POSC 285 - Intelligence, Policy and Strategy, and Conflict

This course will study the U.S. Intelligence Community and how intelligence complements policy development and supports the creation and implementation of national security and foreign policy strategy. Using case studies, we will examine forms of conflict and assess how intelligence supported or failed policymakers in the areas of conventional warfare, counterinsurgency, and counterterrorism. Through group exercises, the class will also develop policy objectives and a strategy to achieve those objectives in role-playing opportunities. We will conclude with the study of asymmetric warfare in our modern age.

Visiting Lecturer’s Contact Information

Jon R. Olson
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Primary Email: jonolson1967@gmail.com
Secondary Email:
Skype: MPLS.Jon.Olson (Preferred)
(Note: I do not use Facetime or Google Hangout – sorry.)
Contact me at any time, but give me a day to get back to you.

Office Hours:
Tuesday – 9AM to Noon
Thursday – 9AM to Noon

Class Meeting Information

Willis 211
Tuesdays and Thursdays, 1:15PM – 3:00PM

Course Learning Objectives

By the conclusion of this course, the successful student will be able to:

- Master an understanding of the organizational structure of the U.S. Intelligence Community
- Explain the Intelligence Cycle
- Explain the Intelligence Requirements Process
- Discuss the various intelligence collection disciplines and how and when they are used
- Explain how the U.S. implements “Intelligence Oversight”
- Explain the HUMINT Operations Cycle
- Explain the role of Counterintelligence
- Discuss the role of Covert Action
- Master the broad concepts of Policy and Strategy vis-à-vis National Security and Foreign Policy
- Explain the U.S. National Security apparatus
- Discuss the role of the U.S. National Security Council
- Discuss the role of the various senior-level intelligence boards and councils in supporting policy development and implementation
- Understand, articulate, and then craft and explain a viable set of national security and foreign policy objectives and a strategy to achieve these goals
- Coherently discuss various levels of conflict ranging from global thermonuclear war down to highly focused counterterrorism operations
- Discuss challenges associated with cyber threats
- Outline and discuss how changing demographics, political realities, global climate change, and other factors will have an impact on global security and how intelligence supports agile policy development and implementation to deal with these challenges

**Required Texts**

Purchase these three:


*Note: The following texts are all required for this course. You will read almost everything in all of them. You may choose to check them out from the library, or purchase them for your collection; it matters not to your lecturer. However, make certain you have ready access to each of these required texts for the duration of the course.*


The Art of War. Sun Tzu. Filiquarian Publishing, LLC.
Optional Texts

[Note: The texts below would be helpful for you as we move through the course. You may check these texts out from the library as needed, or purchase them if you wish to do so. We may read parts of these books as supporting material for the course.]


Additional reading material will be provided by the professor as needed to meet the learning objectives of the course.

Graded Items

There will be a total of 100 points assigned in this class, not including possible extra credit. The points will be broken down in the following manner:

- Mid-Term Exam: 20 Points
- Individual Research Paper: 30 Points
- Group Presentation and Paper: 20 Points
- Group Dinner Discussion: 5 Points
- Final Exam: 25 Points

Total: 100 Points

For written work, your papers will be graded using the paper grading criteria located on the last page of this syllabus. Please review the criteria carefully and make certain you answer all the points, as appropriate, to earn the highest grade possible.

Graded Work

Mid-term Exam: You will be given a number of questions to answer. Choose one. Write an 8-10 page paper that fully answers your selected question.

Individual Research Paper: You are to consider a serious, modern day national security or foreign policy challenge. The challenge can be a situation faced by any nation or group of nations anywhere in the world. You are to research the challenge, then develop a cogent, comprehensive solution to that challenge, taking into account stakeholders who will be affected by your policy proposals. Discuss and clear your topic with your instructor before embarking on your research and writing.
**Group Presentation, Group Paper, and Discussion:** You will be placed randomly into a group. Your “group grade” will apply to every student in your group, so, the better your group performs, the better you do as an individual. For your group’s “Policy and Strategy Dinner” discussion, you have the opportunity to earn an additional five points toward your final grade based on the coherence and depth of your personal contribution to the discussions.

