



2019 COURSE CATALOG



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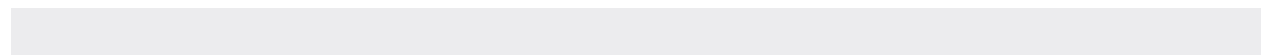
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About The University

An academic institution focused on intelligence

Educating future Intelligence Community (IC) leaders is more challenging than ever as advancements in technology, communications, and data management make the intelligence process quicker, strategic analysis more critical, and our responsibilities to national leadership more demanding. The National Intelligence University (NIU) seeks to strengthen the IC through formal education, research, and engagement, to better position them to make significant contributions to national intelligence in a global and complex world.

At NIU, students develop a deep understanding of adversarial capabilities and intentions, within the context of a broader spectrum of intelligence challenges, to include:

- Cultural and religious conflicts
- Failed and failing nation-states
- Nonstate actors
- Weapons of Mass Destruction (WMD) proliferation
- A transforming digital world
- The omnipresent threat of terrorism at home and abroad

Students, faculty, and research fellows integrate their experience with other IC professionals to integrate new ideas, concepts, and perspectives on intelligence issues of today and tomorrow.

NIU is the only higher education institution in the nation, whose primary mission to educate and conduct intelligence research at the classified level. NIU incorporates a dynamic, challenging, and integrated curriculum to emphasize the all-source integration of classified and open-source intelligence and national security information. The University aligns its curriculum with mission-specific requirements provided by the Director of National Intelligence (DNI). The NIU curriculum provides classic academic learning outcomes informed by the professional competencies articulated by the IC.

A global perspective is one of the most valuable characteristics of intelligence professionals. This includes a deep understanding of the interconnected nature of economic, ethnic, social, and political factors shaping the global environment today. The NIU curriculum focuses on developing critical thinking, analytic acumen, and precision writing to equip graduates with the skills and knowledge required to produce timely, concise, accurate products to support decision makers.

About the University

Mission

National Intelligence University (NIU) advances the intelligence profession through a holistic, integrative, and contextual approach to education that promotes dynamic teaching, engaged learning, original research, academic outreach, analytical problem solving, rigorous research methods, collaborative processes, and lifelong learning.

Vision

NIU—the Center of Academic Life for the Intelligence Community—preparing today’s Intelligence Community leaders for tomorrow’s challenges.

Values

- **Academic Freedom:** NIU embraces the principle that students, faculty, and staff have the academic freedom to explore significant and controversial questions as an essential precondition to fulfilling the mission of educating students and advancing knowledge.
- **Collaboration:** NIU embraces the spirit of collegiality; the mission is only accomplished if we work as a team. Students, faculty, and staff must have the character and conviction to lead and the strength to follow.
- **Diversity:** NIU embraces the fact that differing backgrounds and experiences make us stronger, promote inclusion in our workforce, and encourage diversity in our thinking.
- **Integrity:** NIU holds a special public trust. We practice careful stewardship of our resources, both financial and human. We will not just say the right thing—we will do the right thing and remain accountable to ourselves, and ultimately to the American people.
- **Learning:** Students, faculty, and staff embrace a culture of continuous learning. Every new challenge presents the opportunity for growth; every interaction presents the opportunity for the acquisition of new knowledge.

Accreditation

NIU is a federal, degree-granting institution, authorized by Congress to offer accredited graduate and undergraduate degrees and graduate certificates.

NIU is accredited by the [Middle States Commission on Higher Education](#), 3624 Market Street, Philadelphia, Pennsylvania, 19104 (267-284-5000), an institutional accrediting agency recognized by the U.S. Department of Education and the Council for Higher Education Accreditation.

In October 2012, and reaffirmed in 2018, the Chairman of the Joint Chiefs of Staff approved NIU’s Joint Professional Military Education (JPME) program, allowing selected, qualified military officers to receive Phase I JPME credit after completing designated JPME courses concurrent with the NIU master’s degree.

Program Delivery Formats

Program Delivery Formats

Continuing Education: Lifelong Learning Opportunities

Students who wish to take courses for professional development may apply as a continuing education (CE) student. Qualified students hold a bachelor's degree from a regionally accredited institution and meet all other eligibility requirements. Degree-seeking students are given registration preference, CE students can register for courses of interest. Students who at minimum earn a grade of B, can apply up to six credit hours, earned in CE status, toward a graduate degree from NIU.

Two-Year, Part-Time Cohort Formats

NIU offers students the opportunity to earn a degree part-time. These opportunities include evening classes, space-available cohorts, regional academic centers, and a weekend monthly executive format. Although NIU offers these programs every year, actual degree offerings are subject to enrollment interests and faculty availability.

Evening Cohort Format

The evening MSSI and MSTI formats involve the completion of master's level coursework and a thesis in two years, attending evening classes. Students are registered for two classes per quarter, completing core requirements in the first year. Electives and a thesis are completed during the second academic year.

Monthly Executive Format

The Monthly Executive format (formerly known as the Reserve and Monthly Executive Format) allows MSSI and MSTI students to complete their coursework and theses in two years. Typically scheduled for one weekend per month, classes meet on select Saturday and Sundays throughout the year. Students enrolled in the executive format are also given the option to attend a two-week intensive/in-residence period each summer. Although most students can complete all program requirements without participating in the two-week summer session, doing so will extend the academic quarters needed to complete all coursework. The student body of this highly competitive program includes active duty, reserve military, and IC civilians. Students are instructed by NIU military reserve faculty members, full-time and adjunct faculty.

Academic Opportunities

Student Research Funding

The University invites both full and part-time students, enrolled in the master's degree programs to compete for research funding. Funds support offsite research outside the Washington, DC, area or attendance at conferences related to an approved thesis topic.

Students in either the Master of Science of Strategic Intelligence (MSSI) program or the Master of Science and Technology Intelligence (MSTI) program, who have successfully completed MCR 701, Thesis Methodology and Design, and remain in good academic standing, are eligible to compete in this highly competitive opportunity. Full-time students are eligible during their year of residency. Part-time students are eligible when they have completed the core and elective requirements. Offsite research allows students to obtain firsthand, primary documentation to support their theses. Over the years, students who have taken advantage of research funding have produced many award-winning theses. Additional information is available through the Office of the Dean of each program.

Joint Professional Military Education Studies Program

NIU is accredited to grant JPME Phase I credit to selected, qualified students enrolled in a full-time master's degree program. Students are notified of their selection during new student orientation. Interested students may contact the JPME Program Director for further details.

In addition to the core curriculum for the MSSI and MSTI, JPME students must take designated JPME courses to receive Phase I JPME credit. Students are not authorized to self-select for the JPME program.

U.S. Army Professor of Strategic Intelligence Program

Selected Army officers can compete for centrally selected Ph.D. programs, after which the officers become faculty members at NIU. These officers should have roughly 15 years of service, already have an applicable graduate degree, and suitable experience in the required field. Selected officers use an advanced civil schooling Ph.D. allocation, which includes a three-year university residency (Phase I) before arrival at NIU and two additional years (Phase II) to complete dissertation requirements after arrival. Selected officers serve in an Army Educational Requirements System (AERS) utilization (98) assignment with a six-year term as NIU faculty. Promotions for officers appointed to this program are in accordance with Army personnel policy.

Academic Opportunities

Assessment of Academic Programs

NIU's Academic Assessment Policy includes an ongoing process for measuring effectiveness for quality improvement to ensure students receive the knowledge, skills, and competencies upon completion of each course or institutional program. This process includes a documented annual academic assessment plan, quarterly status reports, and the incorporation of these assessment findings into academic program reviews, accreditation reports, stakeholder reviews, and NIU's long-term assessment plan.

Electronic Learning and Assessment

The University uses Blackboard Learning Management and Community Management Systems (Blackboard) to allow students and faculty to access information and instructional resources through the Internet. Through Blackboard, each faculty member has a virtual classroom with a syllabus, lecture and presentation materials, and the ability to design and add course materials, such as additional readings, updated information, and multimedia presentations. Each class has its own file exchange area and discussion board to further virtual collaboration. The Blackboard portal also provides access to library resources, including the online catalog, electronic databases, and journals. All students use Blackboard to access instructional materials and support services remotely.

NIU Academic Centers

While the NIU main campus serves students, faculty, and research fellows within the National Capital Region, NIU also serves globally dispersed IC and national security personnel. To effectively meet its mandate to provide relevant, accessible, and continuous intelligence education to this globally dispersed workforce, NIU established regional academic centers with area-specific graduate programs.

Each academic center is managed by an on-site NIU program director and offers courses taught by full-time and adjunct NIU faculty. To further maximize the accessibility of these programs, the academic centers utilize distance education nodes where students can participate via secure video teleconference.

- **NIU Academic Center at Ft. Meade**
Located on the NSA campus on Ft. Meade, MD, with a node at Fort Gordon, Georgia.
- **NIU European Academic Center**
Located in the Joint Analysis Center, Royal Air Force Molesworth, United Kingdom, with nodes at Ramstein Air Base in Ramstein-Miesenbach, Germany and U.S. European Command Headquarters, Stuttgart, Germany.

Academic Opportunities

- **NIU Southern Academic Center**

Located at the Regional Joint Intelligence Training and Education Facility at MacDill Air Force Base, Florida, with nodes at the U.S. Southern Command in Miami, FL, and at Fort Bragg, NC.

- **NIU Quantico Academic Center**

Located at the FBI Academy in Quantico, Virginia.

Registration and Credit Hours

Degree Status

Students admitted into NIU programs must satisfy all degree requirements, as stated in the course catalog at time of enrollment.

Non-Degree Status

Non-degree-seeking students may enroll in courses. Enrollment is based on eligibility criteria and availability of space in courses. A student cannot graduate or receive a degree in non-degree status. Non-degree-seeking students must meet the same academic standards as degree-seeking students.

Assignment of Credit Hours

The University operates on the quarter system. Credits are based on the quarter hour. The standard graduate, undergraduate, or CE (certificate) course at NIU carries a 3-credit weight based on students achieving 1,600 minutes of instruction, excluding the final examination, each quarter. In accordance with federal standards and academic best practices, each credit hour carries the expectation of an approximate 1:2 ratio of time spent in any form of classroom, laboratory, field, or other instruction to time spent in any form of individual study, preparation, and completion of coursework outside of formal instruction.

Certain courses that involve original research projects carry a different number of credits:

- The Capstone completion (CAC 404) carries 12 credit hours; students meet for 5,600 minutes during the quarter, plus outside preparation.
- The Thesis Proposal (MCR 702) carries 2 credit hours. Students work one-on-one with a thesis chair to develop a thesis proposal to guide their research.
- Thesis Research (MCR 703) and Thesis Completion (MCR 704) carry 1 credit each. These courses represent the final research and writing of the graduate thesis. Students meet one-on-one with their committee as appropriate.

Academic Opportunities

Students must successfully complete a minimum number of credits based on their academic program:

- The MSSl and the MSTI programs require students to earn 43 credits.
- The BSI is a degree-completion program; therefore, students are required to:
 - Transfer in 120 quarter (80 semester) hours of work.
 - Complete 57 upper-division credits while at NIU.

Academic Load

Full-time resident students generally take 12-15 credits per quarter during the Fall, Winer, and Spring Terms. Part-time cohort students enroll in generally 6 credits per quarter. Changes to this academic load must be approved by the program's Dean.

*Master of Science of Strategic Intelligence***Master of Science of Strategic Intelligence**

Students in the MSSSI program must conduct original research, display critical and creative thinking, and present their ideas through effective oral and written exercises, including a graduate thesis. They must demonstrate independent learning and skill in research and reasoning, information retrieval, and source evaluation and must formulate conclusions despite informational ambiguities.

MSSSI Degree Requirements

The MSSSI degree program consists of 43 quarter credit hours, including:

- Four NIU core courses (12 credit hours).
- One degree requirement course (3 credit hours).
- Four concentration courses (12 credit hours).
- Three electives (9 credit hours).
- Four thesis courses (7 credit hours).

Required Core Courses (12 credit hours) All NIU master's students must take NIU core courses.

MCR 607 Intelligence Reasoning and Analysis

MCR 608 Leadership and Management in the Intelligence Community

MCR 609 Intelligence Collection

MCR 611 Intelligence and National Security Policy

MSSSI Degree Program Requirement (3 credit hours) All MSSSI students take one MSSSI specific degree requirement.

MSI 601 Analyzing the Global Strategic Environment

MSSSI Concentration Requirements (12 credit hours) All MSSSI students take the required courses within their selected concentration.

Electives (9 credit hours) Students select three additional elective courses

Thesis (7 credit hours)

MCR 701 Thesis Methodology and Design (3 credits)

MCR 702 Thesis Proposal (2 credits)

MCR 703 Thesis Research (1 credit)

MCR 704 Thesis Completion (1 credit)

*Master of Science of Strategic Intelligence***MSSI Degree Learning Outcomes**

MSSI graduates:

- Understand, analyze, and evaluate the global security environment facing U.S. national security policymakers.
- Understand the role and responsibility of the IC in national security strategy development and implementation.
- Describe, apply, and evaluate the full range of strategic capabilities and constraints of the IC.
- Demonstrate critical and creative thinking skills in identifying, analyzing, and assessing national security threats and opportunities.
- Apply sound principles of leadership and management to national security and intelligence challenges.
- Understand and demonstrate the ability to communicate effectively and operate collaboratively in a joint and interagency environment.

MSSI Concentrations**Broader Middle East Concentration**

The Broader Middle East concentration emphasizes advanced, strategic-level knowledge of the diverse and complex broader Middle East, from Morocco to Afghanistan, preparing students to critically identify, analyze, and forecast current and emerging security and intelligence issues within that region and its nations.

This program establishes an understanding of the historic context and strategic security environment within the Broader Middle East, social structures (including economic and political power structures), cultures, ideologies, movements, and the related conflicts within the broader region, including deep analysis of the multiple facets of Islamic religious ideology which directly affect regional governance and security.

Students are able to understand and predict the future trajectory of the various strategic level security and intelligence issues within the countries of the region and identify strategic U.S. opportunities to contain or counter them. To this purpose, students research all source information and produce segments of strategic intelligence estimates for selected trans-regional and state-level security issues. In addition to other degree requirements students admitted to this concentration take the following four courses (12 credit hours):

RSI 651 **Broader Middle East Strategic Security and Intelligence Environment**

RSI 652 **Iran: Strategic Security and Intelligence Issues**

RSI 653 **The Near East: Strategic Security and Intelligence Issues**

MSI 698K **Arabian Peninsula and North Africa: Strategic Security and Intelligence Issues**

Master of Science of Strategic Intelligence

For their thesis research requirement, students focus on a strategic-level intelligence issue within the broader Middle East that is influencing or will influence the region, its sub-regions, or individual states.

Broader Middle East Concentration Learning Outcomes

- Evaluate U.S. strategic concerns and intelligence issues in the Middle East and apply a conceptual framework.
- Understand and apply the specific factors shaping security and stability in the Middle East Region.
- Synthesize information and evaluate the threat of extremist movements, conflict, and other destabilizing societal structures and estimate their future trends, trajectories, and outcomes, while assessing the strategic intelligence affecting the U.S.

China Concentration

The China concentration emphasizes strategic-level knowledge of this diverse and dynamic country, preparing students to critically identify, analyze, and forecast current and emerging intelligence and security concerns facing the IC in the Indo-Pacific region and globally. The program provides students with a multi-disciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with China's political, social, economic, security, military, and informational behavior. Particular focus is on assessing the opportunities and constraints of China's comprehensive modernization and the effects and trajectories of its re-emergence as a great power, both regionally and globally. Students choose a topic and collaborate with faculty to research and produce future-oriented intelligence and national security studies.

The concentration focuses on the internal, external, and informational characteristics and causal variables influencing China's governance, domestic stability, diplomacy, and approaches to regional security challenges. Internal variables include domestic economic reforms, internal security and social stability challenges, leadership perceptions and governance issues, military modernization, and national strategies for comprehensive development. Students analyze external variables to evaluate the conditions, causes, effects, and likely future outcomes for a range of priority intelligence issues, including bilateral and multilateral state-to-state relations and foreign policies; economics, trade, and finance; regional and international institutions; transnational security issues; and military strategies, modernization, and operations. Particular emphasis is on the informational and operational characteristics and effects of China's intelligence activities, cyber and information warfare, strategic influence, and other forms of soft power throughout the region and globally.

