: September 11

- Read: Andrews, Chapters 2 & 3
- Topics:
 - WWI leading up to WWII
 - The Directorate of Operations
 - Being a case officer

Week 5: September 18

- Read: Andrews, Chapters 4 & 5
- Topics:
 - WWII and Aftermath
 - Directorate of Intelligence
 - Being an analyst
- ***DUE: Elicitation and cover activity paper***

Week 6: September 25

- Read: Andrews, Chapters 6 & 7
- Topics:
 - Covert Actions of the 1950s
 - Recruitment Cycle & Clandestine Tradecraft

Week 7: October 2

- Read:
 - Andrews, Chapters 8 & 9
 - 10 Commandments of Counterintelligence (TCU Online)
- Topics:
 - Cold War & Vietnam
 - Counterintelligence

Week 8: October 9

- **MIDTERM EXAM**
- Watch documentary in class: *Traitors Within: Spies who sold out America*

Week 9: October 16 (FALL BREAK, NO CLASS)

Week 10: October 23

- Read: Andrews, Chapters 10 & 11
- Topics:
 - Post-Vietnam
 - Challenges of intelligence

Week 11: October 30

- Read: Andrews, Chapters 12 & 13
- Topics:
 - End of Cold-War
 - Ethics of intelligence in a democratic society

Week 12: November 6

- Read: Bosnia, Intelligence, and the Clinton Presidency (TCU Online)
- Read: Unheeded Warning of War: Why policymakers ignored the 1990 Yugoslavia Estimate (TCU Online)
- Topics:
 - Balkans & Kosovo
- **DUE: Surveillance & dead drop activity paper**

Week 13: November 13

- Read: 9/11 Commission Report, Executive Summary (TCU Online)
- Read: Robert Jervis, "Reports, Politics, and Intelligence Failures: The Case of Iraq," *Journal of Strategic Studies* 29(1): 3-52. (TCU Online)
- Topics:
 - 9/11
 - Iraq
 - Intelligence Community reforms

Week 14: November 20

- Read: Jason Zenor. 2015. "Damming the leaks: Balancing national security, whistleblowing, and the public interest," *Lincoln Memorial University Law Review*. (TCU Online)
- Read: Margaret Kwoka. 2015. "Leaking & Legitimacy," *University of California Davis Law Review*. (TCU Online)
- Topics:
 - Leakers & Whistleblowers
- **Due: Book Review**

Week 15: November 27

- Simulated national security crisis

Week 16: December 4

- Simulated national security crisis

FINAL EXAM: MONDAY, DECEMBER 11 @ 5PM-7:40PM IN REGULAR CLASSROOM

Optional Documentaries:

- CIA: America's Secret Warriors (available on YouTube)
- The Spymasters: CIA in the Crosshairs (ShowTime)
- Top Secret America (PBS Frontline)
- War on Whistleblowers: Free Press and the National Security State
- United States Secrets (PBS Frontline, Parts 1 & 2)