**Final Exam:** You will be given a number of questions to answer. Choose one. Write a 12-15 page paper that fully answers your selected question. The expectation is that you will use all the information you’ve learned throughout the term to fully answer your chosen question.

**Final Grades**

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<th>Percentage</th>
<th>Grade</th>
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<tr>
<td>97% and Above</td>
<td>A+</td>
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<tr>
<td>92-96%</td>
<td>A</td>
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<td>60-69%</td>
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<td>59% and Below</td>
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Course Schedule

Session One – Thursday, January 5th, 2017
• Course Introduction
• Personal Introductions
• Assign Groups
• Review Syllabus
• Initial Discussions

Part One – Intelligence Fundamentals

Session Two – Tuesday, January 10th, 2017
• The U.S. Intelligence Community
  o Organizational Structure of the Community
  o Intelligence Community Management
  o The Intelligence Cycle
• Read
  o Lowenthal, Chapters One, Two, and Three

Session Three – Thursday, January 12th, 2017
• The U.S. Intelligence Community
  o Intelligence Requirements
  o Intelligence Collection Disciplines
  o Intelligence Analysis – From the Analyst’s and Policymaker’s Perspectives
• Read
  o Lowenthal, Chapters Four, Five, and Six

Session Four – Tuesday, January 17th, 2017
• The U.S. Intelligence Community
  o Foundations of U.S. Intelligence and Impact on Modern U.S. History
  o Intelligence Oversight, Intelligence Budget, Intelligence Reform
• Read
  o Lowenthal, Chapters Nine, Ten, and Thirteen

Policy and Strategy Dinner – Group One

Session Five – Thursday, January 19th, 2017
• The U.S. Intelligence Community
  o Human Intelligence
  o Counterintelligence
    ▪ Find and watch, on your own, the movie “Breach”
• Read
  o Lowenthal, Chapters Seven, Fourteen, and Fifteen
Session Six – Tuesday, January 24th, 2017

- The U.S. Intelligence Community
  - Covert Action
    - Find and watch, on your own, the movie “The Gatekeepers”
- Read
  - Lowenthal, Chapter Eight

Policy and Strategy Dinner – Group Two

Session Seven – Thursday, January 26th, 2017

- Mid-Term Review and Discussion and Mid-term Exam (Take Home)

Part II – Policy and Strategy Foundations

Session Eight – Tuesday, January 31st, 2017

- Policy
  - What is “Policy”?
- Strategy
  - What is “Strategy”?
- Intelligence Support for Policy Development
  - National Security Council
  - Joint Intelligence Community Council
  - National Intelligence Council
  - National Intelligence Board
- Read
  - Lowenthal, Chapters Eleven and Twelve
  - Handel, Chapters One, Two, Three, and Four
  - Mykleby, Chapters One, Two, and Three
  - Liddell-Hart, Part II and Part III
- Mid-Term Exam Due

Policy and Strategy Dinner – Group Three

Session Nine – Thursday, February 2nd, 2017

- National Security and Foreign Policy
  - U.S. National Security Apparatus – An Overview
  - Presidential Decision Directives
- “War is Politics By Another Means”
  - Pursuing National Security and Foreign Policy Objectives Using National Power
- Read
  - Clausewitz (Review the whole book)
  - Sun Tzu (Review the whole book)
  - Handel, Chapters Five, Seven, Nine, Ten, Eleven, and Twelve
  - Mykleby, Chapters Four, Five, and Six
Part III - National Security, Foreign Policy, and Strategy Development and Implementation

[Note: Read Brzezinski before we embark on class discussions for this section of the course.]