In addition to the other degree requirements, the China concentration includes the following courses (12 credit hours):

Master of Science of Strategic Intelligence

- RSI 610** **Introduction to China Intelligence Studies**
- RSI 611** **China’s National Strategies and Foreign Policy**
- RSI 612** **China’s Military Capabilities and Strategies**
- RSI 613** **Chinese Intelligence and Information Warfare**

China Concentration Learning Outcomes

- Understand, analyze and evaluate the dynamics of China’s historical, current, and evolving internal socio-economic development, political and legal systems, economic initiatives and reforms, domestic stability and internal security, and security strategies and modernization.
- Evaluate, synthesize, and forecast China’s evolving regional and global aspirations and behaviors for foreign policy, trade and finance, regional and multilateral organizations, transnational security issues, and regional disputes.
- Recognize, analyze and appraise China’s domestic and International activities in the information domain to include intelligence, counterintelligence, information warfare, and persuasion and strategic influence.

Collection and Analysis Concentration

Students apply advanced analytic methodologies to examine theoretical and real-world intelligence collection and analysis priorities while examining the structures and challenges of the IC, with the goal of providing future-oriented intelligence to strategic decision makers.

Students select a collection and/or analysis topic for their graduate thesis and collaborate with faculty to select electives that optimally prepare them to produce a relevant body of research.

In addition to the other degree requirements, the Collection and Analysis concentration includes the following courses (12 credit hours):

- CAC 601** **Advancing Intelligence Collection**
- CAC 602** **Advanced Methods of Intelligence Analysis**
- CAC 610** **Applied Collection and Analysis for Strategic Warning**
- CAC 621** **Comparative Intelligence**

Collection and Analysis Concentration Learning Outcomes

- MSSI students in the Collection and Analysis Concentration evaluate and dissect national-level intelligence priorities to identify component elements of information and knowledge gaps against which collection and analysis efforts are employed.
- Evaluate the intelligence capabilities and activities of foreign powers to understand how they both operate and seek to thwart our efforts to anticipate and discern their intended actions.

Master of Science of Strategic Intelligence

- Understand and critique:
 - The practical strengths and limitations of the various collection disciplines and their interaction with one another.
 - The allocation of limited collection resources and capabilities.
 - The interagency structure for tasking, collection, processing, and exploitation of intelligence data.
- Understand and apply various research and analysis methodologies to theoretical and real-world intelligence priorities.
- Develop and apply a holistic and complementary collection, analysis, and CI strategy to further the IC's understanding of a specific strategic warning problem set.

Counterintelligence Concentration

The CI concentration prepares students to critically evaluate the efforts of U.S. CI agencies to mitigate the FIS threat to the United States. The courses examine the U.S. CI effort from a strategic perspective, including the role of CI in relation to the larger IC, law enforcement, and U.S. national security strategy. The courses also address the organization and mission of the U.S. CI organizations, as well as the legal, civil liberties, and policy considerations that shape and constrain the CI effort in a democratic society. Students gain an understanding of various aspects of the foreign intelligence threat, including espionage, influence operations, economic espionage, and cyber intrusions. The courses also explore criticism of the U.S. CI effort, alternative theoretical approaches to CI, and the future of CI in a globalized information environment.

Students choose a CI topic for their graduate theses and collaborate with faculty to select specific elective courses that optimally prepare them to produce a relevant body of research related to CI.

In addition to the other degree requirements, the CI concentration includes the following program courses (12 credit hours):

CAC 620	Counterintelligence
CAC 621	Comparative Intelligence
RSI 613	Chinese Intelligence and Information Operations
RSI 636	Russian Intelligence

Counterintelligence Concentration Learning Outcomes

- Consider the political, legal, social, and economic factors that have shaped the evolution of the U.S. approach to CI.
- Evaluate U.S. CI policy, strategies, organizations, functions, and missions.
- Appraise the foreign intelligence threat to the United States.

Master of Science of Strategic Intelligence

- Consider the political, legal, social, and economic factors that have shaped selected foreign intelligence communities.

Eurasia Concentration

The Eurasia concentration emphasizes strategic-level knowledge of this dynamic, geographically broad, politically and culturally diverse region and prepares students to identify, analyze, and forecast the IC's current and emerging intelligence and security concerns and policies toward both regional allies and potential adversaries.

The concentration provides students with a multidisciplinary approach for researching and evaluating the drivers, objectives, strategies, and activities associated with Eurasian questions. It addresses political, socio-cultural, economic, demographic, security, military, conflict, and informational issues for this region of more than 50 countries with a population of 750 million. The program focuses on assessing the drivers and outcomes of Russia's authoritarian assertiveness; European Union (EU) integration; migration, economic and energy production and interdependence; radicalization and terrorism issues; and Europe's and Russia's external security and economic policies and engagement. Students choose thesis topics and collaborate with faculty to formulate a specific academic sequence of selective and elective courses that prepare them to produce future-oriented, relevant intelligence assessments.

The concentration focuses on the internal, external, and informational characteristics and causal variables influencing domestic stability, regional disputes and behaviors, and other key regional activities of Eurasian states, societies, and multilateral institutions.

Internal variables include domestic economic activity and challenges; internal security and stability challenges; issues of leadership and governance (both national and supra-national); territorial and resource disputes; leadership aims and views; military capabilities, actions and preparedness; and overall national strategies for socio-economic advancement, power projection, and security.

External variables and drivers are analyzed to evaluate the conditions, causes, effects, and plausible future outcomes for a variety of intelligence issues and concerns. These include bilateral and multilateral state-to-state relations and foreign policies; the condition and outlook for the EU, NATO, Organization for Security and Co-operation in Europe (OSCE), and the Eurasian Union; economics, finance, budgets, and trade; transnational security issues and threats; demographic and migration trends and challenges; and military strategies, capabilities, modernization and reform, and operations. The program places particular emphasis on partner and hostile intelligence activities and prowess, cyber and information operations, strategic influence, and other applications of soft power across the region and globally.

Master of Science of Strategic Intelligence

In addition to the other degree requirements, the Europe/Eurasia concentration includes the following courses (12 credit hours):

RSI 632 **Russia: Geostrategic Intelligence Issues**

RSI 635 **The Near Abroad**

RSI 637 **Russian Foreign Policy**

Choose one of the following:

RSI 633 **Central Asia: Geostrategic Intelligence Issues**

RSI 636 **Russian Intelligence**

The Eurasia Concentration Learning Outcomes

- Evaluate the expert theoretical and applied research literature examining the dynamics of Eurasia's evolving internal socio-economic development, national and supra-national governance, financial and economic performance and challenges, and domestic stability and internal security.
- Evaluate Russia's military and information strategy, modernization, and operations.
- Analyze Russia's evolving regional and global aspirations, behaviors, and assertiveness, including in foreign policy, trade and finance, regional and other multilateral organizations, transnational security issues, and confronting or causing regional disputes.
- Assess threats and opportunities for the United States vis-à-vis the actions and intents of Russia and the former Soviet republics in the key issues of governance, economic and infrastructure development, foreign and security policy, domestic political and security conditions, and resource management.

Intelligence Community Enterprise and Leadership Department

The IC Leadership and Management (L&M) concentration seeks to educate intelligence professionals on the skills and competencies necessary to lead an effective, adaptive, and agile IC. The concentration provides students with an opportunity to explore and apply leadership and management principles to current and future IC challenges through theoretical and real-world examples. Students are exposed to national security law, budget and resource management, intelligence and leadership ethics, strategic decision analytics, and specific leadership roles and methods to effectively support senior policymakers.

Students choose a leadership and management topic for their graduate thesis and collaborate with faculty to select elective courses that prepare them to produce research that contributes to the growing body of work focused on the IC.

In addition to the other degree requirements, the IC Leadership and Management concentration includes the following courses (12 credit hours):

Master of Science of Strategic Intelligence

- INT 602 Strategic Decision Analytics and Methods**
INT 603 Intelligence Resource Management: Process, Politics, and Money
INT 604 Professional Ethics
INT 605 Intelligence and National Security Law

IC Leadership and Management Learning Outcomes

MSSI students in the L&M Concentration learn to:

- Evaluate strategic leadership and management principles in leading and adaptive intelligence enterprise.
- Evaluate legal and ethical frameworks and challenges for IC leaders.
- Analyze evidence-based decisions against IC resources and priorities.

Strategic Intelligence in Special Operations (SISO) Concentration

Special Operations (SOF) play an important role in U.S. national security strategy, interagency activities, and military operations. Moreover, there is a strong mutually supporting symbiotic and unique relationship between SOF and the Intelligence Community. The SISO concentration prepares students to critically examine and evaluate SOF operations and intelligence activities that support those operations and intelligence activities that support those operations with the aim of providing national security decision-makers more effective strategic options across a wide spectrum of conflict within today's complex global environment. Students who select the SISO concentration will choose a SOF/Intel related topic for their graduate theses. Research focuses on Intelligence at the National-Strategic level, with faculty collaboration to select elective courses that optimally prepare them to produce a relevant body of research on strategic intelligence and special operations.

In addition to the other degree requirements, the SISO concentration includes the following courses (12 credit hours overall):

Three required courses (9 credit hours)

- INT 606 Covert Action**
TRN 607 Transnational Challenges
MSI 698G Intelligence and Special Operations

One selective course from the following list (3 credit hours)

- DEF 621 Asymmetric Warfare**
DEF 622 Peacekeeping and Stability Operations
RSI 661 Social Analysis

Master of Science of Strategic Intelligence

- TRN 603 Roots of Terrorism**
- TRN 605 The Dynamics of Countering Terrorism**
- TRN 612 Engaging International Partnerships**

Strategic Intelligence in Special Operations (SISO) Concentration Learning Outcomes

- Apply analytical frameworks by which to evaluate emerging transnational and conventional threat capabilities and strategies within the environment of special operations.
- Evaluate the unique capabilities of SOF intelligence and sensitive operational activities and how they network within the wider IC.
- Analyze and evaluate how covert action tools and techniques can be incorporated within broader national security strategies and evaluate measures to assess their effectiveness.
- Synthesize key aspects of Special Operations-unique capability with national intelligence means to propose complex problem solutions to senior level decision makers.

Terrorism Concentration

The Terrorism Concentration seeks to educate intelligence professionals on the full lifecycle of terrorist activities, from their political, military, social, and cultural origins, to their manifestations as individual terrorists, organized groups, and aspiring states. Students engage with a wide spectrum of transnational issues that inform the emergence and growth of global terrorist groups, especially those threatening the United States and its interests. Students transition throughout the Program from a primarily RED paradigm of studying terrorist adversaries, to a BLUE paradigm of assessing strength and weaknesses of the U.S. response to terrorist threats.

In addition to the other degree requirements, the Terrorism concentration includes the following courses (12 credit hours):

- DEF 601 National Strategy: Theory and Intelligence Considerations**
- TRN 603 Roots of Terrorism**
- TRN 605 The Dynamics of Countering Terrorism**
- TRN 607 Transnational Challenges**

For their thesis research requirement, students focus on a terrorism-related issue, which may include any topic related to transnational issues bearing on terrorism or addressing the U.S. response to terrorist threats.

*Master of Science of Strategic Intelligence***Terrorism Concentration Learning Outcomes**

- Recognize and define the root causes of terrorism and the fundamental operating principles of terrorist movements and groups.
- Demonstrate how terrorist organizations are able to achieve their ends through the effects of lethal force as they operate in the physical, cognitive, and moral domains of warfare.
- Analyze the complex interactions between domestic and international issues, including evaluation of the role of adversary states in sponsoring or permitting non-state and non-governmental actors to plan or execute attacks against U.S. and allied state targets.
- Apply cross-discipline theoretical frameworks to evaluate how political, economic, demographic, and cultural pressures combine to create transnational terrorist groups.

The MSSI Thesis

The MSSI thesis is a written presentation of original research that examines a strategic intelligence or intelligence-related topic and contributes to the overall body of knowledge of the IC. All students research and write their theses under the close guidance of a thesis chair and a reader. Based on their concentrations or programs of study, students choose topics for their graduate theses and collaborate with faculty to select specific elective courses that optimally prepare them to produce a relevant body of research related to their selected concentrations or programs.

In MCR 701, each degree candidate is required to form a committee and select an intelligence topic for development of a thesis.

In MCR 702, each student, in consultation with their committee, develops and obtains approval of the thesis proposal. To register for MCR 702, the student must submit the top half of the Thesis Committee and Proposal Approval (T-1) Form to the Enrollments Office. The T-1 form is located on Blackboard.

In MCR 703, students conduct research on their approved thesis topics. To register for MCR 703, the student must submit the Thesis Committee and Proposal Approval (T-1) Form with their Associate Dean's signature to the Enrollments Office.

MCR 704 is the course in which students finalize their theses. An expanded discussion of student thesis requirements can be found on Blackboard under the Thesis Support tab.

*College of Strategic Intelligence: Certificates of Intelligence Studies***College of Strategic Intelligence: Certificates of Intelligence Studies**

The CIS program allows non-degree seeking students the opportunity for an in-depth, graduate-level study of intelligence topics. CIS programs are conducted at designated offsite locations and at the ICC-B. Interested students or agencies may coordinate offerings, locations, and timing of the specific certificates with NIU. Certificate programs may not be offered every year, and availability is subject to enrollment, space availability, faculty availability, and other NIU commitments and priorities.

Students interested in applying for a CIS program must possess an undergraduate degree. Students already enrolled in an NIU graduate degree program may take CIS courses as individual electives but may not earn the graduate certificate. CIS students who do not earn a certificate but subsequently matriculate to an NIU graduate program can apply to transfer a maximum of six credits toward their NIU master's degree.

MSSI students may not use CIS courses to simultaneously satisfy both elective and CIS requirements. MSSI students who wish to earn a certificate while enrolled in the MSSI program should contact their track advisers to schedule the number and type of courses required.

China: Intelligence Concerns Certificate

- RSI 610** Introduction to China Intelligence Studies
- RSI 611** China's National Strategy and Foreign Policy
- RSI 612** China's Military Capabilities and Strategy
- RSI 613** Chinese Intelligence and Information Warfare

Counterintelligence Certificate

- CAC 621** Comparative Intelligence
- CAC 620** Counterintelligence
- RSI 613** China's Intelligence and Information Warfare
- RSI 636** Russian Intelligence

Eurasia Certificate

- RSI 632** Russia: Geostrategic Intelligence Issues
- RSI 635** The Near Abroad
- RSI 637** Russian Foreign Policy

Choose one of the following

College of Strategic Intelligence: Certificates of Intelligence Studies

RSI 633 Central Asia: Geostrategic Intelligence Issues

RSI 636 Russian Intelligence

Homeland Intelligence Certificate

TRN 609 Intelligence to Protect the Homeland

TRN 605 Dynamics of Countering Terrorism

TRN 614 Homeland Intelligence Warning Field Engagement

MST 658 Infrastructure Vulnerability Assessment

Leadership and Management in the IC Certificate

MSI 501 Leadership and Intelligence

MSI 502 Leadership, Intelligence, and National Security Decision-making

MSI 503 National Security Law and Ethics

MSI 504 Organizational Management and Change

Strategic Intelligence in Special Operations Certificate

INT 606 Covert Action

TRN 607 Transnational Challenges

MSI 698G Intelligence and Special Operations

Choose one of the following

DEF 621 Asymmetric Warfare

DEF 622 Peacekeeping and Stability Operations

RSI 661 Social Analysis

TRN 603 Roots of Terrorism

TRN 605 The Dynamics of Countering Terrorism

TRN 612 Engaging International Partnerships

CIS in Leadership and Management in The Intelligence Community

This certificate program provides IC professionals with an educational experience in a collaborative interagency environment that furthers knowledge and use of leadership theory and practice, organizational management skills, national security law and ethics, and the role of intelligence in national security policy formulation. Designed for intelligence professionals of all job series and backgrounds with at least 10 years of experience, the program integrates education and information sharing, while participants in this four-course program explore and

College of Strategic Intelligence: Certificates of Intelligence Studies

analyze real-world intelligence challenges and use tools immediately applicable to their daily environment.

The courses are completed in series during a single academic year. Ultimately, participants graduate better positioned to serve as future leaders of a more adaptive and agile IC. Courses in the certificate program are balanced to ensure student representation from across the IC.

Students in this certificate program comprehend the complexities involved in leading and problem solving within the IC. They analyze IC challenges that cross organizational lines and study optimal interagency decision-making and information sharing. They also develop realistic and feasible solutions based on applying leadership principles, best practices, bureaucratic skills, and legal/ethical considerations.

Bachelor of Science in Intelligence

The Bachelor of Science in Intelligence (BSI) is a bachelor's degree completion program that allows students, who have completed three years of equivalent credits (80 semester hours minimum) of undergraduate study, to earn their undergraduate degree in intelligence. The BSI is designed to encourage intellectual inquiry, and the development of responsible graduates who dedicate themselves to improving the IC.

