Intelligence Operations during Contingencies and Conflicts

Draft syllabus

Course: POGO 750-804
Session: B
Day: Tuesday/Thursday
Time: 7:20-10 PM
Room: FH 478
Campus: Arlington

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phone: 719-400-9184
Office hours TBD

“If solving a problem simply means representing it so as to make the solution transparent.” -- Herbert Simon

If armed conflict is in fact the extension of politics by other means, this course aims to understand how states employ intelligence operations to support the planning of and use of force in pursuit of their national political interests. The class will cover the employment of various intelligence capabilities to conduct combat and other contingency operations in the domains of land, air, sea, space, and cyberspace. Case studies in warfare from the 20th and 21st centuries will help students to develop a model of how states have developed and tailored intelligence operations to accomplish policy aims at operational, and tactical levels of military operations. The class will also explore what technological and political shifts during the last decade have, and in the next decade will, influence the use of intelligence operations in the future as a part of their national security policies. Finally, this course will critically assess the ability to fuse operational and tactical intelligence for joint force decision-making and how intelligence failures affect strategic outcomes of armed conflict.

Objectives of this course:

1) Understand how military intelligence has historically evolved in its relationship to application of force
2) Understand the complexity of the military intelligence enterprise and its relationship to the larger Intelligence Community (IC) and National Security Enterprise
3) Comprehend how technology has shaped and advanced intelligence capabilities and changed the role of intelligence
4) Understand how military intelligence advances have impacted US military operations at the tactical, operational and strategic levels of warfare
Evaluations (under development):

1. First half would be fairly lecture heavy with some discussion each class
2. Mid term evaluation with a short paper or memo
3. Second half would be more discussion focused
4. Final group paper evaluation

You are not required to have a technical or intelligence background to take this course. All the fundamentals will be dealt with in the readings and class instruction. While it may help you with some of the core technical concepts, everything that you will need to know for success in this course will be covered in class. Further, it is not my objective to overburden you with reading assignments. Rather, I want you to be in a position to clearly define the key issues in the reading, speaking thoroughly and intelligently about its content and most importantly, leverage the reading throughout the rest of the class and for your class deliverables (as described below).

Reading assignments will have a target workload of about 130-150 pages (on average) per a session, in some cases longer, in others less. You will not be required to purchase any texts; reading will be posted on course collaboration site. Please note: you must check the site regularly; additional reading assignments may be posted as current events unfold. I am committed to providing you with the most germane material for this course, and will be continuously reviewing the current literature for appropriate updates (I ask you to do the same). Also, this is the first semester we are offering this course at George Mason so please be flexible as we develop the reading and grading assignments over the next few months.

Grading Policy:

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<tr>
<th>Letter</th>
<th>Numerical Grade</th>
<th>Quality Points</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
<td>4.00</td>
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<tr>
<td>A-</td>
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<td>F</td>
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If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

Faculty in the Schar School have zero tolerance for academic dishonesty and will strictly enforce Mason’s honor code.
Lesson Topics: *(this is a new course so several lessons are still under development)*

1) **Review of intelligence disciplines and tradecraft**

*Learning Objectives*

- Introductions and course overview
- Identify and be able to describe GEOINT, SIGINT, MASINT, HUMINT, OSINT
- Differentiate between tactical, operational, and strategic intelligence

*Readings (specific pages TBD)*


2) **Roles and missions of Service intelligence components**


3) **Combat support agency support to warfighters (DIA, NGA, NSA)**


4) **Other IC integration (CIA, DOS, FBI)**

5) **Technology and intelligence operations**
6) **Intelligence support to operations in each domain**

7) **Mid-term and Intelligence support to transnational operations (CT, CP, CN, etc)**
8) **Intelligence support to global threats and homeland defense (USSTRATCOM and NORTHCOM)**
9) **Case studies**

10) **Cross-cutting technologies**
11) **The future of operational/tactical level intelligence**
12) **Adapting to big data at the speed of warfare, impact of Snowden**

13) **Intelligence failures and intelligence preparation to fight the last war**

14) **Intelligence and the OODA loop, cognition and deception (how the high ops tempo of crises effects decision making)**