Session Ten – Tuesday, February 7th, 2017
  • Group One – Presentation and Class Discussion

  Policy and Strategy Dinner – Group Four

Session Eleven – Thursday, February 9th, 2017
  • Group Two – Presentation and Class Discussion

Session Twelve – Tuesday, February 14th, 2017
  • Group Three – Presentation and Class Discussion

  Policy and Strategy Dinner – Group Five

Session Thirteen – Thursday, February 16th, 2017
  • Group Four – Presentation and Class Discussion
  • Individual Research Paper Due

Session Fourteen – Tuesday, February 21st, 2017
  • Group Five – Presentation and Class Discussion

  Policy and Strategy Dinner – Group Six

Session Fifteen – Thursday, February 23rd, 2017
  • Group Six – Presentation and Class Discussion

Part IV – Conflict, Winning Wars, and Future Instability

Session Sixteen – Tuesday, February 28th, 2017
  • Major War and Regional Conflicts
    o Policy and Strategy Match
    o “Nature of the Conflict”
    o World War / Nuclear War
    o Major Theater War
    o Initiation of Hostilities / Declaring War
- Campaigns
- Bringing Conflict to a Peaceful Resolution
- Post-Conflict Measures

- Read
  - Handel, Chapters Thirteen, Fourteen, Sixteen, Seventeen, Eighteen, and Nineteen
  - Dunnigan, Parts One, Two, Three, Six, and Seven
  - Liddell-Hart, Part IV

Session Seventeen – Thursday, March 2nd, 2017

- Modern Day Issues of Conflict
  - Asymmetric Warfare
  - Non-state Actors
  - Counterinsurgency
  - Counterterrorism
  - Weapons of Mass Destruction
  - Cyber Conflict

- Read
  - Martin, Chapters One through Eight
  - Dunnigan, Parts Four and Five

- Watch
  - Find and watch, on your own, the movie “The Battle of Algiers” (YouTube)

- Group Project Paper Due

Session Eighteen – Tuesday, March 7th, 2017

- Future and Generational Challenges
  - Violent Extremism
  - The Cyber Dilemma
  - Developing Military Technologies
  - Dynamics of Globalism, Ethnic Conflict, and an end to “Traditional Borders”

- Read
  - Mykleby, Chapters Seven through Eleven
  - Handel, Chapter Nineteen, all Appendices
  - Martin, Chapters Thirteen, Fourteen, and Fifteen

Session Nineteen – Thursday, March 9th, 2017

- Last Class / Course Review and Final Discussions
- Final Exam Assigned (Take Home)
- Complete Course Critiques

Wednesday, March 15th, 2017                  Monday March 20th, 2017
Final Exams Due                              Final Grades Due
Paper Grading Criteria

**Focus:**

Did the author craft a paper or essay commensurate with the question and thesis?
Has the author clearly identified the thesis early in the paper?
Does the author fully develop the thesis?
Has the author avoided pointless or distracting departures from the thesis?

**Critical Analysis:**

Does the paper offer adequate analysis?
Does the author marshal convincing evidence to support the thesis?
Does the author consider, explicitly or implicitly, counter-arguments to or weaknesses in the thesis and supporting evidence?
Are judgments and conclusions logically supported?
Does the conclusion adequately address, resolve, or support the thesis?
Has the author avoided personal slants in the paper, using facts and data to support conclusions?

**Organization:**

Are the organization and flow of the paper logical?
Is the paper balanced, quantitatively and qualitatively?

**Readability and Style:**

Has the author used effective transitions from one argument to the next?
Has the author avoided long, cumbersome sentences and paragraphs?

**Professionalism:**

Has the author carefully proofread the text of the paper?
Did the author ensure the essay was free of spelling and punctuation errors?

**Concluding Arguments:**

Has the author professionally completed the assignment by drawing final conclusions?

*I will assess these factors and reach your final grade for the assignment based on how well you address the above criteria.*