At the conclusion of the program, students are required to submit a capstone project demonstrating critical thinking, innovation, and analytical problem solving in a collaborative environment.

Bachelor of Science in Intelligence Program

Students must complete 57 credit hours to successfully earn the BSI degree.

- Eight NIU core courses (24 credit hours).
- One program elective course to support the Capstone (3 credit hours).
- Five electives, one of which must be a regional studies course (15 credit hours).
- The Capstone preparatory and completion courses (15 credit hours).

Fall Quarter (15 credits)

BCR 401 **Globalization and the Intelligence Landscape**

BCR 407 **Intelligence Analysis**

BCR 409 **Collection Assets and Capabilities**

BCR 411 **Intelligence and National Security Strategy**

CAP 401 **Capstone Research and Design**

Winter Quarter (15 credits)

BCR 405 **Analytic Methods**

BCR 413 **Science, Technology, and Intelligence**

Program Elective* **This elective directly relates to the Capstone Project**

Elective

Elective

Spring Quarter (15 credits)

BCR 403 **International Political Economy**

BCR 415 **Analyst-Collector Integration**

Bachelor of Science in Intelligence

Elective

Elective

Elective

Summer Quarter (12 credits)

CAP 404 Capstone Completion

Elective Courses

- CAC 420 Counterintelligence**
- DEF 422 Intelligence: Building Stability and Peace**
- DEF 423 Intelligence and Special Operations**
- DEF 424 The Nature of Conflict and Conflict Capabilities**
- RSI 401 Africa: Intelligence Issues**
- RSI 421 South Asia: Intelligence Issues**
- RSI 422 East Asia: Intelligence Issues**
- RSI 431 Eurasia: Intelligence Issues**
- RSI 432 Europe: Intelligence Issues**
- RSI 441 Latin America: Intelligence Issues**
- RSI 451 Middle East: Intelligence Issues**
- RSI 461 Culture and Identity in an Age of Globalization**
- STI 460 Introduction to Denial and Deception**
- STI 463 Proliferation of Weapons of Mass Destruction**
- STI 480 Information Operations**
- STI 482 Cyber Strategy**
- TRN 403 Terrorism: Origins and Methodologies**
- TRN 407 Transnational Threats**
- TRN 408 Drug Intelligence**
- TRN 409 Homeland Security and Intelligence**
- BSI 498 Special Topics**
- BSI 499 Directed Readings**

BSI students have the option to take one graduate course in the MSSSI or MSTI program on a space-available basis in lieu of one BSI elective course in the spring quarter.

Bachelor of Science in Intelligence

BSI Degree Program Learning Outcomes

Our graduates will advance the nation's intelligence enterprise through:

- Assessing the global and regional security environment facing U.S. national security policymakers.
- Evaluating the full range of strategic capabilities and limitations of the U.S. intelligence enterprise.
- Understanding how science and technology intelligence informs national security decision making.
- Synthesizing research, intelligence collection, and analytic methods to address a strategic intelligence topic.

Bachelor of Science in Intelligence Concentration Designation

Bachelor of Science in Intelligence (BSI) students who complete the BSI program earn a degree concentration in a regional or functional area of study that is the focus of the academic year's Capstone Project.

A concentration is a collection of courses based on a specific strategic intelligence discipline or specific area of study. BSI students must complete the following to earn a concentration designation. Successful completion of a concentration designation will be reflected on a student's official transcript.

- 15 credit hours toward a specific regional or functional area.
- 12 credit hours BSI Capstone Project (CAP 404)
- 3-credit hour course, designated by the BSI Program Director, to prepare the students for the BSI Capstone Project's focus area.

Master of Science and Technology Intelligence

The MSTI degree curriculum integrates S&T intelligence competencies, knowledge, skills, and abilities for S&TI officers with the academic mission of the University. Students in the degree program take core courses designed to introduce them to the strategic nature of the intelligence environment. Then, students can choose a self-designed course of study to focus their education on issues directly related to national intelligence priorities. Students can also take a more generalist approach and take a variety of elective courses from MSTI concentrations.

Students in the MSTI program must write and present their ideas effectively; learn independently; use appropriate and advanced analytic tools; retrieve information and evaluate sources; and develop critical and independent thinking, tolerating complexities, and ambiguities.

MSTI Degree Requirements

The MSTI degree program offers two approaches:

- A focus on S&TI elective courses in one of four concentrations for in-depth knowledge that will be identified on the student's transcript.
- A general program that exposes students to the diversity of the S&TI world.

All MSTI students must successfully complete the following:

Required Core Courses (12 Credits)

MCR 607	Intelligence Reasoning and Analysis
MCR 608	Leadership and Management in the Intelligence Community
MCR 609	Intelligence Collection
MCR 611	Intelligence and National Security Policy

Program Requirements (3 Credits)

MST 613	Science and Technology Intelligence
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Thesis Courses (7 Credits)

MCR 701	Thesis Methodology and Design (3 credits)
MCR 702	Thesis Proposal (2 credits)
MCR 703	Thesis Research (1 credit)
MCR 704	Thesis Completion (1 credit)

Electives and Concentrations (21 Credits)

*Master of Science Technology Intelligence (MSTI)***Anthony G. Oettinger School of Science and Technology Intelligence Learning Outcomes**

Our graduates will advance the nation's intelligence enterprise through:

- Understanding how world issues and the U.S. national security community are influenced by science and technology.
- Analyzing specific science and technology areas to either evaluate associated threats or the potential to enhance U.S. intelligence capabilities.
- Conducting academic research on science and technology topics of interest to the IC and providing outputs to appropriate customers and stakeholders.
- Informing decisions on science and technology topics within the U.S. national security and intelligence communities.

Anthony G. Oettinger School of Science and Technology Intelligence Concentrations

Students desiring a broad S&TI education may take their four electives from any of the SSTI concentrations, but they will not receive a concentration annotation on their transcript. The final three electives (9 credits) may be taken from any University program.

Students desiring a more in-depth S&TI education into a particular area of study may select their four electives (12 credits) all from within one of the SSTI concentrations, and they earn a concentration annotation on their transcripts. Students can also pursue dual concentrations, and they earn dual concentration annotations on their transcripts. Dual concentrations probably require that the final three electives (9 credits) and one more elective be taken from the concentration programs. Some courses are dual-listed across concentrations.

Weapons of Mass Destruction Concentration

Weapons of Mass Destruction (WMD) are one of the highest concern threats for the Intelligence Community. WMD issues include chemical, biological, radiological and high-yield explosive (CRBN-E) threats, their delivery systems (missiles and space), and closely related technological and emerging threats from state, and non-state actors. The WMD concentration covers a wide range of technological issues, and identifying and addressing these threats poses a major challenge to the IC. This concentration addresses the systematic collection and analytical challenges associated with the full spectrum of WMD technology, processes, capabilities, delivery methods and intelligence issues. Students should discuss their elective choices with their concentration Department Chair, Program Director, or Track Adviser.

MST 655 Advanced Conventional and Non-Conventional Weapons

MST 661 WMD Terrorism

Master of Science Technology Intelligence

- MST 663** **WMD: Non-proliferation/ Counter-proliferation**
- MST 665** **The Biological Threat**
- MST 667** **The Nuclear Threat**
- MST 669** **The Chemical and Energetics Threat**
- MST 671** **S&TI Space and Missile Systems**

WMD Concentration Learning Outcomes:

- Identify different types of weapons of mass destruction and their method of development and employment.
- Examine WMD technologies, intelligence indicators, and collection challenges.
- Analyze the different factors that affect adversarial WMD capabilities, intent, doctrine, use, and the competing global or regional efforts that enable or counter these activities.
- Evaluate the nature of the WMD threat to the U.S. and its allies, and the role of the intelligence community in countering WMD.

Cyber Intelligence and Data Analytics Concentration

Cyber intelligence is information in the digital world: how it is used, manipulated, and understood. Information in large databases, complex structures, and massively obscured flows of data provide intelligence analysts with opportunities to detect and understand threats. The Cyber Intelligence and Data Analytics (CIDA) concentration educates students on the foundations and rapidly changing dynamics of the global information environment. Successful completion of four courses in the concentration prepares students to provide strategic intelligence support within cyber intelligence. Students should discuss their elective choices with their concentration Department Chair, Program Director, or Track Adviser.

- MST 682** **Cyber Intelligence**
- MST 683** **Foreign Influence & Cyber Strategies**
- MST 684** **Cyber Threat**
- MST 685** **Social Networks and Intelligence**
- MST 686** **Network Operations Environment—Engagement**
- MST 6980** **Data Science Applications**
- MST 698P** **Advanced Cyber Intelligence**
- MST 698R** **Data Science Mathematics**
- MST 698S** **Data Science Tools and Techniques**
- MST 698T** **Data Science Visualization & Communication**

*The Master of Science and Technology Intelligence Thesis***CIDA Concentration Learning Outcomes:**

- Assess the cyber threat environment in relation to strategic intelligence.
- Analyze cyber related science and technology and the impact on strategic intelligence.
- Examine intelligence community roles and responsibilities related to current and future cyber network operations environments.
- Comprehend and appropriately apply various analytical methods to derive information from data.

Emerging Technologies and Geostrategic Resources Concentration

The coupled intelligence problems of evolving technology and resources must be grappled with to forestall strategic surprise. One of the most daunting challenges in strategic intelligence is to anticipate the progress of science and technology, compounded by the strategic importance of various resources and environmental forces. Estimating the potential of specific resources, theoretical sciences, emerging disciplines, and hypothetical capabilities to shape the future requires new approaches and broad awareness. Successful completion of four courses in the concentration prepares students to provide strategic intelligence support within other S&T intelligence disciplines, including cyber and WMD. Students should discuss their elective choices with their concentration Department Chair, Program Director, or Track Adviser.

MST 653	Advanced Science and Technology
MST 655	Advanced Conventional and Non-Conventional Weapons
MST 656	The Economics of Technology
MST 657	Case Studies in Technology Transfer
MST 658	Infrastructure Vulnerability Assessment
MST 665	The Biologic Threat
MST 672	Intelligence and the Changing Global Resource Environment
MST 674	Identity Intelligence
MST 675	Electrical Power Systems and Distribution

ETGR Concentration Learning Outcomes:

- Analyze emerging technological trends and disruptive events and their implications, to include global or regional conditions and environments.
- Analyze market and economic based drivers for technological development and supply-chain challenges.
- Evaluate the process for and execution of state and non-state research, development, and acquisition (RD&A) life cycles and the resources required to support, complement, or counter it.

Master of Science Technology Intelligence

- Evaluate how environmental changes, geostrategic resources, power systems, access/routes, supply chain, critical and rare materials, manufacturing, technology transfer, and other critical drivers may influence disruptive and emerging technologies.

Information and Influence Intelligence Concentration

The Information and Influence Intelligence (I3) Concentration educates students on the principles, foundations, threats, and dynamics of using information in the cognitive dimension of the information environment to shape the opinions, choices, and behaviors of others to gain an intelligence advantage. The Denial and Deception (D&D) component of the concentration addresses foreign programs that are designed to counter U.S. technological superiority or significantly affect U.S. national security interests. The Information Power component addresses intelligence-related issues and equities in the use of information to affect the understanding, will, and behavior of selected target audiences. The Identity Intelligence component addresses the attribution of actors by the Intelligence Enterprise. The overarching goal of the Concentration is to enable students to analyze, evaluate, and solve the IC’s current and emerging concerns regarding the use of information in the cognitive dimension of the information environment. Students should discuss their elective choices with their concentration Department Chair, Program Director, or Track Adviser.

- MST 660** **Introduction to Denial and Deception: History, Concepts, Issues, and Implications**
- MST 662** **Denial and Deception: Psychological/Cultural Aspects and National Security Decision-making**
- MST 664** **Denial and Deception: Adversaries, Organizations, Activities, and Countermeasures**
- MST 668** **Denial and Deception: Tradecraft, Tools, and Methodology**
- MST 674** **Identity Intelligence**
- MST 680** **Information Power**
- MST 681** **Propaganda**
- MST 685** **Social Media and Intelligence (Co-listed with Cyber Intelligence/Data Analytics)**
- MST 687** **Advanced Information Power Seminar**

I3 Learning Outcomes:

- Understand the role of I3 in strategic intelligence.
- Understand foreign I3-related capabilities, methods, and intentions.
- Analyze adversarial I3 activities.
- Evaluate foreign I3 strategies, capabilities, methods, and activities.

Master of Science Technology Intelligence

The Master of Science and Technology Intelligence Thesis

The MSTI thesis is a written presentation of original research, examining an S&TI topic that contributes to the overall knowledge base of the Intelligence Community. An acceptable thesis must:

- Be based on sound, valid, and clear argumentation.
- Provide documentation sufficient for the research to be replicated.
- Contribute to the body of intelligence literature.

All students research and write their theses under the close guidance of a thesis chair and a reader. The classification of the thesis is determined by the research question, nature of the data, and sensitivity of the judgments and results.

- In MCR 701, all degree candidates are required to form a committee and select an intelligence topic for developing a thesis.
- In MCR 702, thesis students develop and obtain approval of their thesis proposals in consultation with their committee.
- In MCR 703, students conduct thesis research on their approved thesis topics.
- In MCR 704, students complete and publish their theses.

MSTI Students in the Joint Professional Military Education (JPME) Program

Students in the JPME program may elect to earn an MSTI degree by completing:

- MST 613 Science and Technology Intelligence (3 credits) in lieu of MSI 601 Analyzing the Global Strategic Environment
- MSI 629 Strategic Crisis Exercise (3 credits)
- Four MSTI electives (12 credits)
- MSI 615 National Strategy: Theory and Intelligence Considerations and MSI 621 Joint Campaign Planning and Intelligence (6 credits, required for all JPME students)
- An S&TI-focused thesis

If the electives are in a single SSTI concentration, students may also earn that concentration. Please see the JPME program director or Dean for further information.

*Master of Science Technology Intelligence***Anthony G. Oettinger School of Science and Technology
Intelligence (SSTI) Graduate Certificate Program**

Students seeking a S&TI graduate certificate in a particular area of study may select four electives (12 credits) all from within one of the SSTI concentrations listed. Once those four electives are completed, students must apply for a 1-credit MST certificate capstone assignment with the Certificate Director to meet the full requirements for the certificate. The electives are offered on a space availability basis from the existing course catalog. Students have up to two years from the start of their first course to complete all 13 credits and may request an extension from the Associate Dean. Because electives are offered on a space availability basis, courses can be taken during the day, in the evening, or on the weekend if available. Students should discuss their elective choices with the SSTI program director.

The four SSTI graduate certificates are, and share the same learning outcomes and elective offerings, as the degree concentrations:

- Weapons of Mass Destruction (WMD)
- Cyber Intelligence and Data Analytics (CIDA)
- Emerging Technologies and Geostrategic Resources (ETGR)
- Information and Influence Intelligence (I3)

And completion of:

MST 699A Graduate Certificate Capstone (1-credit)

Course Descriptions

Master's Core Courses

All master's degree students are required to take the following courses.

MCR 607 Intelligence Reasoning and Analysis

This course focuses on the art and science of analysis and explores the concepts and processes of developing effective intelligence analysis. Students will explore the elements of logic, critical thinking, and argumentation as the fundamental components of assessing and estimating threats and opportunities in the national security environment. Students will also examine analytical concepts and practices with the goal of mitigating traditional analytic pitfalls and enhancing the accuracy of assessments. Throughout the course, students will explore the numerous organizational and ethical issues associated with improving intelligence analysis in today's highly dynamic and increasingly complex environment.

MCR 608 Leadership and Management in the Intelligence Community

This course examines the practices and theories of leadership, then looks at the dynamics of organizational management and change to identify “best practices” that can be applied to the unique challenges and missions of the IC. The course examines corporate and governmental leadership as a process: the people who become leaders, the influence leaders wield in motivating followers, the psychology of organizations—including culture, structure, and communications—and the goals that give groups purpose. The course then examines corporate management: creating a vision, developing a strategy, implementing lasting change and transformation, and assessing risk and performance. The course endeavors to relate the best available theory and scholarship to the specific attributes of the IC in a unique interdepartmental government construct. This course concludes with an examination of how the IC can organize, prioritize, collaborate, and operate in a rapidly changing global environment.

MCR 609 Intelligence Collection

Collection includes a dynamic and integrated set of activities to acquire intelligence information needed to satisfy national intelligence requirements and is performed through five primary means:

1. Human intelligence (HUMINT).
2. Signals intelligence (SIGINT).

Course Descriptions

3. Geospatial intelligence (GEOINT).
4. Measurement and signature intelligence (MASINT).
5. Open-source intelligence (OSINT).

Collection must continuously produce the right data and information for successful and aggressive all-source analysis. This course analyzes HUMINT, SIGINT, GEOINT, MASINT, and OSINT collection disciplines to determine their structures, technologies, capabilities, and limitations, in the context of interacting with and providing evidence for analysts. Case studies drawn from classified intelligence literature provide the substantive backdrop for analyzing the capabilities and limitations of each collection discipline.

MCR 611 Intelligence and National Security Policy

Emerging trends that have manifested in the threats and opportunities of globalization have altered collective national interests and national security policy formulation. The country's success in meeting the ever increasing asymmetric and transnational challenges depend on effective transformation, reorientation, and coordination of the IC to support the requirements of national security policy. This course examines national security policy formulation, the factors that influence and constrain policy choices, and the role of intelligence in this process. Changing intelligence relationships with policymakers continue to serve as benchmarks for national security engagement. Students analyze and evaluate the future political, cultural, and institutional changes facing the IC as it supports national policy.

Master's Thesis Courses

The course requirements for the master's degree thesis are described in the subsections that follow.

MCR 701 Thesis Methodology and Design

This course is designed to teach students the graduate-level, research skills they need to complete a MSSI or MSTI thesis on a topic related to U.S. intelligence and national security. The course will expose students to the fundamentals of research design and teach them how to identify a research problem, develop a research question, write a synthesized literature review, formulate hypotheses, utilize basic research methodologies, apply analytic frameworks, and describe the results of their research. Students will also learn about Human Subjects Research/Institutional Review Board Standards and procedure. During the

Course Descriptions

course, students will prepare and peer-review each other's research designs and, as the final assignment, will complete a draft research proposal.

MCR 702 Thesis Proposal

Under the thesis chair's guidance, the student develops their thesis proposal and completes his or her committee while beginning IRB approval and research. Proposals must be submitted for approval no later than the fifth week of the quarter and must be approved before students complete the course. (Prerequisite: completion of MCR 701 with a score of 80 or higher.)

MCR 703 Thesis Research

Under the thesis chair's guidance, the student produces a major portion of the draft thesis. The thesis chair works with the student to set the deliverables for the course. At a minimum, students must show continued progression in research and writing. (Prerequisite: completion of MCR 702 with a PASS.)

MCR 704 Thesis Completion

Under the guidance of the thesis chair and reader, the student completes the master's thesis. (Prerequisite: completion of MCR 703 with a PASS.)

Master of Science of Strategic Intelligence

All MSSSI students must successfully complete the MSSSI program requirement, MSI 601.

MSI 601 Analyzing the Global Strategic Environment

To best understand how intelligence challenges, develop and evolve, it is critical to view the world from both a regional and country-specific level and as a global and international system of connected states. Many challenges facing intelligence professionals cross traditional sovereign state boundaries; this course prepares master's degree students to examine the world at both a systemic level and as the traditional state-centric level. This course includes a solid grounding of major theoretical debates that influence national security strategies and national intelligence priorities, an examination of the existing state-centric system and its strengths and challenges, the role of regional and international organizations and how they both enable and constrain analysis and actions, and emerging issues and opportunities in the global strategic environment.

*Course Descriptions***College of Strategic Intelligence Electives**

In addition to the courses required for the concentration, MSSI students are required to take three additional electives. Students should select these electives to support their thesis research, in coordination with their advisers.

Defense Intelligence Department**DEF 601 National Strategy: Theory and Intelligence Considerations**

National-level policy and decision makers rely on strategy to guide their actions in the pursuit of policy objectives. Effective strategies rely on intelligence to develop the proper understanding of the environment and all relevant actors in it. Successful national strategies at the highest level also effectively use all means necessary and available to achieve the desired ends. Strategy formulation is a continuous process that evaluates the current situation and the means available to shape the future. This course examines the formulation of national strategy, the factors that influence and shape strategic choices, and the role of intelligence in strategy formulation. *

*This course is mandatory for students seeking JPME I credit.

DEF 602 Joint Campaign Planning and Intelligence

This course explores intelligence planning at the national strategic- and theater-level for joint military expeditionary operations within the context of the joint planning process and the Joint Operational Planning and Execution System (JOPES). It assesses the complex problem of supporting joint and combined organizations and command relationships. Students evaluate new and emerging tools for adaptive planning and intelligence campaign planning, both in rapid response and crisis modes, to gain a better appreciation of the role of intelligence in peacetime, crisis, and war. *

*This course is mandatory for students seeking JPME I credit.

DEF 603 Strategic Crisis Exercise

This course explores the application of intelligence to operational and strategic crisis planning. * Six weeks of classroom instruction prepares students to participate in exercises hosted by the Services' war colleges, a CCMD and, or combat support agency. Students enhance the intelligence value of the exercise by role-playing in BLUE (friendly), RED (adversary), or WHITE (control) functions. Students are challenged by time-constrained decision-making as they evaluate

Course Descriptions

policy and strategy options, assess the effects of threats, resolve conflicting information, and develop and revise intelligence estimates in a rapidly evolving crisis situation. Simulations and gaming help students understand the challenges inherent in effective intelligence planning across a broad spectrum of scenarios: regional wars, military contingencies, homeland defense, humanitarian assistance, and peacekeeping operations.

* This course is mandatory for students seeking JPME I credit.

DEF 604 Staff Ride

The Staff Ride Course integrates systematic preliminary study coupled with a site visit and student involvement to provide a synthesis of complex strategic thought and operational concepts. It effectively conveys the lessons of the past to present-day military leaders and illustrates the functions and factors of operational art. The two-hour in-class lecture and one-day field study support the theories presented in MSI 615: National Strategy: Theory and Intelligence Considerations and the doctrine discussed in MSI 621: Joint Campaign Planning and Intelligence to lay the groundwork for the application of the Joint Planning Process in the MSI 629: Strategic Crisis Exercise.

DEF 621 Asymmetric Warfare

War is no longer restricted to the realm of the nation-state and conventional military operations. The complexities of asymmetric warfare require that students study the principles of military strategy across cultural and geostrategic boundaries. Transnational threats pose complex problems for societies, and faster global communication creates huge advantages for a variety of anti-Western groups, including al-Qaida and Hizballah. Both fourth- and fifth-generation warfare are the results of the shift of social and political loyalties from nations to causes and movements. This process continues to be marked by increasing power devolving upon ever-smaller entities that prove capable of shaping perceptions of social constituencies with new or radical ideologies. Students assess fourth- and fifth-generation adversary strategies with a view toward understanding their functions, strengths, and weaknesses, and to identify identity intelligence (I2) challenges in advising Combatant Commanders on viable countervailing strategies.

Course Descriptions**DEF 622 Peacekeeping and Stability Operations**

Intelligence plays a pivotal role in identifying, preparing, and executing peacekeeping and stability operations performed in a multinational context. Stability and peace operations are designed to prevent, contain, or resolve regional conflicts. This course examines the concepts of nation-building, stabilization, reconstruction, and transition across the spectrum of peace operations and analyzes the roles of various actors—including nongovernmental organizations (NGOs), intergovernmental organizations, and governmental organizations—and how they interact in the stabilization mission and environment.

DEF 623 Intelligence and Special Operations

Special operations play an important role in U.S. national security. Intelligence professionals need to fully understand and leverage the strong, mutually supportive relationship between special operations and intelligence to successfully achieve national objectives. Special operations intelligence involves understanding an interlinked framework of concepts of the national security environment, the human domain in which special operations occur, and the tasked missions themselves. Students focus on and analyze these interrelated concepts to better understand the effects, benefits, risks, and intelligence needs of special operations.

DEF 624 Operational Capabilities Analysis

This course develops and applies a comprehensive strategy-centric conceptual framework for analyzing and forecasting the operational capabilities of state and nonstate actors. It begins by analyzing the historical and current circumstances of the actors with how they develop and implement strategy, doctrine, and tactics. Students then use this background to understand how forces are raised, equipped, and deployed within the context of a set of missions defined by strategy. The course discusses variables, such as command, control, communications, and intelligence (C3I); defense economics, which may embrace the global economy; geography (terrain, political, ethnic); personnel; weapons and systems; individual and unit training; and medical support. Students complete an in-class practical exercise demonstrating proper framework application.

DEF 698 Special Topics

This course designation is used for new curriculum topics in strategic intelligence. Such courses may take advantage of special expertise of visiting faculty or meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

*Course Descriptions***Intelligence Community Enterprise and Leadership Department****INT 601 The Evolution of U.S. Intelligence**

This course traces the evolution of U.S. national intelligence organizations and their missions in the context of evolving security threats since the beginning of the 20th century. It challenges students to critically evaluate various threats the United States has faced and the role of U.S. intelligence in meeting those challenges. Course topics focus on the history of U.S. intelligence collection, analysis, operational support, and the intelligence-policy nexus. The course connects legacy U.S. intelligence capabilities, limitations, achievements, and failures to the enduring intelligence challenges of today and tomorrow. Course content walks through a chronological narrative of U.S. intelligence organizations, national security challenges, and intelligence outcomes with case studies on topics of operational military intelligence, political analysis, advanced technology threats, economic/industrial intelligence, espionage/CI, and intelligence ethics/oversight. Covert action is not addressed in detail in this course.

INT 602 Strategic Decision Analytics and Methods.

This course examines the use of applied decision sciences and business analytics in strategic intelligence decision-making to determine mission priorities, capabilities, and resources. These disciplines have changed the way senior intelligence executives approach decisions on complex, interdependent systems. For the IC, these tools and methods must be adapted to an interdependent system combining collection, analysis, technology, infrastructure, workforce, and organizational dynamics of the diverse intelligence disciplines. The course introduces the fundamental methods for decision analytics and applies them to real problems in the IC through a case study approach supplemented with advanced textbook exercises.

INT 603 Intelligence Resource Management: Process, Politics, and Money

One of the primary means of implementing policy and achieving strategic goals is through the allocation of fiscal resources. The challenge lies in knowing how to effectively navigate competing priorities, personalities, and processes. Such knowledge is a critical part of understanding how the IC functions at the strategic level and a key attribute of effective senior leadership in the IC. This course focuses on the National and Military Intelligence Programs, and the legal, political, bureaucratic, and interpersonal contexts that define and constrain the IC and DoD resource management processes.

Course Descriptions**INT 604 Professional Ethics**

Ethics is the branch of knowledge dealing with human values. It is a mode of questioning that enables us to analyze the interaction of personal, societal, and professional values that often come into conflict. In contrast to legal analysis, which grounds action in what we can do, ethical analysis helps answer the question: What should we do, based on what we value? Sound ethical reasoning aids intelligence professionals in developing a deeper understanding of human values and the moral compass to navigate contentious and complex sociopolitical environments.

INT 605 Intelligence and National Security Law

Constitutional issues—such as separation of powers, preservation of civil liberties in light of rapidly evolving surveillance and other collection technologies—and U.S. obligations to other nations under treaty and custom play critical roles in creating effective national security legislation and in trying to anticipate and avoid unintended consequences of such legislation. Although a solid grasp of intelligence-related statutes and regulations is essential to today's strategic intelligence professional, the underlying Constitutional issues continue to inform ongoing national debate about the balance—for those who avow that such a balance exists—between national security and civil liberties. Students analyze and evaluate the Constitution and a range of national security-related statutes, case law, treaties, and commentaries, in light of their own experiences as intelligence professionals (both actual and potential). Post-9/11 legislation and subsequent court challenges form the basis for an examination of how national security law is developing and how strategic intelligence professionals can—or should—attempt to predict, if not influence, its path.

INT 606 Covert Action

Covert activities and sensitive operations are integral parts of war, conflict, and counterterrorism operations. Intelligence officers, operators, and policy-makers must understand covert activities and the contributions they can make to achieving broader foreign policy or national security objectives. This course explores covert action—from propaganda and psychological or influence operations, through the range of covert political and economic activities, to subversion and paramilitary programs. It also examines the procedures under which covert actions are developed and the oversight established to ensure that covert initiatives are consistent with broader objectives. The course also discusses factors that differentiate the development and implementation of special operations and some information operations from covert activities.

Course Descriptions

INT 698 **Special Topics**
 This course designation is used for new curriculum topics in strategic intelligence. Such courses may take advantage of special expertise of visiting faculty or meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

MSI 501 **Leadership and Intelligence**
 This course explores and applies the tenets of leadership within the context of the IC. The course examines current challenges affecting IC leaders, leadership theories and roles, organizational culture, motivation theory, building trust and influence, and leadership philosophy. The sessions combine seminar instruction with experiential activities, case studies, facilitated group discussions, and personal reflection exercises.

MSI 502 **Leadership, Intelligence, and National Security Decision-making**
 This course examines national security policy formulation, the factors that influence and constrain policy choices, and the role of intelligence in this process. Students examine relationships among primary actors using a combination of theory and real-world examples. Participants better understand and appreciate how the interagency processes, resource management, and IC oversight affect the process of developing and executing U.S. national security policy.

MSI 503 **National Security Law and Ethics**
 Senior intelligence officers, responsible for leading mission-oriented organizations and managing public resources, require an appreciation for the complex legal and ethical issues they may encounter. Senior officers further require an appreciation for the roles and responsibilities of attorneys in government, including agency General Counsel and the Inspector General, as critical team members who enable mission accomplishment consistent with American laws and values. This course facilitates lifelong learning by introducing students to the complex interaction of issues, theories, and concepts facing senior intelligence officers.

MSI 504 **Organizational Management and Change**
 This course explores and applies tenets of business management to the IC by studying group dynamics, organizational change theories, business decision-making, business analysis, strategic communications, and marketing. During the session, attendees combine materials from previous sessions with organizational management applications to examine issues within the IC. Attendees

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complete an IC case study analysis, combining leadership and change management theories, before the next session.

Collection, Analysis, and Counterintelligence Department**CAC 601 Advanced Methods of Intelligence Analysis**

To meet the objectives of the National Intelligence Strategy, analysts must anticipate developments of strategic concern and identify opportunities by rigorously applying techniques that explore alternative analytic views. This course focuses on developing and integrating analysis concepts and techniques to provide effective estimates of opportunities and threats to U.S. national interests. Students learn to use key challenges in the national security environment as practical frameworks to apply and assess estimative analysis methods, explore issues associated with analytic processes, and develop estimative skills.

CAC 602 Applied Collection and Analysis for Strategic Warning

This course is designed to allow students to evaluate, synthesize, and apply theoretical concepts of collection and analysis to a real-world strategic warning problem. Students apply an advanced analytical methodology to examine a real world problem incorporating collection and analysis priorities while also considering foreign intelligence concepts, adversary D&D, and the unique challenges of effective strategic warning that allow strategic decision makers ample time to make effective, proactive decisions.

CAC 610 Advancing Intelligence Collection

Developing advanced intelligence collection resources to address the most difficult intelligence problems requires understanding the broader contributions of individual collection systems. This course leverages material presented in “Intelligence Collection” (MCR 609), with a focus on advancing future collection systems and a particular emphasis on hard targets. (Prerequisite: MCR 609.)

CAC 611 Signals Intelligence Resources, Methods, and Operations

This course is designed to present a holistic approach to SIGINT activities and their support to the National Intelligence Priorities Framework (NIPF). The business of America is conducted mostly on the Internet, which makes that network a national interest. NSA must carefully and skillfully integrate its missions to achieve an effective, persistent, pervasive presence on the Internet. This course is designed to educate the intelligence professional about NSA’s operational missions and how they are leveraged in a new operational architecture that

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mirrors the global network environment. Students learn how NSA is integrating all missions into a single enterprise that gives the IC a distinct advantage over its adversaries. (Prerequisite: MCR 609.)

CAC 612 Geospatial Intelligence: A Strategic Introduction

GEOINT is the use of imagery, imagery intelligence, and geospatial information to describe, assess, and depict geographically-referenced activities and physical features on Earth. GEOINT's power to develop and support strategic intelligence resides in its ability to enhance the situational awareness of policymakers, defense planners, and military operators by gathering information and presenting complex problems in a spatial, geographical context. This course examines the historical foundations of military geography and aerial reconnaissance, then evaluates the ways in which GEOINT provides decision advantage to policymakers and military leaders. It also dissects current GEOINT collection capabilities and analytic approaches, and explores future challenges in the discipline. (Prerequisite: MCR 609)

CAC 613 HUMINT

Collecting intelligence from human sources — HUMINT — is one of the core intelligence collection disciplines. Senior U.S. and national security policymakers look to HUMINT to provide detail, context, and adversary intent unavailable through other collection disciplines. In addition, all-source analysts look to HUMINT to contribute to the overall analytic perspective of national security threats. The course considers HUMINT to be a collection discipline within three disparate operational environments: traditional overseas, domestic, and war zones. In addition, the course provides perspective on congressional oversight of HUMINT operations and how policymakers and senior analysts view HUMINT. The course also briefly addresses the foundational role HUMINT plays in covert action and CI.

CAC 614 Transnational Issues in a Cryptologic Environment

This course explores NSA's approach to nontraditional topics, including counterterrorism and the proliferation of WMD. The course also discusses the how and why of NSA's analytic attacks against these targets and the policy considerations and academic debates that help shape NSA's operational actions. This course provides students with an understanding of the range of issues associated with confronting the cryptologic environment. (Prerequisite: MCR 609)

Course Descriptions**CAC 615 Current Cryptologic Issues**

This course serves as the capstone course for NSA students. It tests and challenges students to continue expanding professional and technical knowledge, while effectively using the full spectrum of previous coursework. Conducted as a research seminar, sessions are designed to provide an understanding of operations and decision-making within the U.S. cryptologic system. Students research, analyze, report, and present briefings on the assigned current cryptologic issues to demonstrate in-depth understanding of the full range of decisions associated with allocating resources, requirements, and production. (Prerequisite: MCR 609)

CAC 620 Counterintelligence

Foreign intelligence activities pose a significant threat to U.S. national security and economic interests at home and abroad. This course examines the U.S. CI effort from a strategic perspective, including the role of CI in relation to the larger IC, the law enforcement system, and U.S. national security strategy. The course also includes an overview of CI organizations, laws, and strategies and an overview of the foreign intelligence threat, including espionage, influence operations, economic espionage, and cyber intrusions.

CAC 621 Comparative Intelligence

A critical mission of U.S. CI organizations-and of the broader IC-is to assess the intelligence capabilities and activities of foreign powers and to describe their resources, plans, and methods of operation. This course provides students with multiple approaches to analyzing foreign intelligence systems and services. Students are introduced to theoretical models drawn from academia and to analytic frameworks used by U.S. intelligence agencies. Later in the course, the theoretical models and frameworks are applied in a series of case studies of the intelligence systems and services of both adversaries and allies.

CAC 698 Special Topics

This course designation is used for new curriculum topics in strategic intelligence. Such courses may take advantage of special expertise of visiting faculty or meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

*Course Descriptions***Transnational Issues Department****TRN 603 Roots of Terrorism**

Terrorism is a result of powerful social forces that affect large portions of a country's population. These forces produce incentives for people to act and their action can be violent. Violent action, though, is not necessarily a threat to overall stability if there is no organization to mobilize, organize, lead, and support the actors. The questions then become: Why do people rebel? How do they rebel? Why do large numbers of people choose to act or support the actions of others who act against the stability of their political order? And how do they become effective in their opposition? These questions are addressed in this course through an interdisciplinary application of social science methods. Within the context of warfare, this course addresses not only why and how people rebel, but why they choose terrorism as the method of war to achieve their political objectives.

This is not a survey course about terrorist groups or actions. To provide context, the course deals with what war and terrorism are and how they can be analyzed. It then goes on to consider how terrorists are identified, recruited, trained, and employed. In discussions of the primary types of terrorism, seminar members brief the class on specific terrorist groups, applying the methods of analysis developed during the first three weeks of the course. Additional methods of analysis are provided with each type of terrorism discussed so that students can gain greater insight into the groups briefed each week. Students gain background knowledge and definitions that can be used across a wide range of analytical approaches. They are able to employ the line of reasoning developed in the course to their missions immediately upon graduation.

TRN 605 The Dynamics of Countering Terrorism

Students explore the structure, roles, and missions of the U.S. counterterrorism community in the context of fused intelligence and law enforcement expertise. This course examines specific components of U.S. counterterrorism policy, the role of the media, the key functions of indications and warning, and collection and analysis to derive intelligence futures. Students learn to understand terrorism and the U.S. response to it in a rapidly changing international environment. Integrated studies of information operations, collaboration between and among intelligence and law enforcement agencies, and C2 of counterterrorism efforts further enhance students' understanding and awareness of counterterrorism capabilities and limitations in a global environment.

*Course Descriptions***TRN 606 Economics and National Security**

This course focuses on the events, forces, and ideas that have shaped the evolution of economics and world economies by examining the parallel development of economic thought and conflict theory. The course uses fundamental economic concepts and linkages to enhance students' knowledge of global economic activity and their ability to incorporate this phenomenon into intelligence analysis. Students evaluate international economic and financial relationships and their relevance to interstate competition and conflict. The course specifically examines cutting-edge research on the application of economic methods of analysis, both alone and in interdisciplinary contexts, such as International Political Economy, to the study of national security. It helps the student better analyze important economic and financial issues relevant to the missions of the IC and the national security and foreign policy communities.

TRN 607 Transnational Challenges

The dynamics of transnational threats against the complexity of globalization have resulted in significant security challenges that shape the intelligence mission. Fueled by globalization, transnational threats include terrorism, WMD proliferation, environmental degradation, pandemic disease, conflict over natural resources and/or energy, destabilizing migration of large groups of people across borders, and the effects of regional economic crises affecting global financial markets. How the IC assesses these new threats affects how effective decision makers are in responding with policies and plans. This course highlights globalization's interconnected effects on regional and local actors, distribution of power, and sources of stability and instability. Students are challenged to assess the transnational threat environment and recommend analytic and collection solutions.

TRN 608 The Role of Intelligence in Counternarcotics

Drug trafficking is a global issue reaching into the economic, political, and human security of many regions. This course examines the nature of international drug trafficking and its interactions with other global issues—terrorism, illicit finance, trafficking in persons, and smuggling of other contraband. Drug trafficking groups can be small and local or they can be globally connected. They evolve and exert influence within their environments, reacting to the efforts to control them. They build networks and relationships that connect to other security issues. The U.S. interagency community has built a complex network of information sharing and support relationships to face these challenges. This

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course explores the threat and the U.S. responses to it from the perspectives of practitioners, policymakers, and policy implementers, and the nexus between these groups and the IC.

TRN 609 Intelligence to Protect the Homeland

This course focuses on strategic and operational threats to the U.S. homeland. Students examine friendly and adversarial centers of gravity, critical vulnerabilities, and offensive and defensive strategies consistent with the values of a free and democratic society. Students explore vital linkages, doctrines, and policies between law enforcement and intelligence and relationships among Federal, state, local, and tribal entities in homeland security.

TRN 612 Engaging International Partnerships

Globalization, the mounting challenges of transnational threats, access to hard targets, and the increasing complexity of the world security environment demand that the United States rely more on collaborative efforts with trusted partners. Defeating transnational threats, building coalitions, maintaining viable and trusted intelligence warning systems, monitoring compliance, and manning intervention forces require that the United States maximize its ability to collect, process, and analyze intelligence 24/7. This course examines the role of intelligence partnerships and addresses the need for coalition partner operations, sharing intelligence, and eliminating threats to national, regional, and global security.

TRN 613 Essentials of Conflict Analysis

The velocity of globalization can strain the political, social, religious, and cultural identity of individual groups and may result in challenges to the legitimacy and coherence of state and international structures. This strain places conflict analysis at the center of understanding the nature of today's threats across the spectrum of conflict, which can range from nonviolent resistance and protest movements to the more violent terrorism, insurgencies, and conventional wars within and between states. This course examines in depth the spectrum of conflict across the globe from economic competition to differing levels and types of war, with a variety of relevant theoretical and analytical approaches. The ability of intelligence professionals to anticipate and analyze conflict is essential to intelligence collection, indications and warnings (I&W), and analysis.

Course Descriptions**TRN 614 Homeland Intelligence Warning Field Engagement**

This course focuses on the ability of intelligence to guide strategic and operational direction through the use of warning in the Homeland, protection of which remains the IC's ultimate responsibility. Students examine the nature of warning, study warning failures in the Homeland, and evaluate the current construct for warning. By examining the complex relationships among federal, state, local, tribal, territorial, and private sector partners, students prepare to ensure that the Homeland is protected, prevent adversary success, and apply warning concepts and practices to protect and save as many lives as possible, given current threats, threat actors, and their capabilities.

TRN 698 Special Topics

This course designation is used for new curriculum topics in strategic intelligence. Such courses may take advantage of special expertise of visiting faculty or meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

Regional Security and Intelligence Department**RSI 610 Introduction to China Intelligence Studies**

This course provides students with a fundamental and comprehensive understanding of the internal and external variables influencing China's nation-state behavior across a range of current and future intelligence and national security issues. Students apply various frameworks and examine original and authoritative Chinese source materials to assess China's state behavior on a variety of domestic governance issues. The course covers key historical and cultural characteristics unique to China's evolutionary internal political and socio-economic development; as well as China's influence throughout East Asia. Particular focus is on assessing potential outcomes about China's comprehensive modernization to include domestic socio-economic reforms; internal social and ethnic stability; leadership and governance; evolving party-state institutions and policies; natural resource and environmental challenges; and key development strategies for infrastructure, urbanization, industry, services, and technology. Analysis of China's internal stability and governance challenges are contrasted with China's expanding activities and influence in trade, finance, and other forms of economic interaction within the Indo-Pacific region and globally. The objective of this course is to produce an analytical assessment of a key intelligence issue involving China in the future.

*Course Descriptions***RSI 611** **China's National Strategies and Foreign Policy**

This course familiarizes students with the background, drivers, and frameworks for assessing China's evolving national strategy and foreign policy. Particular focus is on dissecting authoritative Chinese original source materials to identify domestic and international sub-strategies that comprise China's national (or grand) strategy. The course examines the range of internal and external variables influencing China's aspirations, activities, and likely future trajectories of its re-emergence as a great power both regionally and globally. The course examines how China's national interests are evolving and expanding and what effects these are having on state-to-state relations and stability throughout the Indo-Pacific region. Students identify, analyze and synthesize issues involving cooperation, conflict, and foreign policy relations between China and the U.S., as well as other regional powers in the Indo-Pacific region and beyond. The objective of the course is for students to develop future-oriented assessments in response to key intelligence questions about China's national strategy, foreign policy, and issues leading to increased tensions or conflicts.

RSI 612 **China's Military Capabilities and Strategy**

This course covers the characteristics, drivers, and objectives of China's military modernization, reform, capabilities, proficiency, and strategy. The course examines China's military force modernization and trends across a range of People's Liberation Army (PLA) offensive and defensive capabilities. These capabilities include space, air, missile, maritime, land, electronic warfare, and cyber forces. Students examine China's global and regional security activities and military engagement, with an emphasis on analyzing China's ongoing military development of expanding roles and missions for the PLA. Students assess China's options for using military capabilities to signal, deter, compel, coerce, or prevail in resolving conflicts in its favor. The course emphasizes PLA capabilities that could deter Taiwan's independence or influence Taiwan to settle the dispute on Beijing's terms while simultaneously attempting to deter, delay, or deny U.S. support for the island. The objective of the course is to produce a future-oriented campaign concept that is phased over time, space, warfare domains, and levels of intensity to achieve specific political and military objectives.

RSI 613 **Chinese Intelligence and Information Warfare**

This course examines the composition, missions, capabilities, and operations of China's intelligence, influence, cyber, and internal security organizations. A primary objective is to enable students to assess the nature of the threat to U.S. national security and economic interests posed by the People's Republic of

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China (PRC) intelligence and information warfare capabilities. The course also includes discussion of the role of intelligence and information warfare in PRC national security policy and covers U.S. efforts to counter PRC intelligence and information warfare. The course draws on readings from a variety of perspectives, including IC products, other government publications, academic writings, and media reports.

RSI 614 China in the Future

This course explores the drivers, objectives, and strategies associated with China's modernization and re-emergence as a great power. Students examine key aspects of how China is expanding and using hard and soft power, both regionally and globally. Students also discuss the influence of China's history, culture, geography, and its social, political, and economic development on China's internal stability. The course also analyzes goals in foreign and military diplomacy, intelligence and information operations, trade, financial and economic cooperation, acquisition of S&T, expanding participation in multinational organizations, and China's military capabilities and intentions within the regional and global security environment.

RSI 621 Northeast Asia: Geostrategic Intelligence Issues

This course examines the history, geography, and culture of Northeast Asia to determine its effects on current and future geostrategic intelligence issues in the region. Students appraise the region's historical geostrategic trends as a critical part of framing the discussion for current and emerging security challenges, priority intelligence issues, and potential opportunities in Northeast Asia. Students evaluate geostrategic intelligence issues, including North Korea's cycle of provocations and nuclear programs, proliferation of nuclear, biological, and chemical weapons technology, democratization and alliance evolution in South Korea and Japan, sources of convergence and divergence in bilateral and multilateral relations, Russia's reorientation towards East Asia, and the sub-region's response to the rise of China as a major regional power and global actor.

RSI 622 South Asia Intelligence Issues

Students explore the historical and contemporary political cultures of Pakistan, India, and Afghanistan and their resultant interactions and conflicts, both internally and with each other. This course provides students with a basic understanding of the drivers and causes of conflict and instability in South Asia, focusing particularly on the intertwined relations between India, Pakistan,

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and Afghanistan. The course explores the historical and cultural sources of the region's extremism; its ethnic, communal, and sectarian conflict; and its potential flashpoints, including Kashmir. The course examines the historical and contemporary decision points and challenges that have brought India global stature as an economically dynamic democracy, yet have yielded a struggling and conflict-ridden state in Pakistan. Students also explore the growing role of China in the region, Afghanistan's current and future prospects, and Indian-Pakistani competition there for influence. The course concludes with a look at the region's future prospects and the enduring nature of U.S. strategic interests there.

RSI 623 North Korea: Geostrategic Intelligence Issues

This course examines the modern history, geography, and culture of Korea to determine its effects on current and future geostrategic intelligence issues for the United States. The initial appraisal of the modern history of Korea includes the rise of Japan, Japan's colonization of Korea, and Kim Il Sung's guerrilla activities in Manchuria and the Russian Far East. Understanding these events frames the discussion of key geostrategic intelligence issues related to the founding of North Korea, the Korean War, consolidation of power by Kim, the rise of his son Kim Jong Il, the nuclear crises, the cycle of provocations, and Kim Jong Un's survival strategy.

RSI 631 Europe: Intelligence Partner and Analytic Subject

Europe is the source of the United States' most trusted, most like-minded global allies and partners and it provides a critical strategic platform for pursuing U.S. national security and global political strategy. This course focuses on the reality of contemporary Europe and how U.S. allies meet U.S. expectations in contributing to multilateral and coalition efforts. European cooperation depends on agreement with overall U.S. strategic aims, the capacity and will to assist, and the ability to cope with burgeoning domestic challenges. Students explore NATO and EU cooperation and competition, disputes among various European states, and the extent to which Europe remains a major factor in determining the efficacy of U.S. strategic, political, cultural, and military leadership in the 21st century.

RSI 632 Russia: Geostrategic Intelligence Issues

This course assesses the current and future policies and direction of Russia as it continues to redefine itself and its role in the world after the breakup of the Soviet Union in 1991. The course examines major political, economic, military,

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cultural, and social issues affecting regional stability and U.S. interests. Topics include traditional and newly emerging political cultures, leading personalities and institutions, economic reforms, and foreign policies. Other key issues include nationalism and ethnic conflict, separatism and terrorism, civil society, the emergence of the rule of law, and the relationship of Russia to its neighbors. This course develops critical thinking and an understanding of Russia's perspective in the context of globalization. It is designed to provide students with a broad conceptual framework for analyzing key intelligence questions.

RSI 633 Central Asia: Geostrategic Intelligence Issues

This course is designed to develop a deep knowledge and understanding of the complex environment governing Central Asia today. This region is located in the critical area between Iran, Russia, China, and Afghanistan. It is a corridor between Europe and Asia that encompasses the historic Silk Road. With the drawdown in Afghanistan, Central Asia has a special strategic importance to the United States and the IC. Students examine the five nations of the area, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan and their relations with neighboring regions. The course further identifies the various challenges and opportunities that the region presents to the IC. The course objectives involve expanding students' knowledge about an important geostrategic area, the issues facing it, and evaluating U.S. intelligence activities and existing analysis of this region

RSI 634 The Caucasus

This course is designed to develop a deep knowledge and understanding of the complex environment governing the Caucasus today. The Caucasus region is in the critical neighborhood of Iran, Russia, and Turkey, between Europe and Asia, and represents strategic importance to the IC. This course examines four countries of the Caucasus region—Armenia, Azerbaijan, Georgia, and Russia—and three unrecognized, but self-proclaimed independent states—Abkhazia, Nagorno-Karabakh, and South Ossetia—and identifies the various challenges and opportunities that the region presents to the IC. The course examines the changing environment in select states of the former Soviet Union and U.S. relations with the region. The course objectives are to expand students' knowledge about an important geostrategic region and the various issues facing it and to develop analytic and critical thinking skills with regard to U.S. intelligence activities and analysis of this region.

Course Descriptions**RSI 635 The Near Abroad**

This course examines the changing environment in the states of the former Soviet Union and U.S. relations with the region. The first part of the course examines the breakup of the Soviet Union and the states that resulted from this breakup, including the Baltic States (Estonia, Latvia, and Lithuania), the BUM (Belarus, Moldova, and Ukraine), the Caucasus (Armenia, Azerbaijan, and Georgia), and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan). The second part of the course examines the issues and problems that have arisen as a result of the breakup and how they affect the United States. The objective is to expand students' knowledge of this fascinating topic and encourage critical thinking with regard to U.S. policies toward these states. This course is designed as a follow-on to Russia: Geostrategic Intelligence Issues (RSI 632); however, the content stands alone and does not require RSI 632 as a prerequisite.

RSI 636 Russian Intelligence

This course examines the organization, missions, capabilities, and operations of Russia's intelligence organizations. A primary objective is to enable students to assess the nature of the threat to U.S. interests posed by Russian intelligence and information operations (IOs) and the role of intelligence and IOs in Russia's government and society. In addition, the course covers U.S. efforts to counter Russian intelligence and IO activities. The course draws on readings from a variety of perspectives, including IC products, other government publications, academic writings, and Russian documents.

RSI 637 Russian Foreign Policy

The course assesses Russian foreign policy in terms of its historical development, key ideas, and responses to both internal and external developments. Topics to be discussed include the effects of Russia's history, the bumpy transition from being a superpower to the era of Yeltsin, and now to the Russia of Vladimir Putin, who has dominated Russian politics for 16 years. The course analyzes key topics, to include Russia's current objectives, its instruments of hard and soft power, its relations with the Near Abroad, the Middle East, China and Asia, the EU, and the U.S. A recurring theme will be how much of Russia's foreign policy is Putin's and how much is traditionally Russian. This course develops critical thinking and the ability to evaluate Russia's foreign policy objectives from an intelligence perspective.

Course Descriptions**RSI 641 Latin America: Geostrategic Intelligence Issues**

This course examines the current and future threats, challenges, and opportunities for the U.S. in Latin America and the Caribbean, and provides a greater understanding of recent developments within their historical, political, and cultural contexts. The course focuses on the vital role of intelligence in understanding and handling critical security issues, including political and economic instability, government corruption, mass migration, transnational organized crime, insurgency, terrorism, and foreign influence in the region.

RSI 651 Broader Middle East Strategic Security and Intelligence Environment

This introductory graduate-level intelligence course aims at a more empathetic, in-depth, systematic, and comprehensive understanding of the strategic security environment of the broader Middle East region. From this knowledge base, students are better able to produce strategic intelligence—to evaluate the nature of various threats, to estimate the region’s trajectory, and to identify opportunities for U.S. policy and strategy. To achieve this goal, the course constructs and applies a conceptual framework for security and stability. At the event level, the course examines the more relevant history and present dynamics. At the social structural level, the course examines the various sub- and trans-regional human security structures—economic, demographic, resource, and environmental—and the political or power structures. At the cultural or ideological level, the course examines the various challenger governmentalities and conflict ideologies, including the ideological megatrends of Islamism, pan-Islamic nationalism, caliphatism, pan-Salafism, defensive jihadism, takfirism and mahdism. Finally, the course examines the nonchallenger ideologies and their conflicts, including sectarianism, the regional cold war, Zionism, and the Israeli-Arab conflict. From this knowledge base, students produce segments of strategic intelligence estimates for regional issues that are common to many of its states.

RSI 652 Iran: Strategic Security and Intelligence Issues

This graduate-level intelligence course aims at a more empathetic, in-depth, systematic, and comprehensive understanding of the strategic security issues related to the Islamic Republic of Iran. From this knowledge base, students are better able to produce strategic intelligence—to evaluate the nature of various threats from its structures and strategies, to estimate its trajectory and reactionary tendencies, and to identify opportunities for U.S. policy and strategy. To achieve this goal, the course constructs and applies the following seven-part conceptual framework:

Course Descriptions

1. The view from the local elite, world's experts, and the IC as to what the main security issues are.
2. The historical and cultural contexts leading to the state's political cultures.
3. The economic and other human security structures and trends—demographic, resource, and environmental.
4. The political or power structure, including the patronage networks, the deep state, and state institutions.
5. The internal societal challenger movements and associated security strategies.
6. The external threats and alliances and the regime's security capabilities and strategies.
7. U.S. intelligence collection strategies and effectiveness with respect to these countries.

Additionally, students produce segments of their own strategic intelligence estimates that forecast these factors of state stability, security, and strategy.

RSI 653 The Near East: Strategic Security Issues

This course aims to foster a more empathetic, in-depth, systematic, and comprehensive understanding of the strategic security issues related to the states of the historical Near East, just to the west of Iran, including Iraq, the Sunni de facto state claimed by ISIS, Turkey, and the Levant. From this knowledge base, students are better able to produce strategic intelligence—to evaluate the nature of various threats from its structures and strategies, estimate its trajectory and reactionary tendencies, and identify opportunities for U.S. policy and strategy. To achieve this goal, the course constructs and applies the following five-part conceptual framework for security and stability for each state:

1. The historical and cultural contexts leading to the state's political cultures.
2. The economic, demographic, resource, and environmental human security structures and trends.
3. The state's political or power structure, including the patronage networks, the deep state, and state institutions.
4. The internal challenges, societal movements, and associated internal regime security strategies and conflicts.
5. The external threats, alliances security strategies, foreign policy, conflicts, and hard and soft power capabilities.

Course Descriptions

Additionally, students produce segments of strategic intelligence estimates that emphasize these factors of state stability and security.

RSI 655 Islamism: Strategic Security Issues

Understanding the ideology of Islamism is fundamental to producing strategic intelligence that supports U.S. policy, strategy, and operations in today's global theater. Drawing on historical and contemporary patterns, the course examines the intelligence implications of interaction between Islamism and the West, including sources of legitimacy, relationships between religion and the state, the nature of jihad, human rights issues, and questions of political and economic development. As a matter of emphasis, the course explores ideological megatrends of Islamism, pan-Islamic nationalism, caliphatism, pan-salafism, defensive jihadism, takfirism, and mahdism within their local, regional, and global contexts. This in-depth analysis prepares students to assess Islamist threats to the United States and its interests worldwide and to identify opportunities for cooperation and even collaboration with Islamists. From this knowledge base, students produce strategic intelligence estimates and assessments on selected contemporary security issues related to Islamism.

RSI 661 Social Analysis

Strategic-level intelligence estimates and grand strategy for contemporary threats require that we know them both empathetically and sociologically in terms of all of the complex historical, structural, and agent-related factors that have shaped their emergence and growth. Key parts of our analytical tool kit for these threats are informed by the conceptual frameworks that have been formulated over decades of formal research and peer review in the social sciences. These analytical tools and concepts cover every category of social phenomena, including conflicts of various kinds, social and political movements, and extremism or radicalization. This course examines this conceptual toolkit to achieve three goals:

1. Critically evaluate the applicable sociological models for every broader category of strategic issue or threat.
2. Discuss specific instances or cases of threats within those broader issues to evaluate the utility of the theoretical framework as part of our analytical tool kit.
3. Demonstrate the ability to creatively combine the relevant models and concepts to assess the threat for one particular regional or transnational security threat, estimate its trajectory, and appraise the opportunities to counter or contain it.

Course Descriptions**MSI 671 Africa: Geostrategic Intelligence Challenges**

This course examines Africa's political, social, economic, religious, and cultural diversity and treats them as strategic factors. The region's complexity and geographical vastness requires that these issues be understood to make the origins of current and future challenges more discernible. Students study various epochs to show how they gave rise to nationalism, political and ethnic conflict, regional rivalries and how these issues influence African leaders' political and economic decisions and relations between African states, the U.S., and external powers.

RSI 698 Special Topics

This course designation is used for new curriculum topics in strategic intelligence. Such courses may take advantage of special expertise of visiting faculty or meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

Courses in Pilot phase that will later be assigned appropriate numbers**MSI 698G Intelligence and Special Operations (Defense Intelligence Department)**

Special operations play an important role in U.S. national security. Intelligence professionals need to fully understand and leverage the strong, mutually supportive relationship between special operations and intelligence to achieve national objectives. Special operations intelligence involves understanding an interlinked framework of concepts of the national security environment, the human domain in which special operations occur, and the tasked missions themselves. Students focus on and analyze these interrelated concepts to better understand the effects, benefits, risks, and intelligence needs of special operations.

MSI 698K Arabian Peninsula and North Africa: Strategic Security Issues (Regional Security and Intelligence Department)

This course aims at a more empathetic, in-depth, systematic, and comprehensive understanding of the strategic security issues related to the states of the Arabian Peninsula and North Africa. From this knowledge base, students are better able to produce strategic intelligence—to evaluate the nature of various threats from its structures and strategies, estimate its trajectory and reactionary tendencies, and identify opportunities for U.S. policy and strategy. To achieve this goal, the course constructs and applies for each state the following five-part conceptual framework for security and stability:

Course Descriptions

1. The historical and cultural contexts leading to the state's political cultures.
2. The human security structures and trends—economic, demographic, resource, and environmental.
3. The state's political or power structure, including the patronage networks, the deep state, and state institutions.
4. The internal challenges, societal movements, and associated internal regime security strategies and conflicts.
5. The external threats, alliances, and security strategies, foreign policy, conflicts, and hard and soft power capabilities.

Additionally, students produce segments of strategic intelligence estimates that emphasize these factors of state stability and security.

MSI 698T Threat Finance

Intelligence analysis and targeting are central to U.S. efforts to use financial tools to coerce and counter threats from both state and nonstate actors. This course will examine the operations, mechanisms, and vulnerabilities of illicit financial networks and the challenges they pose to the U.S. and global financial systems, highlighting the role of intelligence analysis in informing the use of policy and regulatory authorities and tools to defeat the networks. Students will also gain experience using tools and financial data exploitation techniques that have proven effective in monitoring and assessing financial threats. The role and impact of economic and financial sanctions and the efforts of targeted entities to circumvent them will receive special emphasis as a category of analysis to inform policy decision making. Course assignments will be modeled after typical threat finance intelligence products to help students develop the skills needed to support the threat finance mission.

MSI 698W Mexico and Central America Intelligence Issues (Regional Security and Intelligence Department)

The threats and opportunities of globalization have dramatically affected Mexico and Central America, and have consequently altered national security and intelligence policies for each of those countries as well as the United States. This course examines the domestic and international impact and future political, cultural, and institutional challenges of these changes on Mexico and Central

Course Descriptions

American nations. However, this course will also focus on national, operational, and tactical intelligence requirements and strategies for these nations and issues.

MSI 699 Directed Readings

This course focuses on a specific aspect of strategic intelligence that is so new or specialized it is not offered in an existing course. The student must develop a written proposal, a list of readings, and assignments and have them approved by the sponsoring faculty member and the MSSI Program Director. Students may use a Directed Readings course to satisfy an elective course requirement.

Master of Science and Technology Intelligence (MSTI)

The MSTI program requirements or electives within the MSTI degree program are described in the subsections that follow.

MST 613 Science and Technology

This Program Requirement course is designed to develop a common knowledge and comprehension of current and future S&T threats and issues. It explores the concepts, principles, and applications of scientific and technical intelligence to collection and analysis—focusing on:

1. Developing the ability to understand threats to U.S. national security posed by adversarial use of S&T.
2. Appreciating the effect of emerging and disruptive technology advances.
3. Identifying effective threat indicators and collection capabilities to monitor S&T advances.
4. Understanding the use of S&T capabilities in U.S. intelligence collection and analysis.

The course examines S&T from a global perspective—studying its use and potential use by adversaries, understanding the S&T of important weapons and intelligence systems, and exploring the capabilities or relevant U.S. and global S&T organizations. The course is designed to provide an information foundation for the MSTI degree and its concentrations.

School of Science & Technology Intelligence Electives

MST 653 Advanced Science and Technology

This course is a follow-on to MST 613: Science and Technology, for students interested in the analysis and evaluation of current science and technology (S&T) topics of interest to national security. The course focuses on reviewing S&T topics that emerge from current events, policy interest, or enhanced intelligence focus. Intelligence topic areas include, but are not limited to, emerging and disruptive technologies, weapons of mass destruction (nuclear, chemical, and biological), missile systems, proliferation, cyber, conventional weapons, environment, health, space (and counter-space), and arms control. The course analyzes both foreign technology capabilities and S&T that can support U.S. intelligence collection and analysis missions. The course is a seminar where on a weekly basis students research current S&T topics and present observations from their research for class discussion and assessment. (Prerequisite: MST 613.)

MST 655 Advanced Conventional and Non-Conventional Weapons

This intelligence course is designed to provide a broad level of situational awareness into the essential S&T underpinning modern military capabilities. This course does not cover the specifics of WMDs but does, in part, include their delivery systems. The unique capabilities of advanced weapons systems are the result of innumerable advancements in the basic and applied sciences and the unique and creative problem-solving insights of systems integrators. This nexus between interdisciplinary technical advancement and practical application that results in new or enhanced military capabilities forms the basis of power projection and technological superiority. It is also, by definition, a set of areas that foreign adversaries specifically target in an effort to obtain military or economic advantage through a variety of espionage tactics.

MST 656 The Economics of Technology

This course examines economic theories, technological innovation, and labor as they apply to technology and innovation. In addition, this course assesses emerging technologies in the context of how they are adapted in society. Students assess how technological innovations affect the economy and evaluate noted economists' historic writings and their attempts to explain how technology variables affect the larger economy.

MST 657 Case Studies in Technology Transfer

“Technology transfer” is an often misunderstood term that has multiple usages, ranging from the benign to the strategic. This course defines and assesses the various meanings of that term, but pays specific attention to its tactical, strategic, and intelligence-related aspects. Students explore case studies as the primary learning vehicle of the S&T-related implications of technology transfer, with particular focus given to its organizational, analytical, political, legal, and economic dimensions. Using specific case studies, the real-world implications of technology transfers—as they apply to the development or diminishment of national power and to the underlying economic health of the nation—become clear.

MST 658 Infrastructure Vulnerability Assessment

This course introduces students to a range of issues concerning critical infrastructure, defined from a variety of perspectives: economic, military, national, and local. Issues of identification, mapping, assessment, and ranking of infrastructure are addressed, as are the concepts of vulnerability and risk assessment from the perspectives of the attacker and the defender. Viewing infrastructure as an essential enabler of current living standards and social cohesion, the course analyzes the weaponization potential of the same national assets by adversaries. The class uses actual examples wherever possible to convey the full potential effect of the misusing of ubiquitous, but largely unrecognized, local and national assets on surrounding communities.

MST 660 Introduction to Denial and Deception: History, Concepts, Issues, and Implications

This course sets a historical, thematic, and contemporary context that provides a fundamental perspective and the foundational knowledge required to recognize and counter D&D activities. It focuses on fundamental principles, historical events, trends, supporting case studies, and U.S. organizational responses to the foreign D&D threat. Course material addresses the existing U.S. IC environment and national security issues that permeate and influence the world of the D&D analyst. The course also focuses on the role and effect of D&D on U.S. strategic warning and national security objectives.

MST 661 WMD Terrorism

This course is designed to provide students with an understanding of terrorism involving WMD. The course examines the history of WMD Terrorism (WMD-T), introduces basic technical aspects of improvised and acquired

Course Descriptions

WMD, explores the costs and benefits of WMD-T attack scenarios, and assesses intelligence and policy tools available to combat the threat of WMD-T. At the conclusion of the course, students understand the relationship of political objectives, supporting technologies, required resources, and barriers to WMD-T. This in-depth knowledge enables students to more effectively leverage critical strategic intelligence methods that support collective efforts to prevent, protect, and respond to the many facets of WMD-T.

MST 662 Denial and Deception: Psychological/Cultural Aspects, and National Security Decision-making

This course gives students insight into the potential effect that the psychological aspects of deception and self-deception play on effective intelligence analysis, addresses the unique role that culture plays in perceived truth and falsity, and investigates the critical nodes of U.S. national security decision-making that are potentially vulnerable to foreign manipulation via D&D practices. Students' examine the psychological and organizational filters that can distort the search for ground truth. The content underscores the critical decision-making points in the U.S. national security structure and identifies how those decisions can potentially be manipulated. The course also delves into the unique nature of several specific cultures, with the intent of highlighting the importance of judging, assessing, or analyzing foreign events through the culture's particular experience and mindset.

MST 663 WMD: Counterproliferation

This course outlines the structure and role of the IC in U.S. efforts to combat WMD. Students assess the role intelligence plays in negotiating, ratifying, and verifying arms control agreements. The course focuses on specific components of U.S. policy in combating WMD and the vital role played by intelligence collectors and analysts working collaboratively in the national counterproliferation effort. The course derives intelligence futures for the counterproliferation and WMD problem set, and examines changes in U.S. intelligence priorities, resources, and policies.

MST 664 Denial and Deception: Adversaries, Organizations, Activities, and Countermeasures

In this course, students examine various adversarial threat organizations and their execution of denial and deception activities, gain insight into the effect of collection technologies on D&D, and investigate current techniques for countering foreign manipulation via D&D practices.

*Course Descriptions***MST 665 The Biological Threat**

This course introduces students to the biological portion of Weapons of Mass Destruction threats, the science and engineering behind them, and intelligence issues of the day, including emerging and disruptive biotechnology. This course addresses pathological, biological, biochemical, molecular and medical laboratory features of living agents or organic products for potential use in warfare, terrorism, or criminal activities. The scope of biological agents and their potential for deployment against humans, animals, and plants, along with relevant aspects of prophylaxis and therapeutics are examined. Attention is given to environmental issues causing certain biological agents to become special threats in specific geographical locations, laboratory diagnosis and forensic investigation. Students distinguish properties of agents or organic products presenting dangers as strategic and tactical weapons of warfare from those with properties more suited to bioterrorism or crime, and become aware of efforts to prevent, contain or counter terrorists and criminal use of biological agents.

MST 667 The Nuclear Threat

This course addresses the technical and intelligence issues associated with foreign nuclear weapons programs. It provides a comprehensive understanding of the technology and intelligence issues involved in nuclear weapons programs, from the basic nuclear fuel cycle and materials production, to the physics principles of nuclear weapons and other potential nuclear threats such as accidents and terrorism. Students study the evolution of nuclear weapons from the U.S. Manhattan Project through current day nuclear weapons programs, and distinguish intelligence indicators and warnings associated with adversary nuclear programs. Individual foreign nuclear weapons programs are discussed as well as the unique intelligence collection and counter-proliferation challenges they pose to the IC.

MST 668 Denial and Deception: Tradecraft, Tools, and Methodology

The primary intent of the course is for the student to gain a deeper understanding of how to integrate, apply, and implement a variety of time-tested counter D&D methodologies and tradecraft.

MST 669 The Chemical and Explosive Threat

This course addresses technical and policy issues associated with chemical weapons that may be used in warfare, terrorist actions, or criminal activity, and provides a comprehensive understanding of the chemical and explosive categories of WMD. Distinctions are made between this and other classes of WMD

Course Descriptions

and students examine the effects and status of each type of chemical and explosive threat. The course also reviews and discusses intelligence indicators and warnings of foreign efforts to develop and employ chemical and explosive weapons associated with adversarial systems.

MST 671 S&TI Space and Missile Systems

This course provides the essential principles, components, and technologies of space and missile systems. Students compare and contrast space-based applications, including orbital and interplanetary propulsion and sensing systems, in both the military and civilian context. This course supplements a fundamental understanding of propulsion systems and accompanying laws of thermodynamics with analyses of the range of physical manufacturing techniques and chemistry issues that make such vehicles possible. An examination of guidance, control, warhead design, and delivery techniques—including penetration aids—provides a comprehensive understanding of the strategic aspects of this technology. Students also analyze and relate capabilities of U.S. and foreign systems to implications of national security and the proliferation of ballistic missiles.

MST 672 Intelligence and the Changing Global Resource Environment

This survey course assesses global land, energy, food, water, and mineral resource markets and related intelligence issues and outlooks. Students examine how natural resources, the environment and energy and power market issues can inform, constrain, and affect issues of strategic intelligence. Understanding adversarial adaptations and uses of global resources is an essential component to analyzing geopolitical objectives and intent.

MST 674 Identity Intelligence

Identity Intelligence (I2) performs two primary functions: to discover/reveal threat identities and to protect/conceal friendly identities from foreign entities. The course examines the conceptual foundations, supported missions, organizations, technologies, tools, and policy and legal considerations involved with conducting identity discovery/reveal operations. Additionally, students learn I2 enterprise best practices, tools, authorities, and trends associated with protecting/concealing friendly identities from foreign intelligence services and law enforcement entities.

Course Descriptions**MST 675 Electrical Power Systems and Distribution**

Modern electrical power generation, transmission, and distribution systems are the interconnected networks for delivering electricity from suppliers to consumers. Power generation systems represent a vitally important strategic resource because they provide the infrastructure for transmitting and transforming energy for industrial, communication, military, and transportation uses. This course introduces power generation, transmission, and distribution from a strategic intelligence perspective, providing students with an understanding of the modern systems that provide electrical power. The course covers components of the history and economics of power production, modern power systems, smart grid technologies, and current worldwide regional trends in power production.

MST 680 Information Power

This course examines the information component of power from a strategic intelligence perspective. Students assess the intelligence-related aspects and issues of military information operations, critical information infrastructure and cyberspace, strategic communication and public diplomacy, and media war within the contested global information environment. The aim of this course is to enable the intelligence professional to analyze adversary information-related capabilities and activities to develop strategic intelligence requirements.

MST 681 Propaganda

This course provides an intensive examination of the techniques, methodologies, and strategies of influence for the purpose of discerning intelligence requirements. Topics include communication theory; social influence and persuasion; attitude formation; the history of propaganda; target audience analysis; visual persuasion, and the development of specific intelligence requirements to support influence and persuasion for the purpose of national security affairs. The aim of this course is to enable the intelligence professional to recognize and analyze adversary influence activities and tactics to develop strategic intelligence requirements.

MST 682 Cyber Intelligence

This course provides students a cyber-intelligence foundation from which they assess and evaluate the policies, functions, and analysis of intelligence issues related to the cyber domain. Topics covered in this course include how cyber works, its relevance to the IC, IC challenges and opportunities in cyber, and roles and responsibilities of government and nongovernment entities.

Course Descriptions

MST 683 Foreign Information & Cyber Strategies

This course examines information and cyber related strategies of selected threat actors in the global information environment. The course enables the student to comprehend foreign threat information warfare concepts and activities, their employment of cyber capabilities, and how they are used in concert to support an adversary’s information strategy and national security objectives. Students will understand how information technology is employed by adversaries in pursuit of their strategic goals and be able to assess the impact on U.S. national interests.

MST 684 Cyber Threat

The Cyber Threat course provides students the framework with which they assess and evaluate cyber-threat actors, methodologies, and resources. Students compare a variety of threat models by assessing real world cyber-scenarios. Topics include worldwide cyber capabilities, foreign state and nonstate actor information and cyber strategies, cyber-attack processes, attack vectors, exploitation, espionage, and D&D.

MST 685 Social Networks and Intelligence

This course covers the rapidly changing foundations and dynamics of the S&T of social networks and intelligence. Students gain a greater understanding of recent developments in social networks and S&T foundations. This enhanced perspective should enable the student to provide strategic intelligence support as it relates to social networks.

MST 686 Network Operations Environment—Engagement

The Network Operations Environment—Engagement course focuses on understanding and assessing network operations, exploitation, and activities in a unique, standalone network environment.

MST 687 The Advanced Information Power Seminar

The Advanced Information Power Seminar requires the student to anticipate, understand, and solve the complexities of operating in the contested global information environment for the purpose of achieving national security interests. Through focused academic seminars alternating with nested scenarios, students explore, then confront and analyze strategic problems in information power affecting U.S. national interests, develop intelligence support requirements, and synthesize potential solutions to problem sets involving a near-peer competitor within a war game in which Blue Force victory is never presumed.

Course Descriptions

The aim of this course is to enable the intelligence professional to recognize, analyze, evaluate, and solve both anticipated and unexpected strategic challenges in the increasingly contested global information environment.

MST 698 Special Topics

This course designation is used for special topics in strategic intelligence. Such courses may be created to take advantage of special expertise of visiting faculty or to meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

MST 6980 Data Science Applications

This course explores data science history, evolution, application, and philosophical underpinnings within the realm of intelligence. Students should be able to integrate their knowledge of intelligence and how to achieve better decision-making, respond to key intelligence matters, and make recommendations based on using data science. The goal is to integrate knowledge within the data science discipline; achieving and advancing to a higher level of understanding on IC situations. Students will be able to synthesize the techniques, resources, and capabilities associated with the applications of data science within intelligence.

MST 698P Advanced Cyber Intelligence

This advanced cyber course builds on the use of cyber intelligence in the operational environment. The focus is on applying capabilities to assess data gathered in the field combined with other multisource intelligence. Students enhance their command of the cyber operational domain and system exploitation. (Prerequisite: MST 604 or MST 686.)

MST 698R Data Science Mathematics

This course examines the underpinning role of mathematics in data science. Students will review and assess the critical roles of Algebra, Linear Algebra, Statistical Methods, and Graph Theory in data science. Learners will not master these areas of advanced mathematics, but rather gain an understanding of how and why these mathematical methods directly impact the quality and utility of data science in support of the intelligence mission. This course is designed to develop common knowledge and comprehension of mathematics used within the data science field. Having a working knowledge of linear algebra and basic probability is highly recommended, as well as some familiarity with the basics of optimization and algorithms are greatly suggested.

Course Descriptions

MST 698S Data Science Tools & Techniques

This course provides students with an understanding of the various software tools and techniques used throughout the data science field as applied to the Intelligence Community. Using programming languages such as Python and R, the focus is on how to apply them to large data sets in order to conduct intelligence analysis. As an intelligence professional, understanding the basics of the programming environment, fundamental programming techniques, reading and manipulating files, and the various libraries is key. Students will become versed in data manipulation and cleaning techniques by using data science libraries as the central data structures for intelligence data analysis. By the end of this course, students will be able to take tabular data, clean it, manipulate it, and run basic inferential statistical analyses by using tools and techniques.

MST 698T Data Science Visualization & Communication

This course focuses on the rapidly changing foundations and dynamics of data science technology, visualization, tools, and communication. Students will gain a greater understanding of recent developments in the growth of how to visually display and communicate statistical results using data graphics. Focused on key intelligence priorities, students will gain an enhanced perspective on how to apply effective data visualization to intelligence problems, trends, as well as forecasting. Students will learn to apply graphical designs to data and present effectively to a selected audience; using the right chart for the right data is key. By the end of the course, students will be able to explore, gather, munge, analyze, and communicate data sets focused on key intelligence attributes.

MST 699A Graduate Certificate Capstone

Upon a student's successful completion of four certificate courses of their choosing, the student may enroll in this capstone course which serves as a means of integrating the students learning experience. The intention of the course is to provide a capstone assignment to ensure the achievement of the certificate's learning outcomes. The Certificate Director will direct and assess the deliverable which will result in a pass/fail determination.

*Course Descriptions***Bachelor of Science in Intelligence**

All bachelor's degree seeking students are required to take the following core courses.

Core Courses**BCR 401 Globalization and the Intelligence Landscape**

The dynamics of globalization have resulted in the development of new challenges shaping the intelligence mission. These challenges include the effects of global human migration, rapid information dissemination, environmental degradation, natural resource scarcities, disease, financial crises, terrorism, organized crime, and WMD proliferation. The information revolution and advances in S&T provide both threats and opportunities. This course explores the nature and dynamics of the emerging global environment in the context of U.S. national security and challenges for intelligence analysis and collection, both now and in the future. The course examines globalization's effects on transnational issues that affect regional stability, such as demographic shifts and migration movements, the environment and health, competition for natural resources, ethnic and other forms of internal conflict, terrorism, WMD proliferation, and organized crime.

BCR 403 International Political Economy

This course focuses on the introduction of international relations and economic theories and their impact on national policy and security. By examining the evolution of both international relations and economics in parallel with world events, the course will provide students with fundamental concepts and linkages to enhance their respective knowledge of global political and economic activity, and the ability to incorporate this understanding in preparing for and implementing the entire range of intelligence cycle activities. This course will specifically examine international relations concepts, micro/macroeconomic theories, and economic indicators for application in conducting political and economic methods of analysis, both alone and in interdisciplinary contexts, toward the study of national security as a whole.

BCR 405 Analytic Methods

This course strengthens analytic tradecraft to foster critical thinking and provide the opportunity to develop and implement innovative approaches to analyzing complex intelligence problem sets. The course introduces tenets and functions of one or more advanced analytic methodologies and their application in resolv-

Course Descriptions

ing a significant intelligence problem set. The course is designed to support CAP 404: Capstone Completion.

BCR 407 Intelligence Analysis

How does information become meaningful intelligence? As information is analyzed, meaning is created. This course examines the logic of reasoning, critical thinking, argumentation, and analytical methodologies applied against a wide range of intelligence problems. Assessing key intelligence failures lays the foundation for addressing methodologies and possible pitfalls, such as prejudice and preconceptions, mirror imaging, cultural bias, and other perceptual filters. The course examines the IC's analytical process and organizational measures to focus on key issues, including the relationship of analysis to the policymaker, military commanders, and military planners, and the IC's current efforts to improve analytical standards, assessments, collection, evaluation, and warning.

BCR 409 Collection Assets and Capabilities

This course evaluates key U.S. intelligence collection assets and capabilities that are applied to national intelligence requirements. Topics include the capabilities and limitations of assets corresponding to the five intelligence collection disciplines: GEOINT, HUMINT, MASINT, OSINT, and SIGINT. Students examine intelligence collection assets to determine their organizational structure, the collection infrastructure (technologies, systems, and institutions), and the collection tasking system.

BCR 411 Intelligence and National Security Strategy

Today's intelligence professionals must understand the role intelligence plays in formulating and executing the U.S. national security strategy. These strategies provide the intellectual framework for the evolution and application of U.S. instruments of national power. This course focuses on the tenets of U.S. national security, warfighting strategies, and the context of influencing national security strategies development. Globalization provides the backdrop to discuss contextual factors, along with the primary principles, doctrines, and theories underpinning successful and unsuccessful strategies, the interactive nature of warfare, and the evolution of strategies in conflict. Students develop a framework for thinking about conflict at the strategic and operational levels and examine the role of intelligence in formulating strategies.

Course Descriptions**BCR 413 Science, Technology, and Intelligence**

This course introduces students to the basic physics (and selected other sciences) associated with S&TI. The application of these concepts includes exploiting S&T to generate intelligence understanding, and assessment of technical capabilities and limitations. The course introduces terminology, principles, and limitations of specific scientific and technological applications that affect intelligence and national security. The aim of this course is to enable students to better understand the scientific “why” behind the technological “how” applicable to the practice of S&TI.

Capstone Courses

The course requirements for the Capstone Project are described in the subsection that follows:

CAP 401 Capstone Research and Design

This course is designed to prepare students for the undergraduate-level research and design needed to complete their capstone project. The undergraduate capstone exercise is designed to bring reflection and focus to the whole of the college experience. This course encourages students to integrate facets of their coursework with important concepts from related intelligence disciplines. Students will learn and practice the skill of acquiring and synthesizing original research and empirical data that includes intelligence reports, academic literature, and seminar-based classes. This course provides the student with a starting point for successfully completing a capstone project on a national security and intelligence-related topic, thus making an important contribution to the body of intelligence knowledge.

CAP 404 Capstone Completion

Understanding the dynamic and complex relationships between analysis, collection, and warning are the key challenges facing the IC. This capstone project requires students to experience the dynamics of a significant intelligence problem, while integrating the challenges of analysis, warning, and collection. The goal of the course is for students to successfully apply research and data collection, carry out a comprehensive project, and complete a final written product.

*Course Descriptions***Collection, Analysis, and Counterintelligence Courses****CAC 420 Counterintelligence**

National Foreign intelligence activities pose a significant threat to U.S. national security and economic interests at home and abroad. This course examines the U.S. CI effort from a strategic perspective, including the role of CI in relation to the IC, the law enforcement system, and U.S. national security strategy. The course includes an overview of the CI organizations, laws, and strategies, as well as the foreign intelligence threat including espionage, influence operations, and cyber intrusions.

Defense Intelligence Courses**DEF 422 Intelligence: Building Stability and Peace**

The United States conducts stability operations to prevent, contain, or resolve regional conflicts that threaten U.S. national interests. Stability operations have been designated a core U.S. military mission and are becoming a priority comparable to combat operations. The immediate goals are to provide conflicted societies with security, restore essential services, and meet humanitarian needs. The long-term goals are to help develop indigenous capacity for securing essential services, a viable market economy, rule of law, democratic institutions, and a robust civil society. This course examines the challenges and requirements facing intelligence professionals engaged in planning and supporting U.S. and multinational stability and peace operations in global regions, including how intelligence supports U.S. and multinational plans and operations for stabilization, security, reconstruction, and transition operations for sustainable peace.

DEF 423 Intelligence and Special Operations

Special operations play an important role in U.S. national security strategy. Moreover, there is a strong mutually supporting symbiotic relationship between special operations and intelligence that needs to be fully understood and maximized by the intelligence professional. Intelligence support necessary to plan and execute special operations missions involves understanding an interlinked framework of concepts of the national security environment, human domain in which special operations occur, and the mission sets themselves. Students will focus, critique, and hypothesize on the concepts and their inter-relations to better understand the impact, benefits, risks and intelligence needs of special operations.

Course Descriptions**DEF 424 The Nature of Conflict and Conflict Capabilities**

This course focuses on the definitions and fundamental causes of conflict, including inter-and intra-state crises; deterrence failures; hegemonic or colonial influences, economic and preemptive decisions, and ideological and religious contention; balance of power and quests for dominance; resource access and scarcity; and relative deprivation factors. The spectrum of conflict examined includes gangster, surrogate/proxy, irregular, asymmetric, conventional, and national types of warfare. The course then examines and applies the principles of state and nonstate actors, analysis of operational and military capabilities, and key methods of studying the influence of nonmilitary factors that either enhance or degrade the ability of an actor to engage in conflict. To achieve an integrated perspective, the course employs a “system of systems” approach to define and analyze the complex relationships between key elements of conflict capability, including strategy, doctrine, geography, logistics, defense economics, technology, leadership, and order of battle.

Regional Security and Intelligence Courses**RSI 401 Africa: Intelligence Issues**

The highly diverse and complex nations that comprise the continent of Africa pose specific challenges for the intelligence, foreign policy, and national security communities. This course provides an understanding of the geographic, historical, social, cultural, religious, economic, political, and military factors affecting events in Africa. Students examine contemporary domestic and international problems confronting the people of Africa and their governments, NGOs, and social movements. This course highlights issues affecting U.S. national security interests on the African continent and the related challenges faced by the IC.

RSI 421 South Asia: Intelligence Issues

This course provides students with an understanding of the drivers and causes of conflict and instability in South Asia, focusing particularly on the intertwined relations between India, Pakistan, and Afghanistan. The course explores the historical and cultural sources of the region’s extremism; its ethnic, communal, and sectarian conflict; and its potential flashpoints, including Kashmir. The course examines the historical and contemporary decision points and challenges that have brought India global stature as an economically dynamic democracy, yet have yielded a struggling and conflict-ridden state in Pakistan, nuclear proliferation, and safe haven for a range of militant Islamist groups. Students also explore the nature of Afghan governance, Afghanistan’s current

Course Descriptions

and future prospects, and Indian-Pakistani competition there for influence. The course concludes with a look at the region's future prospects and the enduring nature of U.S. strategic interests there.

RSI 422 East Asia: Intelligence Issues

This course explores key cultural, historical, political, economic, security, and intelligence issues for East Asia. It develops an understanding of East Asia's current and emerging regional security challenges, including political and societal instability, military developments, demographic shifts, trade, and tension over natural resources. Recognizing that China is emerging as a global power, the course addresses priority intelligence challenges, such as China's grand strategy, the South China Sea, military modernization, Taiwan and the Korean Peninsula, ethnic tension, and regional security.

RSI 431 Eurasia: Intelligence Issues

This course focuses on Russia and its relations with five major regional and world groups: the successor states of the former Soviet Union, the nations of the former Warsaw Pact, Western Europe, NATO, the United States, and other specific states, such as Iran. Current and emerging security challenges, including regional stability, terrorism, criminal activities, transnational threats, and socioeconomic factors that affect regional and global security, are discussed, along with implications for U.S. national security.

RSI 432 Europe: Intelligence Issues

Europe contains many of the U.S. allies who provide critical strategic platforms to pursue American national security strategies. This course focuses on the reality of contemporary European and American national security strategies. It also focuses on how U.S. allies meet U.S. expectations in contributing to multi-lateral and coalition efforts. European cooperation depends on agreement with overall U.S. strategic aims, the capacity and will to assist, and the ability to cope with burgeoning domestic challenges. Students explore NATO and EU cooperation and competition, disputes among various European states, and the effects of a resurgent Russia on NATO and EU cohesion. The course examines lessons learned in NATO's operations in the Balkans and Afghanistan and focuses on the cyber and terrorist threats in the region.

Course Descriptions**RSI 441 Latin America: Intelligence Issues**

The goal of this course is to increase awareness of threats and opportunities, both current and future, that originate in Latin America. Students gain a greater understanding of recent developments in Latin America and the historical, socio-political, and cultural fabric of this important region. This enhanced perspective should enable the student to intelligently collect, process, and analyze data on Latin American society, politics, economics, trends, and issues. This understanding should enable students to improve their ability to cogently articulate analytical assessments. The course focuses on the vital role of intelligence in understanding and dealing with critical Latin American security issues, such as increased Chinese, Iranian, and Russian influence in the region. The course also studies transnational criminal organizations, terrorism, insurgencies, and trafficking in humans, drugs, and arms.

RSI 451 Middle East: Intelligence Issues

This course examines cultural, social, political, and economic underpinnings crucial to understanding the challenges for U.S. national security and the role of intelligence warning, analysis, and collection in the region. The course examines the importance of Islam, the history of Western involvement, and regional political and security issues, such as terrorism, the promotion of democracy, and prospects for economic development. The course also addresses specific issues, such as the Arab-Israeli conflict, Persian Gulf security (including issues pertaining to Iraq and Iran), WMD proliferation, and access to hydrocarbon reserves.

RSI 461 Culture and Identity in an Age of Globalization

The highly distributed and dispersed global operations observed in recent years—from Timor to Bosnia, the former Soviet Republics, Baghdad, and Kabul—underscore the importance of conducting uniquely-tailored missions in different environments. The pressures of globalization challenge the ability of individuals and nations to maintain “identity.” The mix of cultural groups, languages, religions, customs, and beliefs occurring in nation-states can shape an official identity. However, individuals and nonstate actors also seek to forge their own identities because identification with a particular group provides a sense of belonging, empowerment, and security. The lack of identity among minorities and outsiders can yield exclusion, intolerance, and conflict. The principal focus of this course is to learn to recognize the complexity and dynamics

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of national, ethnic, cultural, and religious identities. Understanding individual and group identities and practices is key to knowing both one's adversaries and one's allies.

Science and Technology Intelligence Courses**STI 460 Denial and Deception**

The accuracy and credibility of the IC rest on its ability to determine ground truth in an environment characterized as information-competitive, with extensive foreign knowledge of intelligence sources, methods, and analytical techniques. Deception analysis equips the intelligence analyst with the information and tools necessary to identify both deception and the larger strategic picture that drive potential adversaries to implement advanced deception operations against the United States. This course establishes a historical, thematic, and contemporary context that provides the fundamental perspective and foundational knowledge required to successfully counter D&D activities.

This course is divided into three parts. Part I examines the fundamental principles and historical events through supporting case studies by focusing on the effects of D&D that permeate and influence the world of the D&D analyst. Part II outlines operational and strategic deceptions and illustrates their effects on leadership and intelligence analysis. Part III focuses on influence operations, offensive CI, and the effect of D&D on surprise, strategic warning, and U.S. national security objectives.

STI 463 Proliferation of Weapons of Mass Destruction

This course examines the role of intelligence in analyzing threats from adversarial state and nonstate actors possessing or aspiring to acquire WMDs to use against the U.S. homeland and global interests. It explores the capabilities and consequences of current and emerging revolutionary advances in S&T that can be used by adversaries to perfect nuclear, biological, and chemical weapons. An overview of the intelligence analysis challenges surrounding the threats posed by state and nonstate adversaries provides the framework to examine the basic technologies of nuclear, chemical, and biological weapons and the threats posed by WMDs. The course explores the motives for and means of acquiring and developing WMDs and encourages students to think analytically and critically about the causes and consequences of nuclear proliferation.

Course Descriptions**STI 480 Information Operations**

The power of information lies at the heart of cooperation and conflict, while state and nonstate actors, groups, and individuals adapt to, and exploit, the “Global Commons.” This course examines the global information environment and its effects on U.S. national security strategy and military operations. Students view essential paradigms and concepts, policies, doctrines, and practices of information operations from a strategic intelligence perspective supporting U.S. information operations planning and strategy. The course analyzes U.S., coalition, and adversarial information operations and examines the exploitation of the global information environment in conducting national security operations at the strategic and operational levels of conflict. Additionally, the course explores intelligence-related aspects of planning and executing in-theater, inter-agency, and international IO across the physical, informational, and cognitive dimensions of the information environment.

STI 482 Cyber Strategy

The emerging cyber issue is many things to different constituencies. It is collectively a potentially disruptive socio-economic, technological and political-military force. It is thus critical to have a coherent theoretical understanding of this issue at the strategic level. The Cyber Strategy course will help the student to identify and articulate these different aspects of the cyber issue. Foundational to this is a critical approach to claims of an emerging cyber orthodoxy or doctrine. The focus of this course, rather, is to identify the right questions that policymakers, technologists, and would-be cyber warriors at the national level must appreciate if they are to embrace and use effectively this new tool of state power. In addition to actual cyber case studies over the past 20 years, this course will also leverage lessons from earlier examples, such as the advent of the submarine and torpedo, the armored fighting vehicle, and aircraft—from an era when previous strategists grappled with newly weaponized and disruptive technologies.

Transnational Intelligence Courses**TRN 403 Terrorism: Origins and Methodologies**

Terrorism represents one of the most palpable threats to U.S. security interests. This course examines the terrorism phenomenon within the context of the social sciences. Particular emphasis is placed on introducing basic techniques for analyzing the causes, strengths, and weaknesses of key forms of terrorism, with a view toward facilitating intelligence capabilities to develop preemptive and countervailing strategies.

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TRN 407 Transnational Threats

The growing prominence of transnational threats and capabilities of illicit transnational actors in the globalized world presents significant security challenges to the intelligence mission. Transnational threats range from terrorism, pandemic health issues, and international narcotics trafficking; through environmental degradation, human trafficking, WMD and weapons proliferation; to international smuggling of otherwise licit goods and trafficking in wildlife, antiquities, human organs, and art—all enabled by expert facilitators, manipulation of the global financial system, and public corruption. IC responses to these many and often overlapping activities help shape the way policy and decision makers consider and address the deepening effects of these transnational threats. This course highlights the profound, destabilizing effects of globalization on sovereignty, international regimes, and global security. Students are challenged to understand and explain this complex space and coherently describe the threat from an IC perspective.

TRN 408 Drug Intelligence

This course examines the nature of international drug trafficking and its interaction with other transnational crime and security issues. It explores the effect of drug trafficking on global security by addressing its interrelationships with global issues. The potential and actual effect of intelligence processes and structures in drug intelligence are considered throughout the course. The course identifies, compares and analyzes the challenges and successes of intelligence within counterdrug and policy efforts. Related topics, such as human networks, money laundering, corruption, terror finance, trade, and tax violations are considered in relation to counternarcotics and the role of intelligence in these complex issues

TRN 409 Homeland Security and Intelligence

This course evaluates the role, structure, composition, missions, capabilities, and limitations of homeland security, the IC, and key law enforcement institutions, in light of the strategic security environment and probable threats. Students apply national security strategy and policy to the homeland security environment. Students gain an understanding of how intelligence capabilities are applied to sharing information, preventing national security threats, protecting critical infrastructure, and protecting the economy in a world of interconnected global transportation systems. The course also examines threats and threat doctrines that adversely affect intelligence and law enforcement practices, including

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insider threats, and provides analytic frameworks for modeling threats, evaluating those threats against homeland security mission capabilities, and proposing intelligence strategies.

Special Interest Courses**BSI 498 Special Topics in Intelligence**

This course designation is used for one-time-only courses on special topics in intelligence. Such courses may be created to take advantage of special expertise of a visiting professor or to meet the needs of a timely intelligence topic. Special Topics are also candidate courses for permanent listing in future curricula.

BSI 499 Directed Readings

This course focuses on a specific aspect of strategic intelligence that is so new or specialized it is not offered in an existing course. The student must develop a written proposal, a list of readings, and assignments and have them approved by the sponsoring faculty member and the BSI Program Director. Students may use a Directed Readings course to satisfy an elective course requirement.

Acronym List

American Council of Education	ACE
Army Educational Requirements System	AERS
Air Force Base	AFB
Academic Policy and Standards Committee	APSC
Virginia Tech’s Advanced Research Center	ARC
Board of Visitors	BOV
Bachelor of Science in Intelligence	BSI
command and control	C2
command, control, communications, and intelligence	C3I
chemical, biological, radiological, nuclear, and high-yield explosive	CBRN-E
combatant commands	CCMDs
continuing education	CE
Chief Executive Officer	CEO
Counterintelligence	CI
Central Intelligence Agency	CIA
Certificates of Intelligence Studies	CIS
Chairman of the Joint Chiefs of Staff	CJCS
College Level Exam Program	CLEP
Commission on New Technological Uses of Copyrighted Works	CONTU
Chief of Staff	COS
College of Strategic Intelligence	CSI
Center for Strategic Intelligence Research	CSIR
Denial and Deception	D&D
Drug Enforcement Administration	DEA
Department of Homeland Security	DHS
Defense Intelligence Agency	DIA
DIA Instruction	DIAI
Defense Language Institute	DLI
Defense Language Proficiency Test	DLPT
Director of National Intelligence	DNI
Department of Defense	DoD
Department of Energy	DOE
Department of State	DoS
DANTES Subject Standardized Test	DSST

Acronym List

European Academic Center	EAC
Executive Order	EO
Foreign Area Officer	FAO
Federal Bureau of Investigation	FBI
foreign intelligence services	FIS
General Equivalency Degree	GED
Geospatial intelligence	GEOINT.
Graduate Record Exam	GRE
Human intelligence	HUMINT.
indications and warnings	I&W
identity intelligence	I2
Intelligence Community	IC
Intelligence Community Campus- Bethesda	ICC-B
information operations	IOs
Institutional Review Board	IRB
Jenzabar Internet Campus Solution	JICS
Joint Professional Military Education	JPME
Joint Services Transcript	JST
Joint Worldwide Intelligence Communications System	JWICS
Leadership and Management	L&M
Measurement and signature intelligence	MASINT.
Master of Science of Strategic Intelligence	MSSI
Master of Science and Technology Intelligence	MSTI
North Atlantic Treaty Organization	NATO
Noncommissioned Officers	NCO
National Capital Region	NCR
National Defense University	NDU
National Geospatial-Intelligence Agency	NGA
nongovernmental organizations	NGOs
National Intelligence Council	NIC
National Intelligence Officer	NIO
National Intelligence Priorities Framework	NIPF
Non-secure Internet Protocol Router Network	NIPRNet
National Intelligence University,	NIU
National Military Intelligence Foundation	NMIF
National Security Agency	NSA
National Security Council	NSC

Acronym List

Office of the Director of National Intelligence	ODNI
Office of Institutional Effectiveness	OIE
NIU’s Office of Research	OOR
operational security	OPSEC
Organization for Security and Co-operation in Europe	OSCE
Open-source intelligence	OSINT.
permanent change of station	PCS
portable electronic devices	PEDs
Personally Identifiable Information	PII
People’s Liberation Army	PLA
Pacific Northwest National Laboratory	PNNL
People’s Republic of China	PRC
Quantico Academic Center	QAC
science and technology	S&T
science and technology intelligence	S&TI
Southern Academic Center	SAC
Sensitive Compartmented Information	SCI
Signals intelligence	SIGINT
subject matter expert	SME
Single Scope Background Investigation	SSBI
Special Security Officer	SSO
School of Science and Technology Intelligence	SSTI
temporary duty	TDY
Tehrik-e-Taliban Pakistan	TPP
Under Secretary of Defense for Intelligence	USD(I)
U.S. European Command	USEUCOM
U.S. Southern Command	USSOUTHCOM
Weapons of Mass Destruction	WMD
WMD Terrorism	WMD